June 2, 2014 – Public Workshop

2014 Key Initiatives

Mid-year update

Key Initiatives Status Report

- Key initiatives are set annually in January
- Key initiatives focus organizational efforts
- This mid-year review of Key Initiatives is ahead of the June budget hearings
- Key Initiatives develop or implement various Policy Plans
- Fiscal Year begins July 1

Carmel by-the-Sea Policy Planning and Management System

OBJECTIVES	2014 KEY INITIATIVES	POLICY PLANS
Community Character	Parking management	Operating Plan
	Water supply and conservation	Capital Improvement Plan
Long-term Vitality	Shoreline Management Plan and Forest Management Plan	Human Resource Plan
	Trails	Information Tech Plan
Organizational Effectiveness	Information Technology Plan	General Plan and elements
	Facilities Use Plan	Destination Marketing Plan
Fiscal Stability	Sunset Center	Emergency Operation Plan
	Forest Theater	Local Coastal Program
	Beautification	Design Guidelines
	Flanders	Water Conservation
		Parking Management
		Library Workplan
		Forest Management
		Shoreline Management
		Pavement Management
		Sidewalk Management
		Storm Water
		Facility Use
		Administrative policies

MANAGEMENT SYSTEM

Performance measures
Operations Review Meetings
Project Reporting System
Employee and contract reviews
Effective communication

Professional ethics
Delegated responsibility
Policy formulation
Continuous learning
Integrated support services

CORE STANDARDS OF ENGAGED WORKFORCE

Quality Service
Accountability
Efficiency
Customer Orientation

To uphold the public trust

Develop a comprehensive list of parking solutions and implement solutions in accordance with Parking Management Plan priorities and goals.

- A parking management plan was developed based on input from the public and presented at the April 1 City council meeting. The plan includes recommended policies and technology that are responsive to the needs of the public and parking options that provide value and service to our visitors, employees, business owners, and residents. At the May City Council meeting Council established a time line to implement the following recommendations, and continuing public outreach efforts.

1) Extend time enforcement one hour from 6:00 PM to 7:00 PM
2) Provide more convenient and attractive parking options for employees by offering free parking at the north lot of the Sunset Center and eliminating time limits in designated areas along Junipero Street.
3) Provide improved safety and convenience for walking and traveling to and from parking locations outside the commercial core.
4) Develop a rewards program for employees and the feasibility of implementing an employee shuttle service.
5) Implement a pilot program along Ocean Ave for paid parking.

- <u>Proposed Budget</u>: parking scooter; GPS & LPR; parking management capital project; community services officer (3.0 total)

Maintain a leadership role in developing a long-term solution to the region's water supply and develop additional local water conservation and water supply alternatives.

- Supply
  - Mayor Burnett serves as Vice President of the Monterey Peninsula Regional Water Authority (MPRWA) and is Chair of its Technical Advisory Committee. The goal of the MPRWA is to find a solution to the Peninsula Water Shortage due to the over-drafting of the Carmel River.
  - Carmel-by-the-Sea is analyzing other local source water supply alternatives and quantifying potential local need. The City provided testimony at a State hearing to consider licensing of the Odello Ranch water rights. Carmel asked the State Water Resources Control Board to approve the petition and issue a determination that the water delivered for municipal purposes is consistent with the cease and desist order issued upon the California American Water Company. A decision is pending.
- Conservation: The annual water conservation plan is scheduled to be presented to the City Council in September 2014. It will include the status of several water conservation and non-potable water supply alternatives. The City staff and Planning Commission continue to review and approve water storage cisterns. City facilities were recently retrofitted with water conservation fixtures

Implement the Shoreline Management and Forest Management Plans focusing on beach fires and the key priorities and including the Del Mar Master Plan and Mission Trail Nature Preserve Master Plan.

- Shoreline and Forest Master Plans: During this Spring staff began beach fire patrols to improve compliance regarding the allowed time, place, and manner of beach fires on Carmel Beach. The Planning Commission received a comprehensive review on the implementation of the Shoreline Management and Forest Management Plans on March 11, 2014 and receives regular updates.
  - Proposed Budget:
    - Shoreline: beach patrols, waterfront area signs, Scenic Road restroom, beach assessment, sand distribution
    - Forest: stump removal, grid pruning, tree maintenance, forest parks and beach maintenance worker, tree planting

- Del Mar Master Plan: regarding dunes habitat restoration, Public Services is identifying components of a work plan, seeking services of biologist/botanist and coordinating with Community Planning and Building on permitting. Regarding infrastructure improvements, two projects are included in the Capital Improvement Plan – Del Mar Plan sidewalk replacement and the Del Mar Plan Phase II pathway.
  - Proposed Budget: Del mar plan sidewalk replacement (partially funded); Del mar plan pathway; Del Mar workplan phase 1

- Mission Trail Nature Preserve Master Plan: with the input from the Friends of Mission Trail Nature Preserve, a number of capital projects were identified and included in the Capital Improvement Plan that are identified in the Mission Trail Nature Preserve Master Plan.
  - Proposed Budget: MTNP entrance (Mtn View)

Revitalize the Scenic Pathway and improve Rio Park and Rio Road entrance to the Mission Trail Nature Preserve and begin development of a regional trail plan.

- Scenic Pathway: Installation of a wireless transmitter to improve irrigation of the Scenic Pathway is anticipated to be completed early this Summer. This will enable irrigation and routine maintenance to resume. A Scenic Pathway revitalization project was added to the Capital Improvement Plan as a fiscal year 2016-2017 project.
  - Proposed Budget: irrigation and ongoing maintenance

- Rio Park: this is included as a multi-year a capital project in the Capital Improvement Plan.

- Rio Road entrance to MTNP: this is included as a Fiscal Year 2016-2017 capital project in the Capital Improvement Plan.

- Regional trails planning: The City Council convened an ad hoc committee to examine regional trails connectivity. The group has had several meetings and has identified a list of suggested trails connections and improvements for the Carmel area. Staff is examining the list to determine which are scheduled to be completed, which will need to be brought to the City Council for inclusion in the Capital Improvement Plan, and which will require interagency cooperation.
  - Proposed Budget: bikeway project with proposal for Lasuen/Rio Park to Council

Implement year 1 of the Information Technology Strategic Plan.

- Administrative Services began implementation of Year 1 of the IT Strategic Plan. On February 4th, the City Council approved a contract with Public Consulting Group to provide Project Management services for the following Year 1 projects:
  - Redesigning the City's Website;
  - Implementing a new Financial and Payroll / Human Resource (HR) system;
  - Beginning an upgrade of the Granicus system to include the implementation of an automated Agenda Packet; and
  - Technology upgrades, including:
  - Replacing certain at-risk and non-supported hardware and software;
  - Upgrading Emergency Operations Center technology;
  - Modernizing the current technology infrastructure by increasing network capacity and strengthening network security; and
  - Upgrading desktop hardware and software as necessary to support the new applications listed above.
- A request for qualifications for systems was issued on June 2, 2014 with anticipated start of implementation in August
- <u>Proposed Budget</u>: IT Strategic Plan project - Online City Hall; ERP; Security upgrades; EOC

Adopt a Facility Use Plan and consider long-term highest and best use of the City's facilities.

- The initial analysis of the City's facilities is complete. A draft plan was presented to the City Council on January 7, 2014 and a public workshop was held in March 2014. The Plan guided the definition of future capital projects to be included in the Capital Improvement Plan. Based upon the identification of priority facilities, additional inspections and analysis is taking place in order to provide recommendations to Council. The Plan will return to the City Council for consideration of long-term highest and best use determination of the City's facilities.
  - Proposed Budget: Ongoing facility maintenance; facility projects for PD/PW roof interim solution; Sunset Center; City Hall; Forest Theater; Park Branch library basement

Coordinate a campus plan and transition corridor with the update of the Sunset Center's strategic plan.

- The Sunset Center operator has begun a strategic planning process. It will provide insight into future use and needs of the Sunset Center campus. The transition corridor project is pending. A possible first step would be to conduct a workshop to solicit input from the public and decision-makers on some preliminary design options.
- Proposed Budget: Planning staff and consultant funding

Complete the design of the Forest Theater renovation to enable construction documents and fundraising to commence for future year construction.

- During the past quarter, the City brought several experts, including the architect of the 2009 proposed redesign, to the Theater for a pre-season safety inspection and to determine potential paths forward for the City Council to consider relative to this Key Initiative. In addition, options to address immediate upgrades to the facility were explored. In April, 2014 it was determined by those involved that risks and the needed upgrades to alleviate them were of a scope too large to complete ahead of the summer season. The Theater has been closed for safety reasons, and a community workshop was held in May to discuss paths forward.
- Proposed Budget: begin repair work

Focus on community beautification projects including trash can replacement, median beautification, and signage updates; adopt a new waste hauler franchise agreement.

- Trash can replacement: Materials to refurbish the current City trash cans have been ordered and staff will begin replacing existing trash cans that are in need of repair utilizing the existing design by the end of June.
  - Proposed Budget: Trash can replacement project

- Median beautification: a capital project is included in the proposed capital budget to improve the Ocean Avenue median. Earlier this year, the City Council discussed Ocean Avenue median lighting. The Planning Commission has recently convened a subcommittee to examine potential changes to the median lighting.
  - Proposed Budget: Ocean Avenue median beautification project

- Signage: Shoreline signage improvements related to beach fire rules have been considered by the Forest and Beach Commission and were recently presented to the Planning Commission. Once approved, a project is identified in the Capital Improvement Plan that, if funded by the City Council, will enable the waterfront area sign improvements, focusing primarily on beach fire rules and shoreline cleanliness.
  - Proposed Budget: waterfront area signs project

- New waste hauler franchise agreement: the City Council directed staff to commence negotiations. The City Council held a workshop on the future service options and associated costs on March 31, 2014 which provided good direction for subsequent negotiations. The proposed franchise agreement is anticipated to come before the City Council during the fiscal fourth quarter.
  - Proposed Budget: Contract consultant

Investigate the five options for Flanders to move toward reaching a final resolution.

- The five options of the City Council include: lease as single-family residence, re-examine the historic designation and consider demolishing or moving the facility, sale for use as a single-family residence, hold occupied with minimal improvements, and hold unoccupied.

    - Lease: The long-term lease RFP remains active, and the City continues to actively show the property. The City is soliciting a leasing agent; requests for letters of interest from leasing agents have been distributed.
    - Re-examine historic designation: staff has made contact with state and local historians involved in the historic designation process. Staff continues to search for a viable path forward regarding this option.
    - Sale: staff is updating the timeline of a sale and is providing walk-throughs with real estate agents.
    - Hold occupied: Staff has completed an initial building habitability assessment to determine what minimum improvements would be necessary to allow for occupancy by a caretaker. Next, the City will need to develop a cost estimate for the initial repairs, and an action plan for longer-term maintenance.
    - Hold unoccupied: This option has been the status quo. Staff has determined the annual cost of this option. Staff still needs to confirm how long this option is feasible given other maintenance and upkeep requirements.

- <u>Proposed Budget</u>: legal, land use, and other consultants