



CITY COUNCIL STAFF REPORT

DATE: FEBRUARY 22, 2022

UNFINISHED BUSINESS

SUBJECT: REPORT ON CITY COUNCIL VISIONING SESSIONS

FROM: Justin Clifton, City Manager

SUMMARY:

This agenda item is to continue presentation of draft strategic priorities and process improvements resulting from recent City Council Visioning Sessions.

RECOMMENDATION:

Provide direction to Staff as appropriate.

BACKGROUND:

City Council recently held two Visioning Sessions on November 20 and 30, 2021. The purpose of the Visioning Sessions was to 1) establish priorities for the next year and beyond; and 2) identify targeted process improvements to make the work of the organization more efficient and effective. Staff presented a broad overview of Strategic Priorities at the January 13, 2022, City Council meeting. This meeting, Staff will present workplans as a tool to organize and prioritize tasks tied to the strategic priorities and review proposed process improvements.

Priority setting is the primary means by which City Council identifies the most important programs and projects that need to be accomplished, which ultimately sets the direction of the City Manager and Staff. Absent clear priorities, organizations tend to respond in an unorganized way to myriad issues competing for limited resources, sometimes to the detriment of the highest priorities.

Process improvement was also a key component of the two Visioning Sessions. The Visioning Sessions allowed City Council and key administrative staff to step back and spend time evaluating which processes are working and which can be adjusted to maximize impact. Local government is one of the most unique forms of decision-making, in part because it is such a participatory system. Residents, stakeholders, Commissions, Staff, external partners and City Council often all collaborate to make decisions and advance programs and projects. For that reason, it is important to periodically evaluate the systems whereby work is shared to ensure clarity and efficiency.

Ideally, priority-setting and process improvements would be part of an annual cycle whereby we are continually *planning the work* and then *working the plan*. The annual cycle roughly contemplates the following: 1) Staff collects input from residents, stakeholders, Commissions and City departments; 2) City Council considers input and establishes priorities and targeted process improvements; 3) Staff create workplans and prepare budget requests; 4) Staff and City Council execute workplans; and 5) Staff reports progress and collects input for the next round of priority setting and process improvement.

This year, Staff administered a Community Survey, solicited input from key stakeholders, and each Commission and Department submitted input capturing their insights on key priorities and processes that need improvement. City Council then held two Visioning Sessions to establish priorities and target processes for improvement. The sessions were held in closed session because Council priorities and process improvements are key expectations set for the City Manager and will be used as tools to evaluate City Manager performance. At that time, the City committed to bringing back this item as a public agenda item, in order to obtain stakeholder input.

The meeting of January 13 was the first opportunity for the City Manager to present the results of the City Council Visioning Sessions for further public review, discussion, and consideration by City Council. At the February 22nd Study Session, Staff will present workplans created to outline tasks needed to accomplish each priority. After final direction is set on priorities, Staff will prepare and submit budget requests as necessary and will schedule follow-up Study Sessions to periodically review progress and discuss the tasks relating to each priority moving forward.

STAFF ANALYSIS:

Priority Setting

During the Visioning Sessions, Staff heard various themes and principles that guide the priority setting process, including:

- **Optimize Basic Services and Facilities:** This theme suggests existing programs such as police services, infrastructure maintenance and landscaping, recreation offerings, etc. should be evaluated and enhanced where necessary. Similarly, existing facilities should be evaluated, and deferred maintenance and targeted enhancements should be prioritized.
- **Focus on Issues that Most Impact Quality of Life:** This theme indicates where priorities are competing for attention and resources, priorities that have the greatest impact to residents should be given preference.
- **Narrow Priorities to Focus on Most Important Issues First:** This theme recognizes the “rule of subtraction” and suggests the most important work will not get done without forgoing or deferring lesser important work.
- **Priorities Should be Integrated, when Possible, to Maximize Impact:** This theme recognizes priorities do not exist in a vacuum and should be integrated

wherever possible. As an example, community infrastructure and environmental stewardship should be advanced in a way that further supports quality of life.

- **Social Equity and Sustainability Underpin all Priorities, Programs, and Projects:** This principle suggests Social Equity and Sustainability should be considered in advancing priorities and should be a “lens” through which we see all of the work we do.

After considering the various sources of input, and establishing major themes and principles, City Council organized priorities into four broad categories: 1) Quality of Life, 2) Environmental Stewardship, 3) Community Infrastructure, and 4) Good Governance.

A more detailed Summary of Priority Categories is provided as **Attachment A**.

Please note, these priorities are not meant to be all inclusive or to exclude work that does not fall directly in these categories. Rather, these priorities are meant to act more like a compass, keeping the organization focused and moving in the same direction toward the most important outcomes. Similarly, many of these priorities, like improving homelessness and reducing crime, are very large in scale. Establishing these priorities is not meant to convey that problems in these areas will be solved within a particular time frame. These large-scale priorities could remain important for many years, with the task-level strategies and workplans changing over time.

City Staff have developed workplans, included as **Attachment B**. The workplans are primarily a staff tool used to ensure tasks associated with each Council priority are organized and that consistent progress is made. From this perspective, workplans reflect Staff’s analysis on the appropriate sequence of tasks and the overall capacity to pursue those tasks. Staff has also reviewed and balanced tasks from the perspective of resident and stakeholder engagement, contributions from Boards and Commissions and City Council meetings since all of these components factor into the timing and flow of work.

These workplans also double as a tool to help City Council refine priorities and add greater predictability concerning the timing and workflow of each priority. Staff will present the basic organization of the workplans to ensure City Council understands how the tool is used but will not present details of each workplan. Rather, Staff will extrapolate the major tasks from those workplans and present a summary of activities anticipated over the next four months. Staff is seeking direction from City Council on the summary of activities to ensure Staff is working in accordance with City Council priorities. To the extent City Council wants to elevate certain tasks over those presented by Staff, Council will likely also need to defer other tasks to ensure adequate capacity to remain focused. Staff proposes to present progress made and a fresh look-ahead every 3-4 months as part of a City Council study session. The frequency of review is meant to help ensure we remain focused and organized in our effort to complete priorities, that we agree on whatever tasks should be deferred to later dates and to become familiar with and accurately estimating capacity and the scheduling of workflow.

Please note the following in reviewing workplans:

- Workplans are primarily a staff document not meant for broad public consumption.
- Workplans reflect mid-level detail. While they significantly expand on each priority item to outline the tasks involved in accomplishing the priorities, there are still significant details lacking.
- Workplans are meant to be living documents that are updated over time. Each workplan varies in the degree of detail and specificity.
- Workplans may capture some very recent completed tasks but are primarily a document oriented to future work, not archiving completed work. They do not capture the history with most priority items.

Given that workplans include substantial detail beyond broad priorities and are primarily a staff document, Staff has created a 4-Month Workplan Summary, included as **Attachment C**. This document more concisely allocates work over the next four months, including anticipated number of agenda items at Council meetings. This summary represents a very ambitious set of tasks that may be beyond what can reasonably be accomplished. Nevertheless, Staff is seeking direction on whether these tasks appropriately advance Council priorities, or if others should be considered.

Process Improvements

In terms of identifying processes for improvement, it's helpful to think of the roles and responsibilities within the decision-making process. There are very few, if any, systems of decision-making that are as inclusive, participatory and iterative as the ones we use in local government. Even small policy decisions likely include some level of participation from residents, stakeholders, external government and non-governmental partners, Boards and/or Commissions, Committees and/or Subcommittees, numerous City Departments and City Council. This highlights the importance of having very clear roles and responsibilities and good systems to facilitate maximizing the value added by each role player. When roles and responsibilities aren't carefully considered and communicated, tension often emerges as role players seek expanded roles and greater influence over outcomes.

Residents

As it reads in front of the City Hall Chamber, "The People Are the City." Since all the work of the organization is done by and for residents, residents must be a prominent part of the process.

Challenges: Engaged residents tend to remain engaged, disengaged residents tend to remain disengaged. This means few residents may have a disproportionate voice and influence in decision-making. Also, sometimes residents become involved late in the process, potentially causing disruption and delays to the flow of progress.

Opportunities: There are opportunities to create new systems to communicate and engage with residents. Creating more generalizable input from surveys and polls can complement the anecdotal feedback that the City receives from more direct forms of participation. Similarly, outreach efforts can be tailored to reach residents who don't

traditionally engage. Community communication can be improved, and resident engagement opportunities can be expanded. The use of working groups can be a very effective way to engage residents in a way that is both accessible and meaningful.

Stakeholders

Stakeholders play a vital role as they are often representative in nature; meaning input from ONE-PS can potentially reflect the voices of residential neighborhoods, the Chamber of Commerce can reflect the voices of businesses, etc. Many stakeholders are organized into well managed groups, have regular meetings and readily engage the City.

Challenges: Similar to the dynamic with residents, there are instances where significant numbers of stakeholders exist representing certain interests but other instances where there might be few or none. This risks creating inequity in the way certain interests are represented.

Opportunities: Efforts can be made to ensure input from stakeholder groups is complemented with more generalizable input from residents. Similarly, if particular interests are underrepresented among stakeholders, new groups can be created and/or engagement expanded. Working groups are also a great way to balance competing interests and create opportunities for sharing information and compromise.

External Partners

Sometimes engagement with external partners is required, as is the case when other agencies with jurisdiction are involved. Federal, Tribal, State and other local governments often must be engaged to advance certain programs and projects. In other instances, engaging with external partners is not required but may have significant advantages.

Challenges: While we always engage external partners as required, we don't always engage as a means to foster relationships or to add value and gain efficiency.

Opportunities: While there are some organizations, such as the CA League of Cities and the Coachella Valley Association of Governments that bring certain external partners to the table, there are myriad other opportunities to engage where no formal convening group exists. Fostering relationships through periodic and regular meetings with key external partners helps to build and maintain relationships and functions as a means to generate new ideas on how to collaborate. This is especially true when there are shared interests.

Boards and Commissions

Boards and Commissions play a valuable role in that they tend to blend roles of residents, stakeholders and staff. Commissions are a component of resident engagement since Commissions are generally comprised of residents. The fact that Commissions are organized by topic area (Planning, Arts, Sustainability, etc.) gives them a quality similar to stakeholder groups with niche expertise. And being narrowly focused on niche issues provides a level of specialization.

Challenges: Boards and Commissions sometimes lack strategic direction and can be disconnected to priorities established by City Council. This sometimes leads to Commissions doing and creating work without clear guidance. Similarly, Boards and Commissions sometimes lack a means to effectively share insight and ideas with City Council. This leads to some confusion about roles and responsibilities, which makes the work of Boards and Commissions fluid, variable and sometimes expanded beyond enabling ordinances. The structure and function of Boards and Commissions varies, making it difficult to guide Staff in how to better facilitate Board and Commission work. Lastly, a lack of communication between Staff, Boards and Commissions and City Council has created tension and frustration.

Opportunities: Boards and Commissions could be evaluated and processes streamlined. Roles and responsibilities can be clarified and documented and processes created to reinforce regular communication between Staff and City Council. Boards and Commissions could be integrated in the priority setting process to further ensure alignment between the work of Boards and Commissions and City Council.

Committees and Subcommittees

The use of committees is a valuable way to divide labor. Committees are often established by City Council but can also be a component of Boards and Commissions and stakeholder groups. Committees enable more detailed work that often can't be performed by the larger body.

Challenges: Work of committees can sometimes expand beyond the intent or desire of the larger body. Committee work also often requires additional staff support, public meetings, legal review and other work that may be duplicative of the work done to facilitate the decision of the larger body. The committees sometimes lack clear direction, which leads to committees improvising. In addition, the use of committees, which by definition gather information and make recommendations to the entire Council, can lead to a feeling that a particular subject has already been decided on when it is brought to the Council, when in fact, the rest of the Council may have additional thoughts or input into the particular matter.

Opportunities: City Council could consider reducing use of committees in order to minimize duplication of work and to reduce overall staff burden. When committees are used, they should be delegated by the whole body and include very well-defined parameters that add value, but don't duplicate efforts. Working groups can be considered as an alternative to committees as they have the potential to retain what is valuable about committees while also adding opportunities for greater resident engagement.

City Council

City Council is unique to all other role players because it is the only body directly elected by residents. City Council serves at the pleasure of residents, and Staff, Boards and Commissions serve at the pleasure of City Council.

Challenges: City Council has the luxury and the burden of listening to all role players and setting direction and expectations for Staff, Boards and Commissions and any City Council Committees. City Council is designed to act as a body, but individual Council Members also have roles to play as district representatives and as advocates for certain policy agendas. City Council is primarily concerned with policy-related “end” goals, while Staff is primarily concerned with the “means” by which those ends are accomplished. City Council, as a part-time legislative body, has very limited time to complete its work and has endless demands placed on it from all other role players.

Opportunities: City Council could: 1) consider carefully when and to what extent work should be advanced by individual Council Members vs. City Council as a body; 2) set clear expectations for Staff, Boards and Commissions and itself, and clarify roles to reduce confusion and duplication of efforts; 3) consider adding at least one study session per month; and, 4) target efficiency improvements for Council meetings to maximize time spent on the most important issues.

Staff is seeking direction on the priorities, workplans and process improvements outlined in this staff report. Pending review and amendment from City Council, next steps include continued refinement and periodic presentation of workplans, submission of budget requests and follow up on any process improvement work as directed by City Council.

FISCAL IMPACT:

None.

REVIEWED BY:

City Manager:	Justin Clifton
---------------	----------------

ATTACHMENTS:

- A. Summary of Priority Categories.
- B. Priority Workplans.
- C. 4-Month Workplan Summary.



City of Palm Springs, CA 2021/22 Strategic Plan

The following Strategic Plan is designed to guide high priority work for the next 1-3 years. While these priorities are comprehensive, they are not exhaustive. Priorities are captured at a high conceptual level. More detailed work plans will be created to help turn high level priorities into operational level plans.

Mission:

Palm Springs is an inclusive, world class city dedicated to providing excellent and responsive public services to enhance the quality of life for current and future generations

Major Themes/ Principles:

Optimize basic services and facilities
Focus on issues that most impact quality of life
Narrow priorities to focus on most important issues first
Priorities should be integrated when possible to maximize impact
Social equity and sustainability unpin all priorities, programs, and projects

1 - Quality of Life

1A - Improve Homelessness

- Build a navigation center
- Coordinate service providers
- Improve security/ maintenance
- Expand homeless response team

1B - Reduce Crime

- Evaluate staffing/ service levels
- Implement neighborhood policing model
- Focus on violent crime
- Educate residents on preventing property crime

1C - Expand Housing Affordability

- Create housing plan
- Expand housing policies
- Pursue new affordable housing developments
- Expand staffing
- Build housing programs

1D - Advance Economic Development

- Lobby for west valley College of the Desert Campus
- Monitor broadband opportunities

1E - Neighborhood Issues

- Review Short-Term Vacation Rental Program
- Create Section 14 reparations program

2 – Environmental Stewardship

2A - Accelerate Climate Action Plan

- Budget for two additional FTE
- Complete GHG analysis
- Target high value projects/ initiatives

2B - Consider New Policies

- Implement 1383
- Desert Community Energy
- Commercial renewable energy standards
- Community composting
- Clarify land conservation goals

2C - Develop Internal Policies / Practices

- Integrate Sustainability with other departments/ initiatives
- Create green purchasing policies

3 – Community Infrastructure

3A - Improve City Facilities

- Expand budget for maintenance
- Focus on parks and community facilities
- Prioritize deferred maintenance

3B – 5-Year Capital Improvement Plan

- Expand walking/ biking infrastructure
- Identify high priority facilities
- Focus on parks and community assets
- Accelerate street paving

3C - Community Design

- Complete General Plan update
- Update zoning code
- Update design standards

4 – Good Governance

4A - Enhance Service Levels

- Evaluate/ adjust staffing levels
- Create training programs
- Implement employee engagement opportunities
- Update HR policies

4B - Improve Communications

- Expand communication staff
- Improve Spanish language communications
- Create strategic focus

4C - Remove Barriers to Participation

- Adjust Council salary
- Add vehicle allowance
- Address childcare needs
- Create recognition program

4D - Improve Financial Management

- Clarify budget process
- Create asset management program

Quality of Life (1A)	
<p>Key Objective: Improve Homelessness</p>	<p>Purpose Statement: Expand services for unhoused persons and housing options for unhoused and lower-income households.</p>
<p>Timeline:</p>	<p>Major Tasks:</p>
<p>12/2021 - 12/2023</p>	<p><u>Build New Navigation Center</u></p> <ul style="list-style-type: none"> ✓ Close escrow and complete MOU with County of Riverside (Completed). ✓ Select service provider and finalize project budget (Completed). • Finalize project funding (4/22). • Begin community meetings, set up online resources, send/post survey (3/22). • Contract with architect; bid project and select contractor (2/22 – 4/22). • Complete gap analysis and needs assessment (3/22). <p>Public Involvement: Extensive; Community Outreach Meetings, individual stakeholder meetings, formation of Working Group.</p> <p>Advisory Body Participation: Working Group.</p> <p>Budget/Staffing Requests: Additional staff member needed to manage project; budget needed for construction, ongoing operations.</p> <p>City Council Participation: Will require 4-5 meetings of Council.</p>
<p>2/2022 - (Ongoing)</p>	<p><u>Coordinate Service Providers</u></p> <ul style="list-style-type: none"> • Conduct monthly service provider meetings, identify projects and tasks to increase positive outcomes, evaluate services for potential increased efficiencies and effectiveness. ✓ Create QR code and landing page for quick service reference (Completed). <p>Public Involvement: Moderate.</p> <p>Budget/Staffing Requests: Additional staff member needed to manage project.</p> <p>City Council Participation: Will require periodic reports to the City Council.</p>
<p>9/2022 - (Ongoing)</p>	<p><u>Expand Homeless Response Team</u></p> <ul style="list-style-type: none"> • Additional staff member needed (8/22). • Integrate with Police Department service review (1B). • Formulate plan and strategies for homeless outreach. • Participate in monthly service provider meetings, participate in Working Group, provide periodic reports to City Council. <p>Public Involvement: Moderate.</p> <p>Advisory Body Participation: Extensive (Citizen Advisory Committee).</p> <p>Budget/Staffing Requests: Additional staff member needed to manage project.</p> <p>City Council Participation: Moderate.</p>

Quality of Life (1B)	
<p>Key Objective: Reduce Crime</p>	<p>Purpose Statement: Reduce violent and property crimes.</p>
<p>Timeline</p>	<p>Major Tasks:</p>
<p>1/2022 - 12/2022</p>	<p><u>Evaluate Staffing and Service Levels</u></p> <ul style="list-style-type: none"> • Engage residents/ businesses in each Council District (2/22 - 4/22). • Solicit and procure consultant services (5/22). • Conduct evaluation with emphasis on contemporary practices (12/22). <p>Public Involvement: Moderate; consult on problem identification/ alternatives.</p> <p>City Council Participation: 2-3 meetings and interviews by consultants.</p> <p>Budget/Staffing Requests: Consultant services budgeted in FY21.</p>
<p>1/2022 - 7/2022</p>	<p><u>Implement Neighborhood Policing Model</u></p> <ul style="list-style-type: none"> • Revise department mission/ strategic focus (3/22). • Engage residents/ businesses in prioritizing problems (2/22 - 3/22). • Hold mandatory training on various crime control strategies (5/22). • Hire Crime Analyst position for analysis and performance reporting (7/22). • Restructure department with assigned crime control areas (5/23). • Establish system of performance review and reporting (7/23). <p>Public Involvement: Moderate; consult on problem identification/ alternatives.</p> <p>Council Participation: Attend community meetings; approve positions as desired.</p> <p>Budget/Staffing Requests: \$150,000 for Crime Analyst position.</p>
<p>1/2022 - 12/2023</p>	<p><u>Focus on Violent Crimes</u></p> <ul style="list-style-type: none"> • <i>Limited</i> saturation efforts in areas of high violence (4/22). • Re-deploy personnel; specific problems and crime control strategies (8/22). • Implement gun violence reduction strategies (10/22). • Consider merger of Code Compliance and Community Service Officer positions to broaden responsibilities and capabilities (10/22). <p>Public Involvement: Minimal; review and monitor police efforts to reduce violence through community meetings and transparency portal.</p> <p>Council Participation: Minimal; review and monitor police efforts to reduce violence through police presentations and crime data.</p> <p>Budget/Staffing Requests: Depending on consultant report, add officers to focus on problem-oriented policing.</p>

<p>1/2022 - 12/2022</p>	<p><u>Reduce Property Crime through Education and Police Action</u></p> <ul style="list-style-type: none"> • Add “community mobilizer” or community engagement specialists positions for violent and property crime control (7/22). • Create resources, educational campaigns to reduce criminal opportunity (9/22). • Broaden capability in Crime Prevention Through Environmental Design (10/22). • Broaden capability in Situational Crime Prevention (10/22). • Focus on specific and targeted information campaigns by crime type (10/22). <p>Public Involvement: Considerable; assist police in crime prevention and opportunity reduction.</p> <p>Council Participation: Minimal; review and monitor police efforts to reduce and control crime as well and promulgate opportunity reduction.</p> <p>Budget/Staffing Requests: Depending on consultant report, add three civilian staff members to focus on community engagement and problem-oriented policing. Maximum of \$ 450,000 including specialized training and marketing materials.</p>
-----------------------------	--

DRAFT

Quality of Life (1C)	
<p>Key Objective: Expand Housing Affordability</p>	<p>Purpose Statement: Develop plans, strategies, and policies to maintain and create new affordable housing units across the spectrum of income levels.</p>
<p>Timeline</p>	<p>Major Tasks:</p>
<p>6/2022 - 10/2022</p>	<p><u>Expand Staffing</u></p> <ul style="list-style-type: none"> • Prepare and submit budget request (6/22). • Advertise and hire housing position (10/22). <p>Budget/Staffing Requests: Budget for salary, benefits, equipment. City Council Participation: Approval of position as part of annual budget process.</p>
<p>7/2022 - 8/2024</p>	<p><u>Expand Housing Policies</u></p> <ul style="list-style-type: none"> • Refine SB9 related policies (6/22). • Adopt Inclusionary Zoning Policy (12/22). <p>Public Involvement: Moderate – working group for inclusionary zoning. Advisory Body Participation: Planning Commission for inclusionary zoning. Budget/Staffing Requests: Consultant contract for inclusionary zoning. City Council Participation: Approval of general fund allocations.</p>
<p>7/2022 - Ongoing</p>	<p><u>Pursue New Affordable Housing Developments</u></p> <ul style="list-style-type: none"> • Monitor potential affordable housing opportunity sites (Ongoing). • Identify funding for housing development projects (Ongoing). • Solicit interest in City-owned sites (7/22). <p>Public Involvement: Limited. Budget/Staffing Requests: Hire housing position; identify funding sources. City Council Participation: Council approval required for housing sites, contracts.</p>
<p>4/2022 - 8/2023</p>	<p><u>Expand Housing Planning</u></p> <ul style="list-style-type: none"> • Adopt Housing Element (4/22). • Hire Consultant for gap analysis, needs assessment and action plan (8/22). • Develop/ Implement Plan 2023-ongoing. <p>Public Involvement: Moderate. Advisory Body Participation: Planning Commission (Moderate). Budget/Staffing Requests: Hire housing position; consultant fees. City Council Participation: Moderate.</p>

<p>Spring 2023</p>	<p><u>Build Housing Programs</u></p> <ul style="list-style-type: none"> • Identify ongoing funding source for affordable housing (6/22). • Consider affordable housing tools - EIFD, Community Revitalization and Investment Authorities, and Affordable Housing Authorities etc. (7/22). • Identify funding for housing programs (Ongoing). • Align programs such as new affordable housing construction, rehabilitation, affordable conversion, rental assistance, legal assistance to prevent evictions, affordable housing preservation, master leasing, home ownership programs etc. with Affordable Housing Plan (Spring 2023). <p>Public Involvement: Moderate.</p> <p>Budget/Staffing Requests: Need to identify funds for programs (ranges from \$250,000 to \$3 million depending on level of programming).</p> <p>City Council Participation: Moderate (Prioritization of program funding).</p>
--------------------	--

DRAFT

Quality of Life (1D)	
<p>Key Objective: Advance Economic Development</p>	<p>Purpose Statement: Stimulate investment in activities that create living wage employment opportunities and increase livability of the community.</p>
<p>Timeline:</p>	<p>Major Tasks:</p>
<p>Winter 2022</p>	<p><u>Lobby for a West Valley College of the Desert Campus</u></p> <ul style="list-style-type: none"> • Engage COD and community members to emphasize the importance of the west valley campus and participation in decision making (2/22 – ongoing). • Learn more about the COD and State’s processes and procedures for completing the West Valley Campus (2/22 – ongoing). • Participate in meetings and working groups promoting the completion of the West Valley Campus (2/22 – ongoing). <p>Public Involvement: Extensive; stakeholder groups, public meetings, resident engagement.</p> <p>Budget/Staffing Requests: Communications, legal/legislative staff needed.</p> <p>City Council Participation: City Council members to participate in meetings with legislators, COD board.</p>
<p>Winter 2022</p>	<p><u>Monitor Broadband Opportunities</u></p> <ul style="list-style-type: none"> • Work with CVAG, CVEP, and County of Riverside to implement and expand the Riverside County Broadband Master Plan for the City of Palm Springs (Winter 2022). • Reach out to broadband service providers for assessment of broadband expansion possibilities (Winter 2022). <p>Public Involvement: Limited.</p> <p>City Council Participation: Limited.</p>

Quality of Life (1E)	
<p>Key Objective: Neighborhood Issues</p>	<p>Purpose Statement: Address issues that greatly impact quality of life in Palm Springs neighborhoods.</p>
<p>Timeline:</p>	<p>Major Tasks:</p>
<p>2/2022-8/2022</p>	<p><u>Review Short-Term Vacation Rental Program</u></p> <ul style="list-style-type: none"> • Collect and analyze data on STR trends (2/22 – 8/22). • Schedule City Council Study Session (3/22). • Implement Council Direction (3/22 – 8/22). <p>Public Involvement: Extensive; stakeholder groups, resident engagement City Council Participation: 1-4 meetings depending on potential policy changes.</p>
<p>3/2022-8/2022</p>	<p><u>Create a Section 14 Reparations Program</u></p> <ul style="list-style-type: none"> • Present Housing Options to Council (3/22). • Engage stakeholders (4/22-8/22). • Present additional reparations program options (8/22). <p>Public Involvement: Extensive; possible working group/ committee, resident engagement. Advisory Body Participation: Possible Equity and Social Justice Committee; Human Rights Commission. City Council Participation: 2-3 Meetings.</p>

Environmental Stewardship (2A)	
<p>Key Objective: Accelerate Climate Action Plan</p>	<p>Purpose Statement: Implement programs to reduce greenhouse gas emissions.</p>
<p>Timeline:</p>	<p>Major Tasks:</p>
<p>6/2022 - 10/2022</p>	<p><u>Expand Staffing</u></p> <ul style="list-style-type: none"> • Hire Sustainability Director (6/22). • Establish budget/funding for additional positions (6/22). • Hire additional positions (1/23). <p>Budget/Staffing Requests: Budget for salaries, benefits, equipment.</p> <p>City Council Participation: Approval of positions as part of budget process.</p>
<p>4/2022 - 12/2022</p>	<p><u>Complete Greenhouse Gas Analysis</u></p> <ul style="list-style-type: none"> • Expand scope for PlaceWorks for GHG analysis (8/22). • Develop ordinance requiring 100% carbon-free energy for targeted commercial businesses (11/22). • Develop climate energy resolution (2/23). • Identify tactics for climate neutrality by 2030 (2/23 - 2/24). • Develop ordinance for energy efficiency measures as part of Building Code updates (4/23). <p>Public Involvement: Moderate.</p> <p>Advisory Body Participation: Sustainability Commission (Extensive); Planning Commission (Moderate).</p> <p>Budget/Staffing Requests: Funding for consultants (studies and ordinances).</p> <p>City Council Participation: Approval of contracts and ordinances.</p>
<p>1/2022 - 4/2023</p>	<p><u>Target High Value Projects/Initiative</u></p> <ul style="list-style-type: none"> • Implement food ware ordinance and reusable food ware pilot project. • Establish sustainability scholarships. • Bicycle routes/survey/planning. • EV charger Phase II expansion. • Pedestrian safety improvements. • Residential energy rebate program. • Turf conversion master plan. • Shredding and e-waste events. • Recycling education in parks, downtown, and in schools. • Leaf blower ban enforcement. <p>Public Involvement: Moderate.</p> <p>Advisory Body Participation: Sustainability Commission (Moderate).</p> <p>Budget/Staffing Requests: Funding for high-value project implementation.</p>

Environmental Stewardship (2B)	
Key Objective: Consider New Policies	Purpose Statement: Implement State-mandated programs and develop goals to achieve reduction in greenhouse gas emissions.
Timeline:	Major Tasks:
2/2022 - 12/2023	<p><u>Implementation of Senate Bill 1383</u></p> <ul style="list-style-type: none"> ✓ Apply for SB 1383 grant funding (Completed). • Adopt environmental purchasing policy (3/22). • Submit SB 619 Intent to Comply with supporting resolutions (3/22). • Update franchise agreement and present to Council (3/22). • Implement SB 1383 requirements such as organic product use, food recovery program, outreach/ education and enforcement (7/22 - 6/23). <p>Public Involvement: Moderate. Advisory Body Participation: Sustainability Commission (Moderate). Budget/Staffing Requests: Funding needed for outreach/education programs, SB 1383 compliance and reporting. City Council Participation: Approval of franchise agreement, program funding.</p>
Ongoing	<p><u>Desert Community Energy</u></p> <ul style="list-style-type: none"> • Maintain and expand outreach of 100% carbon-free model (ongoing). <p>Public Involvement: Limited. Budget/Staffing Requests: Minimal funding for outreach program. City Council Participation: Approval of funding.</p>
1/2022 - 12/2022	<p><u>Community Composting</u></p> <ul style="list-style-type: none"> • Confirm site location with Community Composting Group. • Complete land lease/acquisition. • Identify funding source for site improvements. • Design/construct site improvements. <p>Budget/Staffing Requests: Funding for site improvements. City Council Participation: Council approval of agreement with Community Composting Group, funding for site improvements.</p>
3/2022 - 12/2022	<p><u>Commercial Renewable Energy Standards</u></p> <ul style="list-style-type: none"> • See 2A <p>Public Involvement: Moderate. Advisory Body Participation: Sustainability Commission (Moderate). Budget/Staffing Requests: Funding for consultant, outreach. City Council Participation: Approval of consultant contract, funding.</p>
6/2022 - 6/2023	<p><u>Clarify Land Conservation Goals</u></p> <ul style="list-style-type: none"> • Develop goals in conjunction with Planning as part of the General Plan update. <p>Public Involvement: Extensive; stakeholder groups and resident engagement. Advisory Body Participation: Planning Commission (Moderate). Budget/Staffing Requests: General Plan update is already funded. City Council Participation: Council approval of General Plan update.</p>

Environmental Stewardship (2C)	
<p>Key Objective: Develop Internal Policies & Practices</p>	<p>Purpose Statement: Integration of sustainability initiatives within other City departments for consistency and achieving greenhouse gas reductions.</p>
<p>Timeline:</p>	<p>Major Tasks:</p>
<p>1/2022 – 11/2022</p>	<p><u>Integrate Sustainability with Other Departments/Initiatives</u></p> <ul style="list-style-type: none"> • Coordinate with General Plan update. • Increase staffing (see 2A). <p>Public Involvement: Moderate.</p> <p>Advisory Body Participation: Planning Commission (Moderate); Sustainability Commission (Moderate).</p> <p>Budget/Staffing Requests: Funding for additional staffing.</p> <p>City Council Participation: Approve General Plan update; funding for staffing.</p>
<p>2/2022 – 12/2022 (Ongoing)</p>	<p><u>Create Green Purchasing Policies</u></p> <ul style="list-style-type: none"> ✓ Draft Environmentally Preferable Purchasing Policy (Completed). • Train staff relative to purchasing policy (5/22 - ongoing). • Report on monthly purchases to CalRecycle for SB 1383 compliance (Ongoing). <p>Advisory Body Participation: Sustainability Commission (Extensive).</p> <p>City Council Participation: Council approval of Environmentally Preferable Purchasing Policy.</p>

Community Infrastructure (3A)	
Key Objective: Improve City Facilities	Purpose Statement: Maintain, repair, restore, plan and construct new City facilities.
Timeline	Major Tasks:
3/2022 - 12/2022	<p><u>Expand Maintenance Capacity</u></p> <ul style="list-style-type: none"> • Requests for new positions and increased services/supplies (6/22). • Develop/edit existing job descriptions to reflect current work groups and responsibilities (3/22 – 9/22). • Reorganize department, fill approved positions; divide Facilities Maintenance into two divisions – HVAC/Electrical and Facilities Maintenance; add additional Downtown Maintenance crew; add/adjust teams and schedules for weekend coverage; reduce outsourcing in Parks Maintenance (7/22 – 12/22). • Increase service agreements for General Contractors in various trades (roofing, plumbing, electrical, drywall/painting, boiler, chiller, cooling towers, HVAC, elevator and lighting) (8/22). <p>Public Involvement: Moderate; part of budget process. City Council Participation: 2-3 meetings. Budget/Staffing Requests: Approximately \$1.6 million for 17 new positions and additional for consultant services.</p>
3/2022 – 12/2022	<p><u>Focus on Parks and Community Facilities</u></p> <ul style="list-style-type: none"> • Review, assess and update maintenance needs (VFA); develop facilities maintenance plans for FY 22/23 (6/22) • Prioritize recruitment of Parks and Facilities Maintenance positions (7/22). • Review 2014 Parks & Recreation Master Plan; hire consultant for updated Master Plan; budget funds (4/22 – 8/22). • Conduct staff survey for department strategic planning to reinvest in its mission and redefine excellence (5/22 – 9/22). • Develop multi-year plan (3/23). • Review, assess and develop Parks FY 22/23 maintenance plans (6/22); develop multi-year plans (3/23). <p>Public Involvement: Moderate; part of budget process. City Council Participation: 2-3 meetings. Budget/Staffing Requests: Approximately \$100,000 for Parks & Recreation Master Plan update and additional FY 22/23 Maintenance requests.</p>
2/2022 - 12/2022	<p><u>Prioritize Deferred Maintenance</u></p> <ul style="list-style-type: none"> • Coordinate deferred maintenance lists with Measure J, Capital Improvement Program, and all departments (4/22). • Implement Tyler Munis Asset Management Program (6/22). • Develop FY 22/23 deferred maintenance plan (6/22). • Develop multi-year maintenance plan, prioritize deferred maintenance (3/23). <p>Public Involvement: Moderate: part of budget process. City Council Participation: 2-3 meetings. Budget/Staffing Requests: Additional allocation for (Deferred) Maintenance.</p>

Community Infrastructure (3B)	
Key Objective: 5-Year Capital Improvement Plan	Purpose Statement: Develop a 5-Year CIP that reflects Council Priorities.
Timeline:	Major Tasks:
2/2022 – 12/2024	<p><u>Expand Walking / Biking Infrastructure</u></p> <ul style="list-style-type: none"> • Adopt 2022 Safe Routes to School (SR2S) and Pedestrian Master Plan (5/22). • Review Bicycle/Neighborhood Electric Vehicle Master Plan priority projects (12/22). • Use adopted master plans to apply for regional/state/federal grants (9/22 – 12/24). • Incorporate into 5-Year CIP (6/22). • Continue to work with CVAG on construction of additional CV Link segments (22-24). • Design, bid and build priority projects identified in master plan documents (9/22 – 12/24). <p>Public Involvement: Moderate. Advisory Body Participation: Possible Measure J Commission – Moderate. Budget/Staffing Requests: Allocation needed to complete projects. City Council Participation: Adopt master plans and project funding requests.</p>
2/2022 - 12/2022	<p><u>Identify High-Priority Facilities</u></p> <ul style="list-style-type: none"> • Prepare and submit budget request (6/22). • Use Facilities Condition Assessment report, work order history, and department feedback to identify high priority deferred maintenance and facility needs (5/22). • Incorporate needs into 5-Year CIP (6/22). • Hire staff member or utilize consulting firm to build/manage projects (8/22). <p>Public Involvement: Limited. Budget/Staffing Requests: New Project Manager position or consultant support. City Council Participation: Approve funding requests.</p>
2/2022 - 12/2026	<p><u>Focus on Parks and Community Assets</u></p> <ul style="list-style-type: none"> • Review Parks and Recreation Commission priority projects (5/22). • Review Facilities Conditional Assessment report for park facilities (5/22). • Project projects into the 5-Year CIP (6/22). • Review grant opportunities and apply for funding as appropriate (22-26). • Initiate and complete Sunrise Park Master Plan (6/22-12/23). <p>Public Involvement: Moderate. Advisory Body Participation: Parks and Recreation Commission – Extensive; Measure J Commission – Moderate. Budget/Staffing Requests: Unknown, dependent on size/scope of projects. City Council Participation: Approve funding requests and adopt master plan.</p>

<p>Annual/ Ongoing</p>	<p>Accelerate Street Paving</p> <ul style="list-style-type: none"> • Complete 2022 Pavement Management Plan report update (12/22). • Request \$6 million in Measure J funding on annual basis (increase from \$3 million) (6/22). • Coordinate with Desert Water Agency on replacement of old water line infrastructure (ongoing). • Increase annual spending on slurry seal projects beyond current amount of \$1 million to extend life of recently paved streets (ongoing). <p>Advisory Body Participation: Measure J Commission – Moderate.</p> <p>Budget/Staffing Requests: Increase Measure J funding from \$3 million to \$6 million to allow for additional street segments to be paved. Increase annual slurry seal budget from \$1 million to \$2 million.</p> <p>City Council Participation: Approval of increased funding for paving/slurry seal projects; approval of individual project funding requests.</p>
----------------------------	---

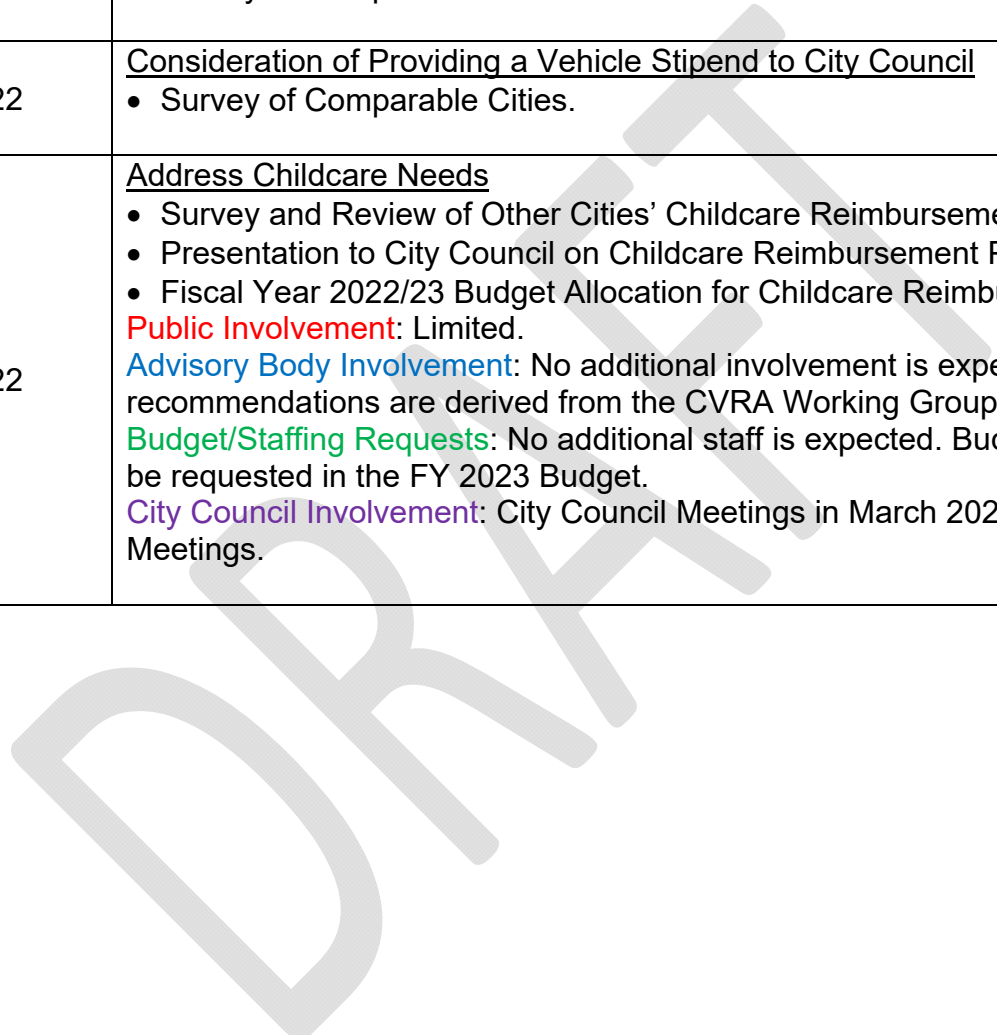
DRAFT

Community Infrastructure (3C)	
Key Objective: Community Design	Purpose Statement: Update General Plan, Zoning Code, and design standards for consistency, changes in policy, and to address future community needs.
Timeline:	Major Tasks:
2/2022 - 11/2022	<p><u>Complete the General Plan Update</u></p> <ul style="list-style-type: none"> • Adopt Housing Element (4/22). • Confirm Vision & Priorities with Planning Commission and City Council (4/22). • Hold workshop to review other limited changes to other elements (5/22). • Present Land Use Element to Planning Commission and City Council (6/22). • CEQA - environmental review (2/22 – 10/22). • Final approval of updated documents (11/22). <p>Public Involvement: Extensive; resident engagement.</p> <p>Advisory Body Participation: Planning Commission – Extensive.</p> <p>Budget/Staffing Requests: Funding needed for consultants.</p> <p>City Council Participation: General Plan update will require 3-4 meetings.</p>
9/2022 - 8/2024	<p><u>Update the Zoning Code</u></p> <ul style="list-style-type: none"> • Establish budget and scope of work, prepare RFP (10/22). • Select consultant (1/23). • Conduct outreach to development community, DVBA, ONE-PS (1/23 – 4/23). • Identify policy changes; review with Planning Commission and City Council. • Circulate draft document for comment. • Final approval of updated document by Planning Commission, City Council. <p>Public Involvement: Moderate.</p> <p>Advisory Body Participation: Planning Commission – Extensive; Architectural Review Committee – Limited.</p> <p>Budget/Staffing Requests: No additional staffing; funding needed for consultants.</p> <p>City Council Participation: Minimum 3 meetings for Zoning Code.</p>
9/2022 - 4/2023	<p><u>Update Design Standards</u></p> <ul style="list-style-type: none"> • Establish scope of work, project timeline, outreach schedule. • Establish working group (Palm Springs Architectural Association, Architectural Review Committee, Planning Commission representatives). • Conduct outreach to development community, resident groups. • Circulate draft standards for comment. • Final approval by Architectural Review Committee, Planning Commission, City Council. <p>Public Involvement: Extensive.</p> <p>Advisory Body Participation: Planning Commission – Extensive; Architectural Review Committee – Extensive.</p> <p>City Council Participation: Design Standards will require 2 meetings of Council.</p>

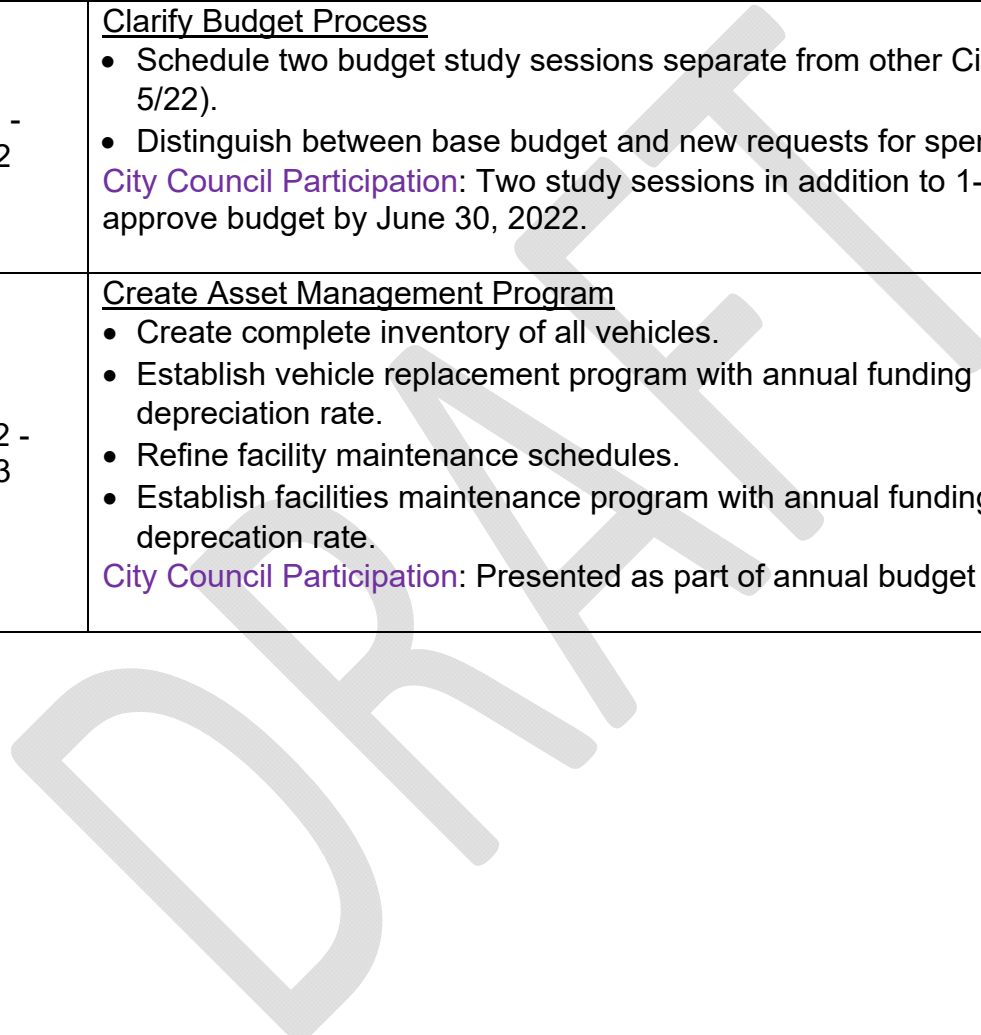
Good Governance (4A)	
Key Objective: Enhance Service Levels	Purpose Statement: Revise outdated policies to conform to current standards, consistent with Labor MOUs.
Timeline:	Major Tasks:
3/2022 - 5/2022	<p><u>Evaluate / Adjust Staff Levels</u></p> <ul style="list-style-type: none"> ✓ Consolidate Administrative Services under Deputy City Manager (Completed). • Facilities & Maintenance to request new positions and convert contract positions to in-house positions (see 3A) (6/22). • Police Department to evaluate calls for service and positions (see 1B) (10/22). • Expand Communications Department (see 4B) (12/22). <p>Budget/Staffing Requests: Numerous for staffing and program support.</p> <p>City Council Participation: Budget meetings.</p>
9/2021 - 9/2022	<p><u>Develop Training Programs</u></p> <ul style="list-style-type: none"> • Host initial leadership series (ongoing). • Host Comprehensive Leadership Academy (9/21-9/22).
9/2021 - Ongoing	<p><u>Implement Employee Engagement Opportunities</u></p> <ul style="list-style-type: none"> • Employee Engagement Committee to meet and plan programs (ongoing). • Boost employee morale, provide opportunities for employee feedback and suggestions to improve City Team spirit (ongoing). <p>Advisory Body Participation: Committee to hold quarterly meetings.</p>
12/2022- 12/2023	<p><u>Update HR Policies</u></p> <ul style="list-style-type: none"> • Develop draft. • Circulate to Council and Labor Groups.

Good Governance (4B)	
Key Objective: Improve Communications	Purpose Statement: Create and implement an expanded, strategic communications program.
Timeline	Major Tasks:
1/2022 - 12/2022	<p><u>Expand Communication Staff</u></p> <ul style="list-style-type: none"> • Procure consultant services to assist with social media, complex communications messaging, graphic design, marketing collateral, paid media plans, video production, etc. (2/22 – 6/22). • Create Director position and complete a recruitment process (8/22). • Consolidate PIO/Communications and Office of Neighborhoods into new Department under new Director position (8/22). • Develop strategic plans to include additional assessment of positions needed to implement the plans (12/22). • Create any new positions for approval at mid-year budget review (2/23). <p>Public Involvement: Limited. City Council Participation: 1-2 meetings, if needed. Budget/Staffing Requests: \$145,000 for consultant services budgeted in FY 21/22; \$166,105 – \$215,673 for position in FY 22/23.</p>
2/2022 - 12/2022	<p><u>Improve Spanish Language Communications</u></p> <ul style="list-style-type: none"> • Assess need for in-house positions (12/22). • Incorporate into strategic plans (12/22). • Create any new positions for approval at mid-year budget review (12/22). <p>Public Involvement: Limited. City Council Participation: 1-2 meetings, if needed. Budget/Staffing Requests: \$70,000 for consultant services budgeted in FY 21-22; \$70,000 for FY 22-23.</p>
3/2022 - 10/2022	<p><u>Create Strategic Focus</u></p> <ul style="list-style-type: none"> • Convene department PIOs on a regular basis (3/22). • Meet with all departments to determine needs, inventory existing materials/ programs/mediums of communication (7/22). • Finalize and implement social media policy (8/22). • Consolidated team to update and develop needed strategic plans (12/22). • Assess City brand/image and consulting services to update (2/22 – 2/23). <p>Public Involvement: Moderate to extensive. City Council Participation: 2-3 meetings, if needed. Budget/Staffing Requests: Funding for brand consulting services.</p>

Good Governance (4C)	
Key Objective: Remove Barriers to Participation	Purpose Statement: To ensure all residents have the opportunity and ability to serve on the City Council.
Timeline:	Major Tasks:
9/2022	<u>Consideration of Adjusting City Council Salaries</u> <ul style="list-style-type: none"> • Survey of Comparable Cities.
9/2022	<u>Consideration of Providing a Vehicle Stipend to City Council</u> <ul style="list-style-type: none"> • Survey of Comparable Cities.
9/2022	<u>Address Childcare Needs</u> <ul style="list-style-type: none"> • Survey and Review of Other Cities’ Childcare Reimbursement Policies. • Presentation to City Council on Childcare Reimbursement Policy Options. • Fiscal Year 2022/23 Budget Allocation for Childcare Reimbursement Program. <p>Public Involvement: Limited.</p> <p>Advisory Body Involvement: No additional involvement is expected. These recommendations are derived from the CVRA Working Group.</p> <p>Budget/Staffing Requests: No additional staff is expected. Budget allocations will be requested in the FY 2023 Budget.</p> <p>City Council Involvement: City Council Meetings in March 2022 and City Budget Meetings.</p>



Good Governance (4D)	
Key Objective: Improve Financial Management	Purpose Statement: Adopt new policies and practices to preserve the City’s financial health and increase transparency of financial information.
Timeline:	Major Tasks:
3/2022 - 5/2022	<p><u>Clarify Budget Process</u></p> <ul style="list-style-type: none"> • Schedule two budget study sessions separate from other City business (4/22 – 5/22). • Distinguish between base budget and new requests for spending. <p>City Council Participation: Two study sessions in addition to 1-2 Council meetings; approve budget by June 30, 2022.</p>
12/2022 - 6/2023	<p><u>Create Asset Management Program</u></p> <ul style="list-style-type: none"> • Create complete inventory of all vehicles. • Establish vehicle replacement program with annual funding tied to the vehicle depreciation rate. • Refine facility maintenance schedules. • Establish facilities maintenance program with annual funding tied to the facility depreciation rate. <p>City Council Participation: Presented as part of annual budget process.</p>



QUALITY OF LIFE

Improve Homelessness (1A)

Navigation Center

- Create working group
- Conduct Outreach Meetings
- Select design and construction team

Coordinate Service Providers: 3-4 meetings

- Continue to pursue integrated services

Expand Homeless Response Team

- Reconsider in-house position
- Consider resources with PD department review

Council Meetings: 1-2

Reduce Crime (1B)

Reduce Violent and Property Crime

- Engage residents/businesses
- Procure consultant for department review
- Revise department mission/ focus
- Reorganize for neighborhood policing
- Limited saturation efforts

Council Meetings: 1-2

Expand Housing Affordability (1C)

- Adopt Housing Element
- Reconsider Housing position
- Identify funding sources
- Hire consultant for Housing Plan
- Refine SB9 related policies
- Hire consultant for inclusionary zoning analysis

Council Meetings: 2-3

Economic Development (1D)

Lobby for West Valley CCOD Campus

- Plan discussion with COD reps at Council Meeting
- Find opportunities to participate in facility planning

Council Meetings: 1-2

Neighborhood Issues (1E)

Review Short Term Vacation Rental Program

- Schedule study session for review and determine if policy changes are needed

Reparations

- Present initial program options for Council
- Engage community residents

Council Meetings: 2-6

ENVIRONMENTAL STEWARDSHIP

Implement Climate Action Plan (2A)

- Recruit Director position
- Submit Budget request for 1-2 new positions

Consider New Policies (2B)

- Update Franchise Agreement
- Adopt Environmental Purchasing Policy
- Submit SB619 Intent to Comply

Council Meetings: 2-3

COMMUNITY INFRASTRUCTURE

Improve City Facilities (3A)

Expand Maintenance Capacity

- Submit Budget requests for additional staff and supplies
- Consider department organization and job description changes

Parks and Community Facilities

- Submit Budget requests for additional staff and supplies
- Review Parks & Rec Master Plan and consider update

Deferred Maintenance

- Coordinate deferred maintenance lists with Measure J and CIP
- Submit Budget requests

Community Infrastructure (3C)

- Adopt Housing Element
- Confirm General Plan Vision and Priorities
- Present Land Use Element
- Prepare and submit budget request for zoning code update

Council Meetings: 2-3

GOOD GOVERNANCE

Enhance Service Levels (4A)

- Prepare and submit Budget requests

Improve Communications (4B)

Expand Staffing

- Present Budget requests for elevated Director position
- Consolidate Department with Office of Neighborhoods

Improve Financial Management (4D)

Clarify Budget Process

- Schedule two budget study sessions separate from other City business
- Distinguish between base budget and new requests for spending

Council Meetings: 2-4