



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

Contact: 831.620.2000 ci.carmel.ca.us

Mayor Dale Byrne
Councilmembers Jeff Baron, Hans Buder, Bob Delves, and
Alissandra Dramov

Location: The Carmel Woman's Club
9th and San Carlos, Carmel-by-the-Sea, CA 93921

City Council Special Meeting Priorities Workshop

**When: Thursday, January 22, 2026
10:00 AM – 3:00 PM**

**Where: The Carmel Woman's Club
9th and San Carlos Street, Carmel-by-the-Sea, CA 93921
(Across from the Sunset Center)
and via Zoom Webinar**

HYBRID MEETING ATTENDANCE OPTIONS

This meeting will be held in person and via teleconference ("hybrid"). The public is welcome to attend the meeting in person or remotely via Zoom, however, the meeting will proceed as normal even if there are technical difficulties accessing Zoom. The City will do its best to resolve any technical issues as quickly as possible. To view or listen to the meeting from home, you may also watch the live stream on the City's YouTube page at: <https://www.youtube.com/@CityofCarmelbytheSea/streams>. To participate in the meeting via Zoom, copy and paste the link below into your browser and enter the passcode.

<https://ci-carmel-ca-us.zoom.us/j/88181458223>

Webinar ID: 881 8145 8223

Passcode: 598596

Dial in: (253) 215-8782

HOW TO OFFER PUBLIC COMMENT

The public may give public comment at this meeting in person, or use 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.

PUBLIC COMMENT GUIDELINES FOR SPECIAL MEETINGS

During Special City Council Meetings, public comments are permitted for items listed on the agenda. After each item on the agenda is introduced, the Mayor will invite public comment on that item. Each speaker has 3 minutes to speak unless otherwise adjusted by the Mayor. While stating your name is optional, it helps to identify speakers in the meeting minutes. Remote or in-person participants who do not comply with the requirements of the Brown Act will be muted.

CALL TO ORDER AND ROLL CALL - 10:00 AM

ORDERS OF BUSINESS

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

1) Strategic Priorities Workshop - Review, Discuss, Receive Public Input, and Provide Direction on the City Council's Strategic Priority Projects

Recommendation: Conduct a Strategic Priorities Workshop to:

- Review and assess the status of current strategic projects
- Evaluate prioritization levels and staff capacity for project completion
- Gather public input on Council priorities
- Consider potential new projects for inclusion or modifications to existing priorities

Based on these discussions, the Council may provide direction to staff on project prioritization. Any formal actions to implement these directions will be considered at future scheduled Council meetings.

ADJOURNMENT – 3:00 PM

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.

CORRESPONDENCE RECEIVED AFTER THE POSTING OF THE AGENDA

Any correspondence or supplemental materials related to items on this agenda that are received after the agenda has been posted will be distributed to the City Council and made available for public review at City Hall (Monte Verde Street between Ocean and Seventh Avenues) during regular business hours. Written comments emailed to the City Clerk will not be read aloud, but will be posted online with the related agenda at: <https://carmelbytheseaca.portal.civicclerk.com/>.

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

January 22, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Brandon Swanson, Acting City Administrator

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: **Strategic Priorities Workshop - Review, Discuss, Receive Public Input, and Provide Direction on the City Council's Strategic Priority Projects**

Recommendation: Conduct a Strategic Priorities Workshop to:

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This meeting is being held at the Carmel Woman's Club

RECOMMENDATION:

Conduct a Strategic Priorities Workshop to:

- Review and assess the status of current strategic projects
- Evaluate prioritization levels and staff capacity for project completion

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- Consider potential new projects for inclusion or modifications to existing priorities

Based on these discussions, the Council may provide direction to staff on project prioritization. Any formal actions to implement these directions will be considered at future scheduled Council meetings.

BACKGROUND / SUMMARY:

Annually, the City Council conducts a workshop with staff and the public to review their current strategic priorities and provide direction about how resources should be focused over the next year. Attached to this report are two spreadsheets which are intended to assist in this conversation. Over time, the format of spreadsheets used to discuss and track priorities has evolved. The current spreadsheet format is the result of direction received from City Council over the course of 2025. The spreadsheet is organized in a more hierarchical fashion:

1. Strategies: These are the highest level of direction from the Council. They set long term vision for the City. All levels of priorities and goals below them should be consistent with one of these strategies.
2. Priorities: These are more specific objectives that fall under one of the strategic areas, and provide guidance about the type of work that the City should focus on
3. Goals: These are the actual "things" that should get done. They are measurable and have a point in time when they can be determined to be complete.

Attached, are two versions of the same spreadsheet. Attachment 1, includes all three levels of the hierarchy. Attachment 2 includes only Strategies and Priorities. The information in both sheets is the same.

At the January 22nd meeting, Council will discuss their overall philosophy on the prioritization of projects in conjunction with the financial and staffing resources available to the City before going through the entire list and discussing their desired outcomes for the 2026 calendar year. The entire day's discussion will include numerous opportunities for community engagement and feedback along the way. The desired outcome for the day is clear direction from Council on where to focus the City's resources in 2026 and which projects or initiatives should be placed at the top of the priority list.

FISCAL IMPACT:

PRIOR CITY COUNCIL ACTION:

ATTACHMENTS:

1. Full Priorities Tracker with all Goals

2. Collapsed Tracker with no Goals

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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Key to the Strategic Priorities List:

S: These are Council STRATEGIC areas, which are high-level and long term visions for the City

P: These are Council PRIORITY areas, which focus on more specific objectives within one of the long term strategic visions

G: These are Council GOALS, which are the measurable outcomes or tasks that will be completed within each priority area

S-1 Exercise Financial Sustainability, Accountability and Transparency

P-1.1 Budget Clarity

G-1.1.1	<i>Review and Reformulate Approach to Reserves</i>	Admin/Finance	Y	DONE
G-1.1.2	<i>Update and Refine Financial Policies</i>	Admin/Finance	Y	DONE

P-1.2 Financial Health

G-1.2.1	<i>Receive Council approval on revised investment portfolio approach</i>	Admin/Finance	Y	TBD
G-1.2.2	<i>Complete internal review (checklist) of City readiness to take on bonds or other financing</i>	Admin/Finance	Y	TBD
G-1.2.3	<i>Implement a new HR and Payroll management system</i>	Admin/Finance	Y	Dec 2026
G-1.2.4	<i>Develop potential revenue enhancements and receive Council direction</i>	Admin/Finance	Y	TBD

S-2 Steward the Natural Environment

P-2.1 Beach Infrastructure Repairs and Maintenance

G-2.1.1	<i>Rebuild 8th Ave. sand ramp</i>	PW	N	TBD
G-2.1.2	<i>Complete 4th Ave. outfall repair/replacement</i>	PW	N	TBD
G-2.1.3	<i>Rebuild 10th Ave. stairs</i>	PW	N	TBD
G-2.1.4	<i>Rebuild 12th Ave. stairs</i>	PW	N	TBD
G-2.1.5	<i>Complete maintenance/repair of bluff revetments</i>	PW	N	TBD

P-2.2 Wildfire Mitigation and Prevention

G-2.2.1	<i>Adopt updated Carmel Forest Management Plan (City Council)</i>	PW	Y	May 2026
G-2.2.2	<i>Certify LCP amendment for updated Carmel Forest Management Plan (Coastal Commission)</i>	PW	N	Dec 2026
G-2.2.3	<i>Adopt Local Fire Hazard Maps</i>	CPB	N	DONE
G-2.2.4	<i>Adopt additional citywide wildfire and prevention measures</i>	CPB/PW	N	TBD

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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S-3 Maintain Public Safety and Infrastructure

P-3.1 Public Safety

G-3.1.1	Complete transition of ambulance services to Monterey Fire	Admin	N	DONE
G-3.1.2	Implement a Street Address Program	Admin	Y	May 2026

P-3.2 City Buildings (Non-Police/PW)

G-3.2.1	Conduct condition assessment of all buildings and develop maintenance plan	PW	Y	TBD
G-3.2.2	Make Police/PW Building safe before remodel	PW	Y	DONE

P-3.3 City Building (Police/PW)

G-3.3.1	City Council decision on rebuild vs. renovate	PW/PD	Y	DONE
G-3.3.2	Select architect	PW/PD	Y	March 2026
G-3.3.3	Construction Plans and financing approved by City Council	PW/Admin	Y	TBD
G-3.3.4	Construction begins	PW	Y	TBD
G-3.3.5	Employees fully move back into building	PW/PD	Y	TBD

P-3.4 Digital Infrastructure

G-3.4.1	Complete an IT audit, including cyber-security	Admin/IT	Y	May 2026
G-3.4.2	Develop and adopt an IT Strategic Plan	Admin/IT	Y	TBD

P-3.5 Streets and Sidewalks

G-3.5.1	Assess condition of all sidewalks and tree wells and create maintenance plan to get current on repairs	PW	Y	DONE
G-3.5.2	Complete repairs to get current on all sidewalk and ADA improvements	PW	Y	TBD

S-4 Preserve the Village Character

P-4.1 Design Review

G-4.1.1	Adopt updated Design guidelines and Zoning Code - Design Traditions 1.5 Project (City Council)	CPB	Y	TBD
G-4.1.2	Certify LCP amendment for updated Design Guidelines and Zoning Code (Coastal Commission)	CPB	N	TBD
G-4.1.3	Reinstate the Design Review Board (DRB)	CPB	Y	TBD
G-4.1.4	Complete Objective Design and Development Standards for affordable units (ODDS)	CPB	Y	TBD

P-4.2 Attract New Full Time Residents

G-4.2.1	Adopt ADU ordinance (City Council)	CPB	Y	Dec 2026
G-4.2.2	Certify LCP amendment for ADU Ordinance (Coastal Commission)	CPB	Y	TBD
G-4.2.3	Adopt Housing Element amendment to move units from City lots (City Council)	CPB	N	April 2026
G-4.2.4	Certification of Housing Element amendment to move units from City lots (CA State HCD)	CPB	N	June 2026
G-4.2.5	Research policy options in response to accelerating population loss / loss of families with children	Admin/CPB	Y	TBD

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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S-5 Provide Effective, Reliable, Responsive and Friendly Government Services

P-5.1 Process Improvements

G-5.1.1	Implement new permitting software, with focus on integrating Artificial Intelligence	CPB/IT	Y	TBD
G-5.1.2	Implement technologies to support routine staff tasks and free up time for enhanced customer service	CPB/IT	Y	TBD

P-5.2 Public Access to Records

G-5.2.1	Scan and digitize all physical city records to make available online (resolutions, ordinances, etc.)	Admin/IT	Y	TBD
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P-5.3 "Smart Village" Plan

G-5.3.1	Expand free public Wi-Fi network to cover all parks and key public areas	Admin/IT	Y	TBD
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S-6 Implement the City's Adopted Plans

P-6.1 Climate Action (C) and Adaptation (D) Plan

Program #	Program Name			
G-C-1.1.1	Energy Efficiency Outreach	PW	Y	TBD
G-C-1.1.2	Energy Efficiency and Electrification Incentives	PW	N	TBD
G-C-1.1.3	Energy Efficiency Audits	PW	N	TBD
G-C-1.2.1	Feasibility Study for Existing Building Electrification and Back-up Power.	PW	Y	TBD
G-C-1.2.2	Residential Home Energy Renovations.	PW	Y	TBD
G-C-1.2.3	Residential Home Energy Renovation Incentives.	PW	N	TBD
G-C-1.2.4	Commercial Energy Renovations.	PW	Y	TBD
G-C-1.2.5	Residential Commercial Energy Renovation Incentives.	PW	N	TBD
G-C-1.3.1	Energy Efficiency in New Residential Construction	PW	Y	TBD
G-C-1.3.2	Energy Efficiency in New Commercial Construction	PW	Y	TBD
G-C-2.1.1	Reduce Reliance on Automobiles.	PW	N	TBD
G-C-2.1.2	Develop Bicycle Master Plan to Create Safe Bike Routes around the City	PW	Y	TBD
G-C-2.1.3	Ride-Sharing and Bike to Work Programs within City Operations and Businesses	PW	N	TBD
G-C-2.2.1	Prioritize Electric Vehicles (EVs)	PW	Y	TBD
G-C-2.3.1	Develop Origin/Destination Transportation Model.	PW	N	TBD
G-C-3.1.1	Incentivize Clean Energy Installations	PW	Y	TBD
G-C-3.1.2	Increase uptake of 3CE Renewable Generation portfolio	PW	N	TBD
G-C-4.1.1	Continued Implementation and Promotion of City and Model Water Efficient Ordinance Standards	PW	Y	TBD
G-C-4.1.2	Exceed Water Efficiency Standards	PW	Y	TBD
G-C-5.1.1	Increase the City's solid waste diversion to reduce landfill methane emissions	PW	N	TBD
G-C-6.1.1	Urban Forest Maintenance and Improvement	PW	Y	TBD

City Council Strategic Priorities

	Responsible Department	Fully City Controlled	Target Goal Completion
G-C-6.2.1 Allow Cool Roof Options	PW	Y	TBD
G-D-1.1.1 Maintain and Update Evacuation Plan Every 8 Years.	PW	N	TBD
G-D-1.1.2 Update Emergency Preparedness.	PW	Y	TBD
G-D-1.1.3 Collaborate with Monterey Fire.	PW	N	TBD
G-D-1.1.4 Publicize Local Evacuation Routes.	PW	N	TBD
G-D-1.1.5 Evaluate Evacuation Route Capacity.	PW	Y	TBD
G-D-1.2.1 Establish a Resilience Hub.	PW	N	TBD
G-D-1.2.2 Limit the Impacts of Climate Change on the Most Vulnerable Populations.	PW	N	TBD
G-D-1.2.3 Engage the Community.	PW	Y	TBD
G-D-1.2.4 Social Support Network.	PW	N	TBD
G-D-1.2.5 Back-up Power for Vulnerable Populations.	PW	Y	TBD
G-D-1.3.1 Partner with Monterey County Health Department.	PW	N	TBD
G-D-1.3.2 Initiate a Heat Pump Retrofit Program.	PW	Y	TBD
G-D-1.3.3 Invest in Improving Resilience in Critical Facilities.	PW	Y	TBD
G-D-1.3.4 Conduct a Feasibility Study for Existing Building Electrification and Back-up Power.	PW	Y	TBD
G-D-1.3.5 Improve Resilience in Existing Building Stock.	PW	Y	TBD
G-D-1.3.6 Promote Funding Opportunities.	PW	N	TBD
G-D-1.4.1 Develop Partnerships to Provide Support to Displaced Workers.	PW	N	TBD
G-D-1.4.2 Establish Partnerships to Develop a Resilient Economy.	PW	N	TBD
G-D-1.4.3 Business Resilience Outreach Program. Collaborate	PW	N	TBD
G-D-1.4.4 Hire a Grant Writer/Climate Coordinator.	PW	Y	TBD
G-D-2.1.1 Increase Funding for Climate Adaptation.	PW	Y	TBD
G-D-2.1.2 Increase Urban Forest Resilience.	PW	Y	TBD
G-D-2.1.3 Increase Resilience of the Mission Trail Nature Preserve and Pescadero Canyon.	PW	N	TBD
G-D-2.1.4 Increase Resilience of the North Dunes.	PW	N	TBD
G-D-2.1.5 Increase Resilience to Stronger Storms.	PW	N	TBD
G-D-2.1.6 Beach Sand Monitoring Program.	PW	Y	TBD
G-D-2.1.7 Carmel Cove Sand Supply.	PW	N	TBD
G-D-3.1.1 Underground Utilities in Fire Hazard Zones (Develop Plan).	PW	N	TBD
G-D-3.1.2 Increase Green Infrastructure.	PW	N	TBD
G-D-3.1.3 Public Building Electrification.	PW	Y	TBD
G-D-3.1.4 Reduce Stormwater Runoff.	PW	N	TBD
G-D-3.1.5 Storm Drain Repair Funding and Improvements.	PW	Y	TBD

City Council Strategic Priorities

	Responsible Department	Fully City Controlled	Target Goal Completion
G-D-3.1.6 <i>Retrofit Existing Critical Buildings and Related Infrastructure.</i>	PW	Y	TBD
G-D-3.1.7 <i>Water Conservation.</i>	PW	N	TBD
G-D-3.1.8 <i>Bluff Structural Monitoring Program.</i>	PW	Y	TBD
G-D-3.1.9 <i>Sea Level Rise Coastal Vulnerability Study.</i>	PW	Y	TBD
G-D-3.1.10 <i>Wastewater Treatment.</i>	PW	N	TBD
G-D-3.2.1 <i>Development Standards.</i>	PW	Y	TBD
G-D-3.2.2 <i>Update City Planning Guidelines.</i>	PW	Y	TBD
G-D-3.2.3 <i>Incorporate Climate Change Adaptation into Local Plans.</i>	PW	Y	TBD
G-D-3.2.4 <i>Update Shoreline Management Plan.</i>	PW	N	TBD
G-D-3.2.5 <i>Multi-Jurisdictional Hazard Mitigation Plan.</i>	PW	N	TBD

P-6.2 Housing Element - Cycle 6

Program #	Program Name			
1.1.A	<i>Adequate Sites</i>	CPB	Y	Dec-31
1.1.B	<i>Development on Small Sites</i>	CPB	Y	Jun-28
1.1.C	<i>Live/Work Housing</i>	CPB	Y	Jun-26
1.1.D	<i>Mixed-Income Incentive Program</i>	CPB	Y	Jun-28
1.1.E	<i>Affordable Housing on Religious Facility Properties</i>	CPB	Y	Multiple
1.1.F	<i>Hotel-to-Residential Conversion</i>	CPB	Y	Jun-27
1.1.G	<i>Hotel Employee Housing Program</i>	CPB	Y	Jun-27
1.1.H	<i>Accessory Dwelling Units</i>	CPB	Y	Multiple
1.2.A	<i>Water Distribution Prioritization for Affordable Housing</i>	CPB	N	DONE
1.2.B	<i>Address Infrastructure Constraints</i>	CPB	Y	Dec-31
1.3.A	<i>Condominium Conversions</i>	CPB	Y	Dec-31
1.3.B	<i>Employee Housing (Farmworker)</i>	CPB	Y	Jun-26
1.3.C	<i>Manufactured Homes on a Foundation System</i>	CPB	Y	Jun-26
1.3.D	<i>Senate Bill 35 and Senate Bill 423 Processing Procedure</i>	CPB	N	Dec-26
1.3.E	<i>Emergency Shelters</i>	CPB	Y	Jun-26
1.3.F	<i>Forest and Beach Commission Required Findings</i>	CPB	Y	Jun-26
1.4.A	<i>Modify or Eliminate Onerous Use Permits</i>	CPB	Y	Jun-28
1.4.B	<i>Objective Design and Development Standards</i>	CPB	Y	Jun-27
1.4.C	<i>By-Right Approval</i>	CPB	Y	Dec-31
2.1.A	<i>Incentives for Mixed-Use Development</i>	CPB	Y	Jun-28

City Council Strategic Priorities

		Responsible Department	Fully City Controlled	Target Goal Completion
2.1.B	Permanent Housing	CPB	Y	Dec-31
2.1.C	Monitor Affordable Housing Stock	CPB	Y	Jun-26
2.1.D	Establish Affordable Housing Trust Fund	CPB	Y	Dec-26
2.2.A	Historic Preservation Educational Programs	CPB	Y	Dec-31
2.3.A	Preserve and Increase Upper Floor Residential Uses	CPB	Y	Dec-31
2.4.A	Housing Rehabilitation and Maintenance Information	CPB	Y	Dec-31
3.1.A	Mixed-Use Affordable Housing	CPB	Y	Jun-28
3.1.B	Housing for Extremely Low-Income Households	CPB	Y	Dec-31
3.1.C	Density Bonus	CPB	Y	Dec-31
3.1.D	Reduced Entitlement and Development Fees	CPB	Y	Jul-26
3.1.E	Reduced Parking Requirements	CPB	Y	Jun-26
3.1.F	Expedited Processing Procedures	CPB	Y	Dec-26
3.1.G	Establish Minimum Densities	CPB	Y	Jun-28
3.2.A	Reasonable Accommodation Procedures	CPB	Y	DONE
3.2.B	Housing Mobility	CPB	Y	Multiple
3.2.C	Family Friendly Housing	CPB	Y	Jun-28
3.2.D	Local Universal Design Standards	CPB	Y	Jun-28
3.3.A	Zoning for Transitional and Supportive Housing	CPB	Y	Jun-26
3.3.B	Low-Barrier Navigation Centers	CPB	Y	Jun-26
3.3.C	Unlicensed Residential Care Facilities	CPB	Y	Jun-26
3.3.D	Single Room Occupancy (SRO) Units	CPB	Y	Jun-26
4.1.A	Water Conservation	CPB	N	Dec-31
4.1.B	Energy Conservation and Green Building	CPB	N	Dec-31
5.1.A	Fair Housing Services	CPB	Y	Dec-31
5.1.B	Housing Choice Voucher Program	CPB	N	Dec-31
5.1.C	Shared Housing Information	CPB	Y	Dec-31
5.1.D	Farmworker Housing	CPB	Y	Dec-31
5.2.A	Support Community Organizations	CPB	Y	Dec-31

P-6.3 Carmel Forest Management Plan

Program #	Program Name			
G-6.3.1	IN PROCESS	PW	Y	TBD

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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P-6.4 Community Wildfire Prevention Program (CWPP)

Program #	Program Name			
G-1.1	Conduct biannual educational seminars to educate residents on wildfire preparedness and mitigation	PW/CPB	Y	TBD
G-1.2	Create educational materials depicting proper defensible space guidelines	PW/CPB	Y	TBD
G-1.3	Maintain the project StoryMap as a hub for information sharing amongst community members and interested parti	PW/CPB	Y	TBD
G-1.4	Provide resources to for groups to pursue National Fire Protection Association Firewise USA Program	PW/CPB	Y	TBD
G-1.5	Conduct outreach specific to vulnerable communities	PW/CPB	Y	TBD
G-1.6	Collaborate with Monterey County Fire Safe Council to disseminate educational information	PW/CPB	N	TBD
G-1.7	Leverage local groups, such as Carmel CERT, to disseminate information on wildfire risk	PW/CPB	N	TBD
G-1.8	Host practice evacuation events throughout the Plan Area on an annual basis	PW/CPB	Y	TBD
G-1.9	Conduct public outreach/education where vegetation management projects are proposed prior to work	PW/CPB	Y	TBD
G-2.1	Support collaborative vegetation management projects across ownership boundaries	PW/CPB	Y	TBD
G-2.2	Collaborate with Pebble Beach Community Services District and CAL FIRE on wildfire mitigation strategies	PW/CPB	N	TBD
G-2.3	Consult with local tribes during wildfire mitigation planning	PW/CPB	N	TBD
G-2.4	Collaborate with the Monterey County Fire Safe Council to prioritize community wildfire mitigation projects	PW/CPB	N	TBD
G-2.5	Work with rec. facilities, campgrounds, and other guest-oriented businesses to develop evacuation preplans	PW/CPB	Y	TBD
G-2.6	Coordinate with interested parties (U.S. Forest Service, CAL FIRE, etc.) on information and resource sharing	PW/CPB	N	TBD
G-2.7	Update the General Plan Safety Element to address wildfire risk	PW/CPB	Y	TBD
G-2.8	Partner with universities and research institutions to support or conduct wildfire-related projects or research	PW/CPB	N	TBD
G-2.9	Develop an evacuation plan with the Community Hospital of the Monterey Peninsula	PW/CPB	N	TBD
G-3.1	Identify critical infrastructure and facilities in need of structural hardening	PW/CPB	Y	TBD
G-3.2	Conduct roadside fuels reduction along major roadways and roads identified as evacuation routes	PW/CPB	Y	TBD
G-3.3	Identify and remove hazardous trees along major evacuation corridors	PW/CPB	Y	TBD
G-3.4	Reevaluate City Tree Ordinances to expedite maintenance or the removal of trees that pose wildfire hazards	PW/CPB	Y	TBD
G-3.5	Develop a coordinated evacuation plan for the Plan Area	PW/CPB	Y	TBD
G-3.6	Evaluate opportunities for engaging residents and landowners in structural retrofit programs	PW/CPB	Y	TBD
G-3.7	Encourage structural retrofits through assessments, community education, and grant funding opportunities	PW/CPB	Y	TBD
G-3.8	Install evacuation signage/lighting along designated evacuation routes	PW/CPB	Y	TBD
G-3.9	Facilitate emergency vehicle access and evaluate need for road maintenance on private and public roads	PW/CPB	Y	TBD
G-3.10	Coordinate with jurisdictions controlling outside roads (CalTrans, etc.) on maintenance agreements	PW/CPB	N	TBD
G-3.11	Establish staging areas and shelter-in-place sites	PW/CPB	Y	TBD
G-4.1	Implement vegetation treatment activities identified in Appendix C	PW/CPB	Y	TBD
G-4.2	Ensure appropriate environmental review is conducted prior to implementing fuels reduction projects	PW/CPB	Y	TBD

City Council Strategic Priorities

		Responsible Department	Fully City Controlled	Target Goal Completion
G-4.3	Consult with a qualified biologist and/or Professional Forester when designing fuels treatment prescriptions	PW/CPB	Y	TBD
G-4.4	Promote Monterey pine regeneration through fuels reduction projects	PW/CPB	Y	TBD
G-4.5	Develop a French broom removal program and reduce hazardous ladder fuels	PW/CPB	Y	TBD
G-4.6	Remove dead and down woody debris annually following winter storms and prior to June 1 of each year	PW/CPB	Y	TBD
G-4.7	Conduct annual monitoring of vegetation management project areas and maintain as needed	PW/CPB	Y	TBD
G-4.8	Consider the use of cultural burning	PW/CPB	Y	TBD
G-4.9	Develop post-fire rehabilitation guidelines in cooperation with appropriate federal, state, and local agencies	PW/CPB	Y	TBD
G-5.1	Hold annual meetings with mutual aid partners to discuss emergency response goals and review targets	PW/CPB	N	TBD
G-5.2	Prepare annual reports of incidents and responding mutual aid partners	PW/CPB	Y	TBD
G-5.3	Identify additional resources needed to adequately respond to wildfires and achieve response target goals	PW/CPB	Y	TBD
G-6.1	Evaluate staffing capacity annually and identify needs to ensure capacity for wildfire projects	PW/CPB	Y	TBD
G-6.2	Identify and pursue grant funding opportunities for wildfire projects	PW/CPB	Y	TBD
G-6.3	Pursue efforts to get on California's Fire Risk Reduction Communities List to be prioritized for Grant Funding	PW/CPB	Y	TBD
G-6.4	Pursue the development of a Home Hardening Grant Program	PW/CPB	Y	TBD
G-6.5	Collaborate with the Monterey County Fire Safe Council to obtain grants for wildfire mitigation projects	PW/CPB	N	TBD
G-6.6	Increase the number of properties inspected in the Plan Area annually	PW/CPB	Y	TBD
G-6.7	Empower community groups, etc. to pursue grant funding for community-scale retrofits	PW/CPB	Y	TBD
G-6.8	Evaluate subsidies or incentives for property owners to complete and maintain vegetation management	PW/CPB	Y	TBD

P-6.5 IT Strategic Plan

Program #	Program Name			
G-x.x.x	IN PROCESS	Admin/IT	N	TBD

P-6.6 Library Master Plan

Program #	Program Name			
G-1.1.1	Establish regular weekly hours for tech help	Admin/Library	Y	TBD
G-1.1.2	Collaborate with Carmel, Carmel Valley, Big Sur and Pebble Beach schools on programs on a regular basis	Admin/Library	N	TBD
G-1.1.3	Continue to learn from and build on established programs and explore new program ideas as they arise	Admin/Library	Y	TBD
G-1.2.1	Conduct Community Conversations and produce an updated Public Knowledge Report	Admin/Library	Y	TBD
G-1.2.2	Provide a variety of ways for community members to provide feedback	Admin/Library	Y	TBD
G-1.3.1	Better serve patrons with dementia and Alzheimer's and their caregivers	Admin/Library	Y	TBD
G-1.3.2	Start a conversation with the community workforce to understand their needs and wants	Admin/Library	Y	TBD
G-1.3.3	Explore option for books delivery to homebound patrons, including a partnership with Carmel Foundation	Admin/Library	Y	TBD

City Council Strategic Priorities

		Responsible Department	Fully City Controlled	Target Goal Completion
G-1.3.4	<i>Develop an accommodation policy</i>	Admin/Library	Y	TBD
G-1.4.1	<i>Re-brand the library so that it is clear who we are, where we are, and what we do</i>	Admin/Library	Y	TBD
G-1.4.2	<i>Develop a plan and strategy for marketing and communication of library services</i>	Admin/Library	Y	TBD
G-1.4.3	<i>Conduct outreach to community leaders to ensure understanding of the value of the Library</i>	Admin/Library	Y	TBD
G-1.4.4	<i>Work with local realtors to distribute a welcome packet for new community members</i>	Admin/Library	Y	TBD
G-1.4.5	<i>Encourage community advocacy for the library</i>	Admin/Library	N	TBD
G-2.1.1	<i>Look for opportunities to renovate both library buildings</i>	Admin/Library	Y	TBD
G-2.1.2	<i>Ensure continuity of operations during any renovation projects</i>	Admin/Library	Y	TBD
G-2.2.1	<i>Introduce patrons and visitors to the library in the Harrison Library garden with improved signage</i>	Admin/Library	Y	TBD
G-2.2.2	<i>Conduct nature-centric programs utilizing the HML garden and other greenspaces in the City</i>	Admin/Library	Y	TBD
G-2.3.1	<i>Restore Saturday hours</i>	Admin/Library	Y	TBD
G-2.4.1	<i>Continue to invest in Wonderbook, large print, audio collections, and explore a braille collection</i>	Admin/Library	Y	TBD
G-3.1.1	<i>Review, reaffirm, and amend library policies and procedures to ensure transparency and efficiency</i>	Admin/Library	Y	TBD
G-3.1.2	<i>Work with Pacific Grove and Monterey libraries to implement book/DVD sharing</i>	Admin/Library	N	TBD
G-3.1.3	<i>Work with community organizations to identify projects that could provide opportunities for special funding</i>	Admin/Library	N	TBD
G-3.1.4	<i>Better promote purchase suggestions to further engage the community in collection development</i>	Admin/Library	Y	TBD
G-3.2.1	<i>Develop staff training plan (1 all-staff training per month) including emergency preparedness</i>	Admin/Library	Y	TBD
G-3.2.2	<i>Map the library's volunteer needs and map the needs of volunteers</i>	Admin/Library	Y	TBD
G-4.1.1	<i>Investigate ways to reduce waste in library operations (paper, single-use plastics, etc.)</i>	Admin/Library	Y	TBD
G-4.1.2	<i>Look for opportunities to switch to local/sustainable/Certified/etc. companies and vendors when possible</i>	Admin/Library	Y	TBD
G-4.1.3	<i>Work with Public Works to identify opportunities to reduce energy consumption in library buildings</i>	Admin/Library	Y	TBD
G-4.2.1	<i>Develop Continuity of Operations Plan for the Library</i>	Admin/Library	Y	TBD
G-4.2.2	<i>Create a special collections evacuation plan in case of an emergency</i>	Admin/Library	Y	TBD
G-4.2.3	<i>Prioritize staff training on disaster recovery topics, such as salvaging water-damaged materials</i>	Admin/Library	Y	TBD
G-4.3.1	<i>Regularly host sustainability and resilience related programs that are relevant to Carmel</i>	Admin/Library	Y	TBD
G-4.3.2	<i>Provide opportunities for organizations such as CERT, CalFire, Carmel Prepares to share info</i>	Admin/Library	Y	TBD
G-4.4.1	<i>Continue to act as a charging/warming center during storms and power outages</i>	Admin/Library	Y	TBD
G-x.x.x	<i>Explore additional ways we can support our community during emergencies and extreme weather events</i>	Admin/Library	Y	TBD

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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P-6.7 Mission Trails Nature Preserve Master Plan

Program #	Program Name
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G-x.x.x	IN PROCESS
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PW

N

TBD

Future Projects - These are projects that are important, but are not actively being worked on by City Staff until directed by Council.

F-1	Transient Occupancy Tax (TOT) Increase	Admin	Y	TBD
F-2	Explore Opportunities for Flanders Mansion	Admin	Y	TBD
F-3	Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan	CPB	Y	TBD
F-4	Outdoor Wine Tasting Ordinance	CPB	Y	TBD
F-5	Explore Opportunities for Scout House	Admin	Y	TBD
F-6	Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project	CPB	Y	TBD
F-7	Undergrounding Power Lines separate from Rule 20A	PW	Y	TBD
F-8	Build city-owned conduit system for data (currently Comcast owned)	Admin/IT	Y	TBD
F-9	Implement a parking and traffic management program	Admin/CPB	Y	TBD

Key to the Strategic Priorities List:

S: These are Council STRATEGIC areas, which are high-level and long term visions for the City

P: These are Council PRIORITY areas, which focus on more specific objectives within one of the long term strategic visions

G: These are Council GOALS, which are the measurable outcomes or tasks that will be completed within each priority area

S-1 Exercise Financial Sustainability, Accountability and Transparency

P-1.1 Budget Clarity

P-1.2 Financial Health

S-2 Steward the Natural Environment

P-2.1 Beach Infrastructure Repairs and Maintenance

P-2.2 Wildfire Mitigation and Prevention

S-3 Maintain Public Safety and Infrastructure

P-3.1 Public Safety

P-3.2 City Buildings (Non-Police/PW)

P-3.3 City Building (Police/PW)

P-3.4 Digital Infrastructure

P-3.5 Streets and Sidewalks

S-4 Preserve the Village Character

P-4.1 Design Review

P-4.2 Attract New Full Time Residents

S-5 Provide Effective, Reliable, Responsive and Friendly Government Services

P-5.1 Process Improvements

P-5.2 Public Access to Records

P-5.3 "Smart Village" Plan

City Council Strategic Priorities

Responsible Department	Fully City Controlled	Target Goal Completion
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S-6 Implement the City's Adopted Plans

- P-6.1 [Climate Action \(C\) and Adaptation \(D\) Plan](#)
- P-6.2 [Housing Element - Cycle 6](#)
- P-6.3 [Carmel Forest Management Plan](#)
- P-6.4 [Community Wildfire Prevention Program \(CWPP\)](#)
- P-6.5 [IT Strategic Plan](#)
- P-6.6 [Library Master Plan](#)
- P-6.7 [Mission Trails Nature Preserve Master Plan](#)

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<i>F-2</i>	<i>Explore Opportunities for Flanders Mansion</i>	Admin	Y	TBD
<i>F-3</i>	<i>Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan</i>	CPB	Y	TBD
<i>F-4</i>	<i>Outdoor Wine Tasting Ordinance</i>	CPB	Y	TBD
<i>F-5</i>	<i>Explore Opportunities for Scout House</i>	Admin	Y	TBD
<i>F-6</i>	<i>Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project</i>	CPB	Y	TBD
<i>F-7</i>	<i>Undergrounding Power Lines separate from Rule 20A</i>	PW	Y	TBD
<i>F-8</i>	<i>Build city-owned conduit system for data (currently Comcast owned)</i>	Admin/IT	Y	TBD
<i>F-9</i>	<i>Implement a parking and traffic management program</i>	Admin/CPB	Y	TBD