



CITY OF CARMEL-BY-THE-SEA CITY COUNCIL AGENDA

Mayor Dave Potter, Councilmembers Jeff Baron,
Alissandra Dramov, Karen Ferlito, and Bobby
Richards
Contact: 831.620.2000 www.ci.carmel.ca.us

All meetings are held in the City Council Chambers
East Side of Monte Verde Street
Between Ocean and 7th Avenues

CITY COUNCIL SPECIAL MEETING - WORKSHOP Thursday, March 28, 2024

This meeting will be held in person at the Sunset Center, Carpenter Hall, located at San Carlos St. and 9th Ave., Carmel-by-the-Sea, CA 93921, and via Zoom.

HYBRID MEETING ATTENDANCE OPTIONS

Members of the public are entitled to speak on matters of municipal concern not on the agenda during Public Appearances. Each person's comments shall be limited to 3 minutes, or as otherwise established by the Chair. Matters not appearing on the agenda will not receive action at this meeting and may be referred to staff. Persons are not required to provide their names, and it is helpful for speakers to state their names so they may be identified in the minutes of the meeting.

<https://ci-carmel-ca-us.zoom.us/j/83966377766> Webinar ID: 839 6637 7766 Passcode: 499933 Dial In: (253) 215-8782

HOW TO OFFER PUBLIC COMMENT

The public may give public comment at this meeting in person, or using the Zoom teleconference module, provided that there is access to Zoom during the meeting. Zoom comments will be taken after the in-person comments. The public can also email comments to cityclerk@ci.carmel.ca.us. Comments must be received at least 2 hours before the meeting in order to be provided to the legislative body. Comments received after that time and up to the beginning of the meeting will be made part of the record.

OPEN SESSION 10:00 AM

CALL TO ORDER AND ROLL CALL - 10:00 AM

ORDERS OF BUSINESS

Orders of Business are agenda items that require City Council, Board or Commission discussion, debate, direction to staff, and/or action.

1. Conduct a workshop/retreat to discuss the City Council's Strategic Priority Projects, gather input from the public, and provide direction to staff regarding prioritization of each project on the list. City Council may give directions to staff during strategic planning, however, any actions to implement such directions will be considered at

future scheduled Council meetings.

PUBLIC APPEARANCES - Limited to items on the agenda

Under the Brown Act, public comment for matters on the agenda must relate to that agenda item. This is a warning that if a member of the public attending this meeting remotely violates the Brown Act by failing to comply with this requirement of the Brown Act, then that speaker will be muted. Each person's comments shall be limited to 3 minutes. People are not required to provide their name but it is helpful to state their names so they may be identified in the minutes of the meeting.

ADJOURNMENT

This agenda was posted at City Hall, Monte Verde Street between Ocean Avenue and 7th Avenue, Harrison Memorial Library, located on the NE corner of Ocean Avenue and Lincoln Street, the Carmel-by-the-Sea Post Office, 5th Avenue between Dolores Street and San Carlos Street, and the City's webpage <http://www.ci.carmel.ca.us> in accordance with applicable legal requirements.

SUPPLEMENTAL MATERIAL RECEIVED AFTER THE POSTING OF THE AGENDA

Any supplemental writings or documents distributed to a majority of the City Council regarding any item on this agenda, received after the posting of the agenda will be available for public review at City Hall located on Monte Verde Street between Ocean and Seventh Avenues during regular business hours.

SPECIAL NOTICES TO PUBLIC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at 831-620-2000 at least 48 hours prior to the meeting to ensure that reasonable arrangements can be made to provide accessibility to the meeting (28CFR 35.102-35.104 ADA Title II).



CITY OF CARMEL-BY-THE-SEA CITY COUNCIL Staff Report

March 28, 2024
ORDERS OF BUSINESS

TO:	Honorable Mayor and City Council Members
SUBMITTED BY:	Brandon Swanson, Community Planning & Building Director
APPROVED BY:	Chip Rerig, City Administrator
SUBJECT:	Conduct a workshop/retreat to discuss the City Council's Strategic Priority Projects, gather input from the public, and provide direction to staff regarding prioritization of each project on the list. City Council may give directions to staff during strategic planning, however, any actions to implement such directions will be considered at future scheduled Council meetings.

RECOMMENDATION:

The City Council Workshop will focus on receiving updates and discussing the status of the City Council's current list of Strategic Priority Projects. Additionally, during the workshop, we aim to gather input from the public and provide direction to staff regarding the prioritization of each project on the list. There will also be an opportunity to discuss potential new priorities for inclusion on the list. Any action resulting from these discussions will be considered at future scheduled Council meetings.

In order to ensure effective strategic planning and decision-making, it is recommended to conduct a workshop where City Council members can have a comprehensive discussion on the existing strategic projects, the level of prioritization, and the level of staff capacity needed to complete. This discussion will allow for the collection of vital input from the public and enable Council members to provide direction to staff regarding project prioritization.

BACKGROUND/SUMMARY:

EXECUTIVE SUMMARY

The City of Carmel-by-the-Sea Strategic Priority Projects have been developed over the last few years through careful deliberation by the City Council with input from the community and city staff to advance the mission and vision of Carmel-by-the-Sea. The priority level and direction of the projects can change over time, based on interest, need, and resources.

The goal of this report and the workshop discussion is to provide Council a status update on the City's Strategic Priorities, the level of staff capacity needed to complete each project (high, medium, low). With this information, Council will be asked to provide guidance on which of the current projects should remain as a true #1 priority, while perhaps moving some to a level #2, and level #3 or even to a "parking lot list" to designate items will not receive immediate attention until the higher priorities are completed. When

considering each priority, time constraints and legal or regulatory factors should be taken into consideration. This request for direction from Council is in response to feedback received from both the community and some members of Council that the number of “top” priorities has grown too large to be completed in a reasonable amount of time with the existing staff resources. It should be noted, however, that there are no “bad projects” on the existing list. The issue at hand is only about the capacity to complete a certain number of tasks efficiently, not whether those tasks are worthwhile.

Workshop Background

The following is a brief chronological summary of how the City Council Strategic Priority List has evolved over the last few years:

- **November 19, 2019** – City Council met with a consultant to develop a Vision Statement, a Mission Statement, Guiding Values, and establish Council Priorities. Council defined 5 Priority Goal categories: Financial Sustainability, Natural Environment/Village Character, Community Engagement, Infrastructure, and Business Environment.
- **February 3, 2020** – The Vision Statement, Mission Statement, and Guiding Values and were adopted by Resolution 2020-014, included as **Attachment 1**.
- **October 12th, 2021** - City Council held a public workshop at Sunset Center to discuss roughly sixty (60) different projects associated with the Council’s adopted Strategic Initiatives. Following a hearty and productive discussion, the Council reduced the list of priority projects to a total of thirty (30), recognizing that some tasks were “day to day” or belonged on other lists like the Capital Improvement Program (CIP).
- **January 4th, 2022** – Council received a presentation from staff on the list of thirty (30) priority projects. To aid in managing the Council’s priority projects, staff created a worksheet called the “Council Priorities Tracker”, which includes information about project completeness and month-by-month updates/forecasting.
- **March 10th, 2022** - Council held another public workshop. Department heads presented and discussed each item on the full priority list of thirty (30) projects. Following these detailed discussions, and in consideration of available staff resources, Council opted to elevate sixteen (16) projects as the highest priority and directed staff to focus their efforts on these projects before working on any of the remaining projects on the larger list of thirty (30). The concept behind this top priorities list was that as projects were completed, and resources became available, another project from the larger list of thirty (30) could move up to become a top priority at the direction of the full Council.
- **September 13th, 2022** – Council received a brief update on each project contained in the tracking list of thirty (30) strategic priority projects, including the percentage complete and the items that have been completed, which were moved off the tracking sheet to a separate “Completed Projects” worksheet. Council gave direction to staff to give an update to Council after the election when the new Councilmember is seated.
- **January 31st, 2023** – Council conducts another public strategic workshop at Sunset Center. Department heads presented the status of each project on the full priority list of thirty (30) projects. This update included percentage of completion for active projects, and those which had been finalized and moved over to a separate list (5 total completed, not including the Climate Action Plan). Council discussed the active projects, and provided some preliminary direction about elevating certain projects to “top priorities”. Council also suggested moving other projects to the list of those that are

fully completed (Vacant Positions, and Pandemic Recovery). Council directed staff to return in March at their regular meeting to present the outcomes from the strategic workshop and to receive direction on specific projects.

- **March 7th, 2023** – Council received a report on the outcome of the January 31, 2023, City Council Strategic workshop. Staff gave a brief summary of the direction received from Council on each item on the priority list, such as items to keep as a top priority, items to elevate, and items that have changed status or to combine.
- **August 30, 2023** – Council held a public workshop at the Sunset Center, discussing the status of the current priority list, and added 6 new priorities to the list. 14 projects were deemed “Top Priority”. Ad hoc committees were assigned to some of the projects.
- **October 3, 2023** – Council received a report on the outcome of the August 30, 2023, City Council Strategic Workshop. Staff gave a brief summary of the direction received from Council on each item on the priority list, such as items to keep as a top priority, items to elevate, and items that have changed status or to combine.

Workshop Overview

Each year, Council holds 1 or 2 Strategic Priority Workshops to review the status of the priority projects and provide direction to staff on what projects to prioritize. At an upcoming regular Council meeting, staff will present a report of the direction received at the Workshop to receive clarification and confirmation of which priorities to focus on.

Objectives for workshop

- Review the list of in progress Strategic Priorities
- Receive input from the community on priorities
- Amend the list of “top priorities”, if needed
- Provide direction to staff on which priorities should be a focus for FY 24-25

Review of Accomplishments

Originally a list of 60 projects, and then narrowed down to 30 priority projects in October 2021, City Staff has made a great amount of progress on the Priority Projects.

8 Priority Projects have been completed since October 2021:

- Develop a multi-pronged financial strategy to address pension liability
- Restructure peninsula messenger service for at-home letter delivery
- Develop organics/recycling ordinance
- Forest theater facilities manager
- Review and update sign ordinance
- Filling vacancies
- Pandemic recovery
- Update Purchasing Policy

Since the last Workshop in August 2023, 4 Priority Projects are nearly complete (95%):

- Develop Telecommunication Ordinance consistent with federal law
- Stormwater Ordinance Update

- Car Week Safety and Impacts
- Review barriers to construction of affordable housing (Housing Element Adoption)

This staff report and attachments will provide an overview the current list of **29** active strategic priority projects and the direction noted at the August 30th Priorities workshop, and confirmed during a Priorities Recap discussion at the October 3, 2023 meeting.

Attachments to this staff report include:

- 2020 Vision Statement, Mission Statement, and Guiding Values
- Strategic Priority Matrix - updated March 2024 (detailed version)
- Strategic Priority Matrix - updated March 2024 (summary version)
- Completed Projects List
- Projects by Department/Category

Staff is requesting Council review the list of **29** active priorities and provide direction on what items remain a top priority, items to move off the list as complete, or provide other direction to staff. Once this direction is finalized, the Priorities Matrix will be updated and will determine how staff time will be focused until the next strategic workshop or otherwise directed by Council.

Priority Setting

The priority focus area of the City can and does change over time based on interest, need, and resources. About half of the active priority list projects are deemed as “top priority”.

To quickly summarize the active priorities:

- **14 projects are designated as “Top Priority”**
- **15 projects are “normal” priority level**
- **6 projects are “New” (added in August)**
- **12 priorities are over 50% complete**

The list of Active Priorities below are in order of percentage complete, with the projects closest to completion at the top.

NO.	Priority Level	Project Description	Dept.	% Complete
1	Normal	Develop Telecommunication Ordinance consistent with federal law	CP&B	95%
2	Normal	Stormwater Ordinances Update	PW	95%
3	Normal	NEW - Car Week Impacts and Safety	PD/ Community Activities	95%
4	High	Review barriers to construction of affordable housing & Housing Element Implementation	CP&B	95%

5	High	Volunteer Group Facilitation and Appreciation	PW	80%
6	Normal	NEW - Board and Commissioner Training	Admin	75%
7	High	Develop Accessory Dwelling Unit (ADU) Ordinance	CP&B	75%
8	High	Explore Street Addresses	Admin	70%
9	High	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk	Fire/PD/PW	65%
10	High	Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	PW	60%
11	Normal	Increase Beautification Efforts - <i>Ongoing</i>	PW	60%
12	High	Update Zoning Code and Design Guidelines (Residential & Commercial) AND Explore Reinstatement of the Design Review Board (DRB))	CP&B	60%
13	High	Develop a Facilities Maintenance Plan	PW	50%
14	High	Underground Utilities Rule 20A	PW	50%
15	Normal	Develop and Implement a Social Media Plan	Admin	50%
16	Normal	Explore Parking and Traffic Management Program	Admin	50%
17	High	Explore Opportunities for Scout House	PW	40%
18	High	Review opportunities for enhanced Fire/Ambulance services	PD	35%
19	High	Coastal Engineering Study and Climate Committee	PW	35%
20	Normal	Review/Reformulate	Admin	35%

		approach to reserves/update financial policies		
21	High	Police/Public Works Building Project	PD/PW/CP&B	30%
22	Normal	Explore opportunities for permanent outdoor dining/Downtown Master Plan	CP&B	25%
23	High	Explore Opportunities for Flanders Mansion	Admin	20%
24	Normal	NEW - Undergrounding Power Lines (separate from Rule 20A)	PW	5%
25	Normal	NEW - Transient Occupancy Tax (TOT) increase: Explore a ballot measure for 2024 Election	Admin	5%
26	Normal	NEW - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project	Admin	5%
27	Normal	Explore redevelopment of the North Lot at Sunset Center	CP&B	5%
28	Normal	Housing Element Implementation	CP&B	5%
29	Normal	NEW - Outdoor Wine Tasting Ordinance	CP&B	5%

FISCAL IMPACT:

N/A

PRIOR CITY COUNCIL ACTION:

ATTACHMENTS:

- Attachment 1) Values, Mission Statement, Guiding Principles
- Attachment 2) Strategic Priority Maxtrix (Detailed Version)
- Attachment 3) Strategic Priorty Matrix (Summary Version)
- Attachment 4) Completed Projects List
- Attachment 5) Priorities by Department and Category

**CITY OF CARMEL-BY-THE-SEA
CITY COUNCIL**

RESOLUTION NO. 2020-014

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
ADOPTING AND APPROVING THE VISION STATEMENT, MISSION STATEMENT, GUIDING
VALUES AND COUNCIL PRIORITIES ESTABLISHED AS A RESULT OF THE STRATEGIC
PLANNING WORKSHOP HELD BY THE CITY COUNCIL ON NOVEMBER 19, 2019**

WHEREAS, the City Council desires to establish a framework to guide the City Council and City staff in the future; and

WHEREAS, the City Council met with a consultant to develop a Vision Statement, a Mission Statement, Guiding Values and establish Council Priorities; and

WHEREAS, the attached Vision Statement, Mission Statement, Guiding Values and Council Priorities are the result of discussions among the City Council and staff and provide a base for City staff and the Council to refer to when making decisions that impact the community.

**NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF
CARMEL-BY-THE-SEA DOES HEREBY:**

Adopt the Vision Statement, Mission Statement, Guiding Values and Council Priorities as follows:

Vision Statement

Carmel-by-the-Sea will always be a community that values its historic culture, artistic character, and natural environment.

Mission Statement

The City will provide exceptional services that respect residential character, promote local commerce and protect natural resources, while ensuring public health, safety and welfare.

Guiding Values

- ❖ Public Stewardship
- ❖ Accountability and Responsibility
- ❖ Open Communication
- ❖ Collaboration and Teamwork
- ❖ Excellence
- ❖ Respect and Caring
- ❖ Customer Service

Council Priorities

1. Financial Sustainability
2. Natural Environment/Village Character
3. Community Engagement
4. Infrastructure
5. Business Environment

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-
THE-SEA this 3rd day of February 2020, by the following vote:**

AYES: COUNCIL MEMBERS BARON, REIMERS, THEIS, MAYOR PRO TEM
RICHARDS, MAYOR POTTER

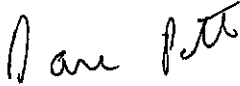
NOES: NONE

ABSENT: NONE

ABSTAIN: NONE

APPROVED:

ATTEST:



Dave Potter
Mayor



Britt Avrit, MMC
City Clerk

Council Strategic Priorities Tracker - March 2024										
No.	Priority Level	Project	Strategic Priority Category	Project Type	Regulatory or Legal Requirement?	Dept.	Current Status	Level of Staff Capacity to Complete	Summary of Accomplishments Since August 2023	% Complete in March 2024
1	regular	Develop Telecommunication Ordinance consistent with federal law	Natural Environment/Village Character	Strategic Initiative	Yes	CP&B	Waiting for the Coastal Commission to set a hearing date.	Low	<ul style="list-style-type: none"> • August 2023: Application forms, checklists and design standards approved by Planning Commission • August 2023: Ordinance recommended for approval by Planning Commission • October 2023: Ordinance package adopted by City Council • LCP Amendment package pending Coastal Commission approval 	95%
2	regular	Stormwater Ordinances Update	Infrastructure	Strategic Initiative	Yes	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%
3	regular	Car Week Impacts and Safety	Misc.	Other	No	PD/Comm. Activities	In progress	Medium	<ul style="list-style-type: none"> • Council Presentations in October 2023 and March 2024 • October and March presentations discussed planning, preparation, and enforcement efforts for upcoming Car Week event 	95%
4	high	Review barriers to construction of affordable housing (Housing Element Adoption)	Natural Environment/Village Character	Strategic Initiative	Yes	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%
5	high	Volunteer Group Facilitation and Appreciation (<i>elevated to High Priority in August</i>)	Community Engagement	Strategic Initiative	No	PW	In Progress	Medium	<ul style="list-style-type: none"> • Volunteer efforts and oversight have successfully resumed at the North Dunes site • 3rd Leadership Carmel (LC) class completed Forest Hill Park Nature Play project • 4th class will implement Scenic Pathway overlook improvements in Spring 2024 • March 2024: Council accepted \$149k in goods and 6k labor hours from Carmel Cares • Numerous ongoing projects/initiatives with Carmel Cares • 2nd Annual Earth/Arbor/Community Day scheduled in April • Increasing collaboration with FOMTNP and Garden Club • Added Carmel Youth Center to volunteer webpage 	80%
6	regular	Board and Commissioner Training	Misc.	Other	No	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%
7	high	Develop Accessory Dwelling Unit (ADU) Ordinance	Natural Environment/Village Character	Strategic Initiative	Yes	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%
8	high	Explore Street Addresses (Ad Hoc Created)	Natural Environment/Village Character	Strategic Initiative	Yes	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%

No.	Priority Level	Project	Strategic Priority Category	Project Type	Regulatory or Legal Requirement?	Dept.	Current Status	Level of Staff Capacity to Complete	Summary of Accomplishments Since August 2023	% Complete in March 2024
9	high	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk	Natural Environment/Village Character	Strategic Initiative	No	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 wacking, 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%
10	high	Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	Natural Environment/Village Character	Strategic Initiative	No	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%
11	regular	Increase Beautification Efforts - <i>Ongoing</i>	Natural Environment/Village Character	Ongoing	No	PW	Ongoing	Medium	<ul style="list-style-type: none"> MTNP tank, well, pump house, and pole removed in MTNP August 2023: Forest & Beach Commission selected Carmel Cares proposed design Option 3 for five Ocean Avenue Median Islands makeover March 2024: Forest & Beach Commission approved landscaping design by MPC Professor Wheat, installation to begin April 2024 with estimated completion in Fall Community Engagement Programs "Downtown Detail" and "Median Minders" continue beautification efforts 	60%
12	high	Update Zoning Code and Design Guidelines (Residential & Commercial) AND <i>Explore Reinstatement of the Design Review Board (DRB)</i>	Natural Environment/Village Character	Strategic Initiative	No	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%
13	high	Develop a Facilities Maintenance Plan (Facility Renovation Projects)	Infrastructure	Strategic Initiative	No	PW	In progress	High	<ul style="list-style-type: none"> Completed: Sunset Center fire recirculation pump, bollards, and PB Library dumbwaiter decommissioned, Electrical panel assessments (City Hall, Fire Station, Vista Lobos, Junipero/ Ocean), and Condition Assessments: Police/Public Works building In Construction: Painting Sunset Center north wing and HM Library exterior, Carpenter Hall heater, and ADA Upgrades Year 6 In Design: Sunset Center north lot electrical panel, retaining wall repairs, and portico, and Vista Lobos electrical panel rebuild Library Master Plan developed, Pending design of renovations Ready to re-bid pending supplemental funding in FY 25: City Hall roof replacement, Sunset Center cottage window repairs 	50%
14	high	Underground Utilities Rule 20A (Ad Hoc Created)	Infrastructure	Strategic Initiative	Yes	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%

No.	Priority Level	Project	Strategic Priority Category	Project Type	Regulatory or Legal Requirement?	Dept.	Current Status	Level of Staff Capacity to Complete	Summary of Accomplishments Since August 2023	% Complete in March 2024
15	regular	Develop and Implement Social Media Plan	Community Engagement	Strategic Initiative	No	Admin	On hold due to other priorities	Medium	• No updates on this item	50%
16	regular	Explore Parking and Traffic Management Program	Business Environment	Strategic Initiative	No	Admin	In progress	High	• Community engagement phase completed in winter 2023 • Next step - presentation to Council with community feedback and options	50%
17	high	Explore Opportunities for Scout House	Infrastructure	CIP	No	PW	In progress	High	• 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%
18	high	Review opportunities for enhanced fire/ambulance service (Ad Hoc Created)	Financial Sustainability	Strategic Initiative	No	PD	In progress	High	• 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%
19	high	Coastal Engineering Study and Climate Committee (Elevated to High priority in August)	Natural Environment/Village Character	Strategic Initiative	No	PW	In progress	Medium	• 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%
20	regular	Review/Reformulate approach to reserves/update financial policies	Financial Sustainability	Strategic Initiative	No	Admin	On hold due to staffing.	High	• No updates on this item	35%
21	high	Police/Public Works Building Project (Ad Hoc Created)	Infrastructure	Strategic Initiative	Yes	PD/PW /CP&B	In progress.	High	• 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%
22	regular	Explore opportunities for permanent outdoor dining/Downtown Master Plan	Business Environment	Strategic Initiative	No	CP&B	On hold due to other priorities.	Medium	• No project updates at this time	25%
23	high	Explore Opportunities for Flanders Mansion (Ad Hoc Created)	Infrastructure	Strategic Initiative	No	Admin	On hold due to other priorities.	High	• Staff has continued research to prepare a City Council update, recommendation, and seek direction	20%

No.	Priority Level	Project	Strategic Priority Category	Project Type	Regulatory or Legal Requirement?	Dept.	Current Status	Level of Staff Capacity to Complete	Summary of Accomplishments Since August 2023	% Complete in March 2024
24	regular	Undergrounding Power Lines (Same Ad Hoc as Rule 20A) - separate from Rule 20A Priority	Infrastructure	Strategic Initiative	No	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%
25	regular	Transient Occupancy Tax (TOT) Increase: Explore adding to the 2024 Ballot	Financial Sustainability	Strategic Initiative	No	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%
26	regular	New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project (Mayor Potter representing)	Natural Environment/Village Character	Strategic Initiative	No	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%
27	regular	Explore redevelopment of the north lot at Sunset Center	Infrastructure	Strategic Initiative	No	CP&B	On hold due to other priorities.	Medium	<ul style="list-style-type: none"> No project updates at this time Included as opportunity site in Housing Element - Target RFP in December 2025 	5%
28	regular	New - Housing Element Implementation	Natural Environment/Village Character	Strategic Initiative	Yes	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%
29	regular	New - Outdoor Wine Tasting Ordinance	Business Environment	Strategic Initiative	No	CP&B	In Progress	Medium	<ul style="list-style-type: none"> Ad Hoc Committee established First community listening session held in November 2023 	5%

Council Strategic Priorities Tracker - March 2024 (Summarized View)						
No.	Priority Level	Project	Dept.	Current Status	Summary of Accomplishments Since August 2023	% Complete in March 2024
1	regular	Develop Telecommunication Ordinance consistent with federal law	CP&B	Waiting for the Coastal Commission to set a hearing date.	<ul style="list-style-type: none">▪ August 2023: Application forms, checklists and design standards approved by Planning Commission▪ August 2023: Ordinance recommended for approval by Planning Commission▪ October 2023: Ordinance package adopted by City Council▪ LCP Amendment package pending Coastal Commission approval	95%
2	regular	Stormwater Ordinances Update	PW	Waiting for the Coastal Commission to Adopt in FY 24/25	<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%
3	regular	Car Week Impacts and Safety	PD/Comm. Activities	In progress	<ul style="list-style-type: none">▪ Council Presentations in October 2023 and March 2024▪ October and March presentations discussed planning, preparation, and enforcement efforts for upcoming Car Week event	95%
4	high	Review barriers to construction of affordable housing (Housing Element Adoption)	CP&B	Pending Council Adoption - Target before April 15th	<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%
5	high	Volunteer Group Facilitation and Appreciation <i>(elevated to High Priority in August)</i>	PW	In Progress	<ul style="list-style-type: none">▪ Volunteer efforts and oversight have successfully resumed at the North Dunes site▪ 3rd Leadership Carmel (LC) class completed Forest Hill Park Nature Play project▪ 4th class will implement Scenic Pathway overlook improvements in Spring 2024▪ March 2024: Council accepted \$149k in goods and 6k labor hours from Carmel Cares▪ Numerous ongoing projects/initiatives with Carmel Cares▪ 2nd Annual Earth/Arbor/Community Day scheduled in April▪ Increasing collaboration with FOMTNP and Garden Club▪ Added Carmel Youth Center to volunteer webpage	80%
6	regular	Board and Commissioner Training	Admin	On hold	<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%
7	high	Develop Accessory Dwelling Unit (ADU) Ordinance	CP&B	In progress	<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%

No.	Priority Level	Project	Dept.	Current Status	Summary of Accomplishments Since August 2023	% Complete in March 2024
8	high	Explore Street Addresses (Ad Hoc Created)	Admin	In progress.	<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%
9	high	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk	Fire/PD/PW	In progress	<ul style="list-style-type: none">▪ Community Wildfire Protection Plan (CWPP) presented to Forest & Beach Commission in October 2023Needs 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 wacking, 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%
10	high	Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	PW	In progress	<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%
11	regular	Increase Beautification Efforts - <i>Ongoing</i>	PW	Ongoing	<ul style="list-style-type: none">▪ MTNP tank, well, pump house, and pole removed in MTNP▪ August 2023: Forest & Beach Commission selected Carmel Cares proposed design Option 3 for five Ocean Avenue Median Islands makeover▪ March 2024: Forest & Beach Commission approved landscaping design by MPC Professor Wheat, installation to begin April 2024 with estimated completion in Fall▪ Community Engagement Programs "Downtown Detail" and "Median Minders" continue beautification efforts	60%

No.	Priority Level	Project	Dept.	Current Status	Summary of Accomplishments Since August 2023	% Complete in March 2024
12	high	Update Zoning Code and Design Guidelines (Residential & Commercial) AND <i>Explore Reinstatement of the Design Review Board (DRB)</i>	CP&B	In progress	<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%
13	high	Develop a Facilities Maintenance Plan (Facility Renovation Projects)	PW	In progress	<ul style="list-style-type: none">▪ Completed: Sunset Center fire recirculation pump, bollards, and PB Library dumbwaiter decommissioned, Electrical panel assessments (City Hall, Fire Station, Vista Lobos, Junipero/ Ocean), and Condition Assessments: Police/Public Works building▪ In Construction: Painting Sunset Center north wing and HM Library exterior, Carpenter Hall heater, and ADA Upgrades Year 6▪ In Design: Sunset Center north lot electrical panel, retaining wall repairs, and portico, and Vista Lobos electrical panel rebuild▪ Library Master Plan developed, Pending design of renovations▪ Ready to re-bid pending supplemental funding in FY 25: City Hall roof replacement, Sunset Center cottage window repairs	50%
14	high	Underground Utilities Rule 20A (Ad Hoc Created)	PW	In progress	<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%
15	regular	Develop and Implement Social Media Plan	Admin	On hold due to other priorities	<ul style="list-style-type: none">▪ No updates on this item	50%
16	regular	Explore Parking and Traffic Management Program	Admin	In progress	<ul style="list-style-type: none">▪ Community engagement phase completed in winter 2023▪ Next step - presentation to Council with community feedback and options	50%

No.	Priority Level	Project	Dept.	Current Status	Summary of Accomplishments Since August 2023	% Complete in March 2024
17	high	Explore Opportunities for Scout House	PW	In progress	<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%
18	high	Review opportunities for enhanced fire/ambulance service (Ad Hoc Created)	PD	In progress	<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%
19	high	Coastal Engineering Study and Climate Committee (Elevated to High priority in August)	PW	In progress	<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 <ul style="list-style-type: none"> 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%
20	regular	Review/Reformulate approach to reserves/update financial policies	Admin	On hold due to staffing.	<ul style="list-style-type: none"> No updates on this item 	35%
21	high	Police/Public Works Building Project (Ad Hoc Created)	PD/PW /CP&B	In progress.	<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%
22	regular	Explore opportunities for permanent outdoor dining/Downtown Master Plan	CP&B	On hold due to other priorities.	<ul style="list-style-type: none"> No project updates at this time 	25%

No.	Priority Level	Project	Dept.	Current Status	Summary of Accomplishments Since August 2023	% Complete in March 2024
23	high	Explore Opportunities for Flanders Mansion (Ad Hoc Created)	Admin	On hold due to other priorities.	▪ Staff has continued research to prepare a City Council update, recommendation, and seek direction	20%
24	regular	Undergrounding Power Lines (Same Ad Hoc as Rule 20A) - separate from Rule 20A Priority	PW	In progress (overlaps with Rule 20A)	▪ 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%
25	regular	Transient Occupancy Tax (TOT) Increase: Explore adding to the 2024 Ballot	Admin	Update to Council in May, then needs Council direction.	▪ 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%
26	regular	New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project (Mayor Potter representing)	Admin/CP&B	In progress	▪ The City mailed a letter of support for the project ▪ City Planner Katherine Wallace added to project team	5%
27	regular	Explore redevelopment of the north lot at Sunset Center	CP&B	On hold due to other priorities.	• No project updates at this time • Included as opportunity site in Housing Element - Target RFP in December 2025	5%
28	regular	New - Housing Element Implementation	CP&B	Implementation schedule pending Council adoption in April, 2024	• Implementation schedule created as part of Housing Element • Start date pending adoption of Housing Element in April 2024	5%
29	regular	New - Outdoor Wine Tasting Ordinance	CP&B	In Progress	• Ad Hoc Committee established • First community listening session held in November 2023	5%

COMPLETED PRIORITIES (8 TOTAL)			
#	ITEM DESCRIPTION	DEPARTMENT	STATUS
1	Develop a multi-pronged financial strategy to address pension liability	Administration	Completed
2	Restructure Peninsula Messenger Service for at-home letter delivery	Administration	Completed
3	Develop organics/recycling ordinance	PW	Completed
4	Forest Theater facilities manager	PW/Comm. Act.	Completed
5	Review and update sign ordinance	CP&B	Completed
6	Filling vacancies	Administration	Completed as of March 2023
7	Pandemic recovery	Administration	Completed as of March 2023
8	Update Purchasing Policy	Administration	Completed as of July 2023

Priorities by Strategic Initiative Category

Attachment 5

Financial Stability (2 in progress)	Natural Environment/Village Character (11 in progress)	Community Engagement (2 in progress)	Infrastructure (8 in progress)	Business Environment (3 in progress)	Misc. (3 in progress)
Review/Reformulate approach to reserves/update financial policies New - Transient Occupancy Tax Increase: Explore adding to the 2024 Ballot	Explore Street Addresses Urban Forest Master Plan (UFMP) & Update Tree Ordinance Develop Plan to Reduce Fire Risk in Natural Areas and Private Property Increase Beautification Efforts Coastal Engineering Study and Climate Committee New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project (Mayor Potter representing) Update Zoning Code and Design Guidelines (Residential & Commercial) AND <i>Explore Reinstatement of the Design Review Board (DRB)</i> Develop Accessory Dwelling Unit (ADU) Ordinance Develop Telecommunication Ordinance consistent with federal law Review barriers to construction of affordable housing New - Housing Element Implementation	Volunteer Group Facilitation and Appreciation Develop and Implement Social Media Plan	Stormwater Ordinance Develop a Facilities Maintenance Plan (Facility Renovation Projects) Underground Utilities Rule 20A Undergrounding Utilities Explore Opportunities for Scout House Police/PW Building Project Explore redevelopment of the north lot at Sunset Center Explore Opportunities for Flanders Mansion	Explore Parking and Traffic Management Program Explore opportunities for permanent outdoor dining/Downtown Master Plan New - Outdoor Wine Tasting Ordinance	New - Car Week Safety and Impacts New - Board and Commissioner Training Review Opportunities for Enhances Fire and Ambulance Services

Priorities by Department

Attachment 5

Administration (8 projects)	Community Planning & Building (10 projects)	Police(4 projects)	Public Works(11 projects)	Library & Community Activities (1 project)
New - Board and Commissioner Training	Develop Telecommunication Ordinance consistent with federal law	New - Car Week Impacts and Safety**	Undergrounding Power Lines (separate from Rule 20A)	New - Car Week Impacts and Safety**
Explore Street Addresses	Review barriers to construction of affordable housing (Housing Element Adoption)	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk**	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk**	
Develop and Implement Social Media Plan	Develop Accessory Dwelling Unit (ADU) Ordinance	Review opportunities for enhanced fire/ambulance service	Stormwater Ordinances Update	
Explore Parking and Traffic Management Program	Update Zoning Code and Design Guidelines (Residential & Commercial) AND Explore Reinstatement of the Design Review Board (DRB))	Police/Public Works Building Project**	Volunteer Group Facilitation and Appreciation	
Review/Reformulate approach to reserves/update financial policies	Explore opportunities for permanent outdoor dining/Downtown Master Plan		Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	
Explore Opportunities for Flanders Mansion	Explore redevelopment of the north lot at Sunset Center		Increase Beautification Efforts	
New - Transient Occupancy Tax (TOT) Increase: Explore adding to the 2024 Ballot	New - Housing Element Implementation		Develop a Facilities Maintenance Plan (Facility Renovation Projects)	
New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project**	New - Outdoor Wine Tasting Ordinance		Underground Utilities Rule 20A	
	Police/Public Works Building Project**		Police/Public Works Building Project**	
	New - Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project**		Explore Opportunities for Scout House	
			Coastal Engineering Study and Climate Committee (Elevated to High priority in August)	