

**CITY OF CARMEL-BY-THE-SEA  
FOREST AND BEACH COMMISSION**

**REGULAR MEETING AGENDA**

**Thursday, 6 December 2012  
Tour of Inspection – 1:30 p.m.  
Regular Meeting – 2:15 p.m.**

City Hall, Council Chambers  
East side Monte Verde St. between Ocean & 7<sup>th</sup> Avenues  
Carmel, California

**I. CALL TO ORDER AND ROLL CALL**

COMMISSION MEMBERS: TOM LEVERONE, CHAIRPERSON  
LESLIE KADIS  
LISA BOARDMAN  
DAVID REFUERZO  
KAREN FERLITO

**II. TOUR OF INSPECTION**

Shortly after 1:30 p.m. the Commission will leave the Council Chambers for an on-site Tour of Inspection of all properties listed on this agenda. The Tour may also include projects previously approved by the City and not on this agenda. Prior to the beginning of the Tour of Inspection, the Commission may eliminate one or more on-site visits. The public is welcome to follow the Commission on its tour of the determined sites. The Commission will return to the Council Chambers at **2:15 p.m.** or as soon thereafter as possible.

**III. ROLL CALL**

**IV. PLEDGE OF ALLEGIANCE**

**V. APPEARANCES**

Thank you for attending the meeting. Anyone wishing to address the Commission on matters within the jurisdiction of the Commission may do so now. Please state the matter on which you wish to speak. Matters not appearing on the Commission's agenda will not receive action at this meeting but may be referred to staff for a future meeting. Presentations will be limited to three minutes, or as established by the Commission. Persons are not required to give their name or address, but it is helpful for speakers to state their name in order that the Secretary may identify them.

**VI. CONSENT AGENDA**

1. Consideration of the minutes for the 1 November 2012 regular meeting.

Page 1.

**VII. APPLICATIONS/PUBLIC HEARINGS**

IF YOU CHALLENGE THE NATURE OF THE PROPOSED ACTION IN COURT, YOU MAY BE LIMITED TO RAISING ONLY THOSE ISSUES YOU OR SOMEONE ELSE RAISED AT THE PUBLIC HEARING DESCRIBED IN THIS NOTICE, OR IN WRITTEN CORRESPONDENCE DELIVERED TO

THE FOREST AND BEACH COMMISSION, OR PRIOR TO DELIBERATION OF THE ITEMS ON THE TOUR OF INSPECTION/PUBLIC HEARING.

1. Consideration of an application to remove one Monterey pine (25" diameter). The pine is lifting the concrete patio which causes flooding of the garage and kitchen of the home. The site is located on the east side of Junipero Avenue, 3 south of 8<sup>th</sup> Ave. The applicant and property owner are Erick Carl of Mangold Property Management for Mary McMillam. Page 5.

**VIII. ORDERS OF BUSINESS**

1. Review and discuss items raised during the joint workshop between the Planning and Forest and Beach Commissions. Page 9.
2. Tour part of the North Dunes area and consider scheduling a public workshop to discuss the North Dunes policies related to dune restoration and tree management. Page 10.
3. Review of City Key Objectives and Key Projects with input for 2013 and later Key Projects. Page 12

**IX. REPORTS FROM STAFF AND COMMISSION**

1. Receive verbal report from the Ad hoc Beach Committee. No Page.
2. Forester's report. Page 24.

**X. ADJOURNMENT**

Any writings or documents provided to a majority of the Forest and Beach Commission regarding any item on this agenda will be made available for public inspection in the Planning and Building Department located at City Hall, on Monte Verde between Ocean and 7<sup>th</sup> Avenues during normal business hours.

If there is not a special meeting, the next regular meeting of the Forest and Beach Commission will be:

3 January 2013  
1:30 p.m. – Tour of Inspection  
2:00 p.m. - Regular Agenda

The City of Carmel-by-the-Sea does not discriminate against persons with disabilities. The City of Carmel-by-the-Sea Telecommunication's Device for the Deaf /Speech Impaired (TDD) number is 1-800-735-2929.

**CITY OF CARMEL-BY-THE-SEA  
FOREST AND BEACH COMMISSION**

**REGULAR MEETING MINUTES**

Thursday, November 1, 2012

1:30p.m.

**I. CALL TO ORDER AND ROLL CALL**

**PRESENT:** Karen Ferlito  
David Refuerzo  
Tom Leverone, Chairperson

**ABSENT:** Les Kadis  
Lisa Boardman

**STAFF PRESENT:** Mike Branson, City Forester  
Margi Perotti, Administrative Coordinator

**II. PLEDGE OF ALLEGIANCE**

Members of the audience joined Commission Members in the pledge of allegiance.

**III. APPEARANCES**

Steve Brooks and Robert Schuller

**IV. CONSENT AGENDA**

1. Consideration of the minutes for the 6 September 2012 Regular Meeting.

Commissioner FERLITO moved **to approve the Consent Agenda as submitted**, seconded by LEVERONE and **carried** by the following roll call vote:

AYES: Ferlito, Refuerzo, Leverone  
NOES: None  
ABSTAIN: None  
ABSENT: Boardman, Kadis

**V. APPLICATIONS/PUBLIC HEARINGS**

1. Consideration of an application to remove one incense cedar (17” diameter) and one 10” limb from a coast live oak tree. The cedar is restricting access along the side of the house and roots are pressing on the foundation of the home. The oak limb is 2” from the roof and in contact with the roof during wind events. The site is located on the east side of Mission Street, 5 north of 13<sup>th</sup>. The applicant and property owner are Smith Tree Service for Steve Hansel.

Chairperson LEVERONE opened the public hearing. Steve Brooks and Brian Jacobson appeared before the Commission. There being no further appearances the public hearing was closed.

Commissioner FERLITO moved **to approve the the application**, seconded by LEVERONE and **carried** by the following roll call vote:

AYES: Ferlito, Refuerzo, Leverone  
NOES: None  
ABSTAIN: None  
ABSENT: Boardman, Kadis

2. Consideration of an application to remove one coast redwood (30” diameter) due to damage to a driveway and home. The site is located on the east side of Santa Fe Street 2 north of Mt. View Avenue. The applicant and property owner is Mrs. Edward Doran.

Chairperson LEVERONE opened and closed the public hearing – no appearances.

Commissioner REFUERZO moved to deny the application, seconded by Commissioner FERLITO and carried by the following roll call vote

AYES: Ferlito, Refuerzo, Leverone  
NOES: None  
ABSTAIN: None  
ABSENT: Boardman, Kadis

3. Consideration of an application to remove one Pittosporum tree (10” diameter) and to relocate two coast redwoods (10” and 14” diameter) for construction of two new homes. The site is located on the northwest corner of Lincoln Street and 5<sup>th</sup> Avenue. The application and property owners are Chris Tescher for Pot D’Or/Dennis Levett.

Chairperson LEVERONE opened the public hearing, Chris Tescher and Antonio Simonelle appeared before the Commission.

Chairperson LEVERONE moved to approve the application. Commissioner FERLITO moved a substitute motion to approve the application with the condition that Mr. Tescher work with staff to create a model tree root protection zone. Seconded by Commissioner REFUERZO and carried by the following roll call vote:

AYES: Ferlito, Refuerzo, Leverone  
NOES: None  
ABSTAIN: None  
ABSENT: Boardman, Kadis

### **ORDERS OF BUSINESS**

1. Review and discuss items raised during the joint workshop between the Planning and Forest and Beach Commissions.

Mike Branson, City Forester, presented the staff report. Steve Brooks appeared before the Commission. There being no other appearances, the public hearing was closed at 3:38 p.m.

No Motion – Continued to the next regular meeting.

2. Consideration of scheduling a public workshop to discuss the North Dunes policies related to due restoration and tree management.

Mike Branson, City Forester, presented to staff report. Bill Scares appeared before the Commission. There being no other appearances, the public hearing was closed at 3:44 p.m.

Tour the North Dunes area at the next regular meeting, discussion continued to the next regular meeting. No other action taken.

### **VI. REPORTS FROM STAFF AND COMMISSION**

1. Receive report from Ad hoc Beach Committee.

Commissioner Refuerzo presented the report.

2. Forester's Report

Mike Branson, City Forester, presented the report.

**VII. ADJOURNMENT**

There being no further business, Chairperson LEVERONE adjourned the meeting at 4:26 p.m.

Approved,

Respectfully submitted,

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Tom Leverone, Chairperson

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Margi Perotti, Administrative  
Coordinator

MEMORANDUM

TO: Tom Leverone, Chairperson  
Members of the Forest and Beach Commission

FROM: Mike Branson, City Forester

DATE: 29 November 2012

SUBJECT: Tree Removal (Private)  
Block: 99 Lot: 8  
E/ Junipero Avenue, 3 south of 8th Avenue  
Applicant and Owner: Erick Carl for Mary McMillam

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**Site Condition:**

This site is a level 4000 square-foot lot with a one story single-family home with an attached garage. The tree is located behind the garage along the north property line. There is a concrete patio that fills side yard area behind the garage and is adjacent to the base of the tree and the north side of the home. There are sliding glass doors at the back wall of the garage and on the side of the home that open onto the patio. The tenant told me that water does enter the garage and kitchen when rain occurs.

**Size and species of trees(s) requested for removal/pruning:**

Remove one Monterey pine – 25” diameter.

**Health and condition of tree requested for removal:**

This appears to be healthy pine without any significant insect, disease or structural problems. There is a large root growing along the soil surface and extending to the west towards the garage. Another root growing beneath the patio and extending towards the home has cracked and lifted the concrete.

**Previous requests and decisions:**

None.

**Reason for request - Description of Project:**

The applicant is concerned about roots lifting the concrete patio which causes the garage and kitchen to be flooded during rain events.

**The importance of the tree(s) to the urban forest in the area:**

The tree contributes to the upper canopy of the urban forest in this neighborhood.

**Size and species of tree(s) that are to be preserved:**

Coast live oak – 8” diameter

**Impacts construction may have on trees that are to be preserved and suggested mitigation:**

N/A

**Options:**

1. Approve the application.
2. Do not approve the application.
3. Postpone consideration.

**Staff Recommendations:**

Option #2. Do not approve the application. The tree appears to be without any significant factors that necessitate removal of the tree at the current time.

There may be the opportunity to evaluate the root system and the grading of the area if the patio is removed. If selective roots can be pruned along with some adjustment to the drainage on site, it may be possible to retain the tree and direct the water to an appropriate location. Unfortunately, in order to determine what is feasible requires the patio to be removed.

If the amount of roots that would need to be removed is excessive, or if roots cannot be removed to resolve the drainage issue it may become necessary to allow removal of the tree to eliminate water damage to the property.

If the application is approved, I recommend planting one upper canopy replacement tree on the site.

CITY OF CARMEL-BY-THE-SEA

P.O. Box "SS"  
Carmel, CA 93921  
PH: (831) 620-2070/FAX: 831-624-2132

Date Received 11-5-12  
Application Fee: \$ 25.00  
Receipt # 50360  
\$25 App. Fee.

**APPLICATION FOR PERMIT TO REMOVE OR PRUNE TREES**  
**NO CONSTRUCTION**

Location of property: 3 SE of ~~XXXXXXXXXX~~ 8<sup>th</sup> / on Junipero  
Block: 99 Lot: 8

Name of Property Owner: Mary McMillan Name of Applicant/Contractor: Erick Carl  
Mailing Address 10738 Overman Ave Mangold Property Mgmt  
Chatsworth, CA 91311 Mailing Address: 575 Calle Principal  
Monterey, CA 93940

Phone #: (818) 402-6023 Phone #: 831-241-7756

WHO WILL BE REMOVING/PRUNING THE TREE(S): Paul's Tree Service  
City Business License #: 23963 Ca. State Contractor's # 951633

(PLEASE NOTE IF TREE(S) ARE ON CITY OR PRIVATE PROPERTY)

Number, size and species of tree(s) to be removed: 1 Monterey Pine

Number, size and species of limbs/roots to be removed: Permitte - tenant

Reason for removal or pruning: Root system is lifting cement on back patio  
causing flood in garage and kitchen when it rains

You will be notified in writing the date and time that your request is scheduled for a hearing. If you or your representative is unable to attend the hearing, your application will be tabled. You may reschedule by contacting the Secretary to the Forest and Beach Commission at (831) 620-2070. You may waive your right to speak at the hearing and authorize the Forest and Beach Commission to act on your request in your absence by signing on the following line:

[Signature] Date: 10/22/12

A SITE PLAN **MUST** ACCOMPANY THIS APPLICATION AND **SHOW** THE FOLLOWING:

1. Location, size and species of ALL trees on the lot.
2. Location and species of tree(s)/limb(s) to be removed or pruned
3. Footprint of the structure. attached/incl.
4. Location of areas for tree replanting - The City has adopted Design Review Guidelines which include a minimum tree density per lot. Please review the attached Policy and indicate on the site plan where you intend to plant trees necessary to comply with this guideline.

- Any decision of the Forest and Beach Commission is based on information submitted with this application - PLEASE BE ACCURATE.
- **NO WORK IS PERMITTED** until you have picked up your permit for tree work - The Permit must be posted on the job site when work is being performed.

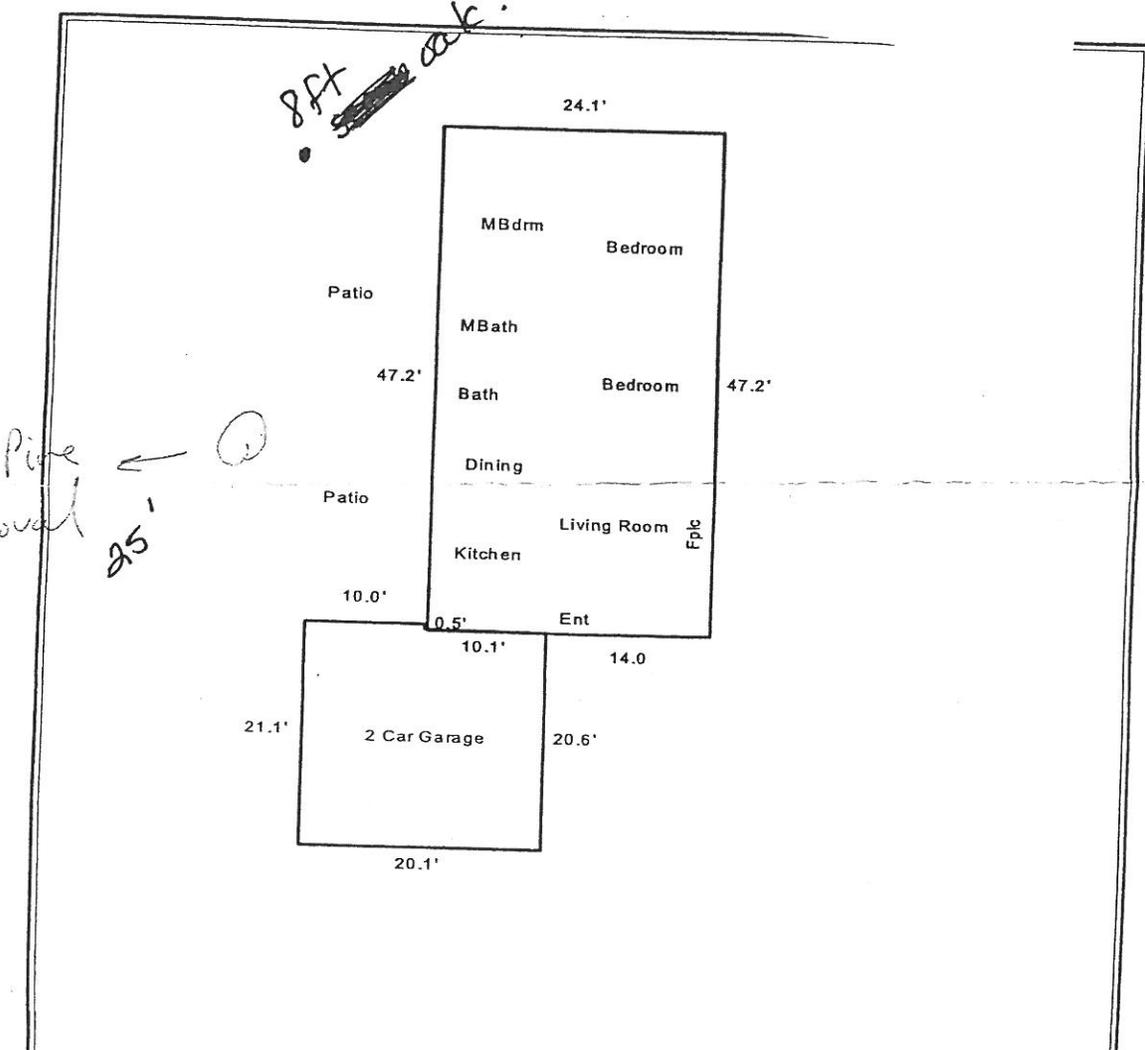
Owner's Signature \_\_\_\_\_ Date: \_\_\_\_\_  
Agent for Owners: [Signature] Date: 10/22/12

**INCOMPLETE APPLICATION WILL BE RETURNED**

7

SE 8<sup>th</sup> on Jumpers footprint

Monterey Pipe for removal ← 25'



Replacement trees per recommendation

SKETCH CALCULATIONS		Perimeter	Area
<b>Living Area</b>			
First Floor			
A1 : 24.1 x 47.2 =			1137.5
			1137.5
<b>Total Living Area</b>			1137.5
<b>Garage Area</b>			
Attached Garage			
A2 : 10.0 x 0.5 =			5.0
A3 : 20.1 x 20.6 =			414.1
			419.1
<b>Total Garage Area</b>			419.1

8

MEMORANDUM

TO: Tom Leverone, Chairperson  
Members of the Forest and Beach Commission

FROM: Mike Branson, City Forester

DATE: 28 November 2012

SUBJECT: Review and discuss items raised during the joint workshop between the Planning and Forest and Beach Commissions.

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This item is continued from the November meeting.

The Forest and Beach Commission and Planning Commission held a joint workshop on August 29, 2012 to discuss areas of mutual concern regarding development and the urban forest. Several items were proposed for further development and implementation to help protect trees on construction sites and to provide better education to contractors and others in the building trades. The following are some of the items that were proposed:

Education opportunities:

- Contractor classes or workshops.
- Video for the city web site.
- CD for distribution.
- Simple handouts on tree rules attached to permits.
- Realtor education.
- Change of ownership letter on what makes Carmel special.

Both Commissions using ad hoc committees or joint committees as needed.

Beach signs and fire education materials need further development.

Staff / In-house Practices:

- Photo of sites at final inspection.
- Pre-digging trenches prior to presentation to the Planning Commission.
- Building official observing tree problems.
- Plan revisions reviewed by city forester.
- Evaluating excavation overcuts on proposed development near trees.
- Tagging foundation sheets on plans on the requirements for hand digging.
- Check on tree protection and root protection when permit extensions are requested.
- Better enforcement of existing ordinances and rules.

Marking hand dig areas on plan sets.

Evaluation of sub- level building areas with regards to tree impacts.

Change of ownership inspection for ROW, site coverage, trees, and other issues.

Ordinance Issues:

Significant trees.

Tree replacements.

Tree protection zones.

MEMORANDUM

TO: Chairperson Tom Leverone  
Members of the Forest and Beach Commission

FROM: Mike Branson, City Forester

DATE: 28 November 2012

SUBJECT: Consider scheduling a public workshop to discuss the North Dunes policies related to dune restoration and tree management.

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This item is continued from the November meeting,

During the September regular meeting there was a discussion of a request from some residents to remove the trees from the North Dunes area of Carmel Beach. No decision was rendered at the meeting but there was a consensus to schedule a public workshop to further discuss the issues relating to the North Dunes and to determine if there is enough momentum to revise the Carmel General Plan as it relates to the trees in the dune area and to the dune restoration efforts.

Following discussion at the November meeting, the commission continued this item to the December meeting in order to schedule a tour of the area and for commissioners to look at their calendars for a possible date in January for a community workshop.

MEMORANDUM

TO: Tom Leverone, Chairperson  
Members of the Forest and Beach Commission

FROM: Mike Branson, City Forester

DATE: 24 January 2012

SUBJECT: Review of City Key Objectives and Key Projects with input for 2013 and later Key Projects

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Chairperson Leverone met with Mayor Burnett and Councilmember Talmage to discuss and provide direction on how city commissions will support and provide input on city projects and objectives for 2013 and into the next fiscal year.

Attached is the city administrator's staff report to the city council on this item.

Chairperson Leverone will lead the discussion at the meeting.

**CITY OF CARMEL-BY-THE-SEA  
STAFF REPORT**

**TO: MAYOR BURNETT AND COUNCIL MEMBERS**

**FROM: JASON STILWELL, CITY ADMINISTRATOR**

**DATE: December 4, 2012**

**SUBJECT: Review 2012 City Goals and Key Projects and Discuss 2013 Goals and Key Projects**

**RECOMMENDATION:** Review and discuss city objectives, goals, and key projects. Adoption of the annual 2013 goals, objectives, and key projects is scheduled for the January 8, 2013 City Council meeting.

**DISCUSSION:** The City Council sets annual goals that drive the objectives and key projects for the calendar year. These in turn inform the staff's performance goals, the budget development process, and major initiatives of focus for the upcoming year. Establishing City Council goals is the paramount first step in the City's policy planning and management system.

The City Council adopted the 2012 goals on January 10, 2012. They include four enduring objectives and ten key projects. The adopted 2012 goals are attached to this staff report.

The City made great strides in the objectives and key projects during 2012. The objectives remain a key focus of the organization and all ten key projects were initiated with nine of the ten making substantial strides or being completed.

	<b>2012 Key Project</b>	<b>Status Summary</b>
1	Water Supply	In-Progress
2	Organizational Structure	Substantial completion
3	Financial forecast	Complete in 2012 and ongoing
4	Revenue analysis	Complete in 2012 and ongoing
5	CalPERS Committee Recs.	Complete in 2012 and ongoing
6	Shared Services	In-Progress
7	Forest Theater	In-Progress
8	Fire and ambulance transitions	Complete in 2012 and ongoing
9	Santa Lucia Restrooms	In-Progress
10	Storm Water runoff	In-Progress

The proposed 2013 goals build on the 2012 objectives and key projects. The four objectives remain the same: Community Character, Long-term Vitality, Organizational Effectiveness, and Fiscal Stability. They have evolved to reflect the 2013 community and organizational status and needs.

There are nine proposed 2013 key projects. Six are key projects ongoing from 2012; these are water supply, CalPERS Committee recommendations, Shared services, Forest Theater, Santa Lucia Restrooms, and Storm water runoff. Three are new key projects for 2013; they include parking management, updating certain departmental workplans, and Flanders mansion.

Specifically the 2013 key projects proposed are:

- Work with the City and regional partners to cooperate on assuring a viable long-term water supply.
- Update parking management plans and studies to enable the City to consider parking policies in 2013 and potential capital improvements in 2014
- Update departmental strategic workplans for Information Technology, Library, Marketing, Shoreline management, and Facilities.
- Continue implementing CalPERS Committee recommendations.
- While maintaining core competencies, continue to explore options for outsourcing and/or shared services.
- Develop funding options for phase one renovation of the Forest Theater.
- Flanders.
- Complete contract for the effective operation of the Sunset Cultural Center.
- Explore water capture, filter and reuse of storm water runoff outflows.

<b>2012 Key Projects not proposed for 2013</b>	<b>2012 Key Projects proposed in 2013</b>	<b>2013 Newly Proposed Key Projects</b>
Organizational Structure	Water Supply	Parking Management
Financial forecast	CalPERS Committee Recs.	Department workplans
Revenue analysis	Shared Services	Flanders
Fire and ambulance transitions	Forest Theater	
	Santa Lucia Restrooms	
	Storm Water runoff	

**Attachments:**

- 2012 Adopted Goals
- Status of 2012 Goals
- Proposed 2013 Goals
- Carmel-by-the-Sea Policy Planning and Management System

## **City Administrator 2012 Goals Adopted by City Council January 10, 2012**

The structure of the City Administrator goals for 2012 focus on four objectives followed by actionable key projects deriving from one or more of the Council objectives.

- **Community Character**
- **Long-term Vitality**
- **Organizational Effectiveness**
- **Fiscal Stability**

### **Community Character**

- Preserve the community's beach, park, public space, and forest assets by having thoughtful policies, public dialogue, and active partnerships with community groups and strategic partners.
- Preserve and maintain village character in Carmel through clear land use policies, appropriate zoning regulations, detailed design guidelines, and equitable and consistent code compliance.
- Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the village.

### **Long-term Vitality**

- Examine new revenue sources to support services to the community.
- Focus on marketing the community as a destination for overnight visitors, boutique conferences, and ecotourism.
- Assume a leadership role in developing a long-term solution to the region's water supply.

### **Organizational Effectiveness**

- Enhance organizational performance through implementing a structure that is responsive to meeting internal operational needs and objectives and the delivery of high-quality customer service.
- Focus on accountability, efficiency and quality customer service through the individual performance of employees. Connecting their work to the business and strategy of the organization and create a performance process that will ensure and promote the goals of the organization.

### **Fiscal Stability**

- Pay attention to the financial trade-offs involved in analyzing business decisions whether strategic, operational, or financial.
- Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars.
- Routinely compare costs and effects to assess the extent to which a service delivery decision can be regarded as providing value for money. This informs decision-makers who have to determine where to allocate limited taxpayer resources.

***The following key projects derive from the four organizational objectives above. These projects have a beginning and an end and are designed to be completed or substantial progress made during 2012. Key Projects in next twelve months***

- Work with the City and regional partners to cooperate on assuring a viable long-term water supply.
- Implement an organizational structure that strengthens the management/leadership of the City to achieve accountability, efficiency and strong customer focus.
- Complete a financial forecast identifying the longer-term trends of the City's revenues, expenditures and liabilities. Evaluate paid parking, a sales tax rate increase, and a TOT rate increase as sources for additional revenue.
- Examine long-term trends of key revenue sources and recommend a range of possible action including a TOT Incentive Program.
- Begin implementing CalPERS Committee recommendations.
- While maintaining core competencies, continue to explore options for outsourcing and/or shared services.
- Develop funding options for phase one renovation of the Forest Theater.
- Work to ensure seamless service to residents continues during the fire and ambulance transitions.
- Complete the design of the Santa Lucia Restroom and seek construction funding.
- Explore water capture, filter and reuse of storm water runoff outflows.

## Status of 2012 Key Projects

Work with the City and regional partners to cooperate on assuring a viable long-term water supply.

Status: Peninsula cities jointly created the Monterey Peninsula Regional Water Authority to promote timely development of water projects, to cooperate with other agencies and California-American Water while not duplicating or replacing their missions, and to provide a means for representation in the governance of the Authority that is directly accountable to the residents and businesses receiving a water supply from the replacement and replenishment water projects at a reasonable cost to sufficiently meet the water needs of city and county general plans. The City provided start-up staffing to the Authority during the first part of 2012. California-American Water has proposed the Monterey Peninsula Water Supply Project currently under review by the California Public Utilities Commission. The project consists of a desalination plant, ground water replacement, and aquifer storage and retrieval.

Implement an organizational structure that strengthens the management/leadership of the City to achieve accountability, efficiency and strong customer focus.

Status: The City Council adopted the Fiscal Year 2012-2013 budget and operating plan that establishes an updated organizational structure. The City has implemented a Policy Planning and Management System to manage operations and processes within the organizational structure; this system utilizes a systems approach to manage activities in alignment with the City Council's adopted objectives, key projects, and policy plans. The system is predicated on core standards of an engaged workforce that include 1) quality service, 2) accountability, 3) efficiency, and 4) customer orientation.

Complete a financial forecast identifying the longer-term trends of the City's revenues, expenditures and liabilities. Evaluate paid parking, a sales tax rate increase, and a TOT rate increase as sources for additional revenue.

Status: A five-year financial forecast was presented to the City Council on March 20, 2012 and updated and included in the Fiscal Year 2012-2013 adopted budget and operating plan. As part of the budget adoption process, the City Council utilized the forecast data to examine revenue alternatives that would provide a sustainable level of service into the future. The City Council adopted a Service Level Sustainability Plan on June 12, 2012 that included three components: 1) an adopted balanced budget but one that utilizes reserves for ongoing operations, 2) establishment of a hospitality improvement district as a

key component of the City's economic development strategy to encourage overnight visitors, and 3) a November 2012 ballot initiative asking voters to consider approving a temporary sales tax increase to meet the City's needs to maintain infrastructure and quality of life.

Examine long-term trends of key revenue sources and recommend a range of possible action including a TOT Incentive Program.

Status: The City Council actively examined revenue trends in advance of its adoption of the Fiscal Year 2012-2013 budget and operating plan. The data is included in an updated and revised operating plan and budget document. Section A of the budget book includes the financial forecast and revenue assumptions, Section B includes business and revenue generating statistics. Section C includes summary schedules of revenue and expenditures. A key chart, included on page B-6 of the adopted budget book, shows the revenue trend of the City's three primary revenues for a period from 1980-1981 through the forecast period of 2016-2017. The chart demonstrates the slower growth rate of sales tax revenue relative to property tax and transient occupancy tax revenues; this divergence was discussed by the City Council in its adoption of an increase in the sales tax rate as a component of the Service Level Sustainability Plan. A TOT Incentive Program requires additional research to devise a policy solution that will specifically target the projects that will best leverage the use of public funds for private capital improvements. The City Council continued its focus on the economic vitality of the Village's inns with the creation of the hospitality improvement district.

Begin implementing CalPERS Committee recommendations.

Status: The Carmel CalPERS Pension Committee completed its report and submitted it to the City Council on September 27, 2011. The report includes four recommendations: 1) pay the side fund debt, 2) pass a non-binding resolution to terminate the CalPERS pension plans, 3) include side fund debts and estimated termination unfunded liabilities in the City financial reports, and 4) provide substantially lower defined benefits for new employees. Recommendation #1 is scheduled to be implemented in mid-November 2012. The City Council determined not to act on the specific steps in Recommendation #2 but did direct staff to proceed with the goal of that recommendation of obtaining an accurate actuarial valuation of the City's pension obligations. Recommendation #3 is being implemented with reporting included in the revised budget book document (see for example page C-8); the Governmental Accounting Standards Board came to a similar conclusion and is now requiring such reporting as the primary component of its GASB 68 statement. The City Council took a large step in implementing

Recommendation #4 with its adoption and implementation of a second retirement tier in April 2012.

While maintaining core competencies, continue to explore options for outsourcing and/or shared services.

Status: This is an ongoing effort and a strategic aspect for the City to meet its future service level responsibilities given current and future fiscal constraint. The City Council, during 2012, entered into an agreement with the City of Monterey to provide ambulance operations management. The City Council, also in 2012, approved a vehicle maintenance agreement with the City of Monterey for fleet maintenance. Staff continues to explore sharing additional back room operations. Equipment sharing with neighboring cities and law enforcement sharing with the City of Pacific Grove is ongoing. Most recently the City Council approved additional funding for code compliance as part of its adoption of the Fiscal Year 2012-2013 budget; the code compliance staff brought onboard is an individual who splits code compliance activities between the City of Monterey and the City of Carmel-by-the-Sea.

Develop funding options for phase one renovation of the Forest Theater.

Status: City staff has applied for three grants for an initial renovation phase of the Forest Theater. The goal is to identify available funding that can be used as leverage for fundraising and funding for planning of a renovation project. The renovation project will need to be identified through a community process and its completion is dependent on funding. A Forest Theater Renovation project is identified in the March 20, 2012 Capital Improvement Plan but the project remains unfunded.

Work to ensure seamless service to residents continues during the fire and ambulance transitions.

Status: The fire and ambulance services the City provides are improved since January 1, 2012. Fire service staffing is being provided by contract with the City of Monterey. Ambulance staffing is being provided by the City of Carmel-by-the-Sea after the dissolution of the Carmel Regional Fire Ambulance Authority. The downtown fire station remains fully staffed with high quality equipment and vehicle apparatus. Fire and ambulance response times remain at low historic levels as demonstrated in the monthly reports provided to the City Council. Operation management is professional with coordination further strengthened and integrated into the City's management structure and systems with the filling of the position of Public Safety Director.

Complete the design of the Santa Lucia Restroom and seek construction funding.

Status: The restroom design has been a transparent and community involved process that continues to lead to design refinement. The latest iteration is scheduled to go to the Planning Commission in November 2012 and to the City Council in December. The design, as a result of a public process, is smaller, appropriate for the site location, high quality, and in accordance with the needs of users, neighbors, and residents. Funding is being pursued for the construction phase of the project. The City has pursued two grants for the construction phase of the project and is outreaching to the community for donor support.

Explore water capture, filter and reuse of storm water runoff outflows.

Status: This is an ongoing focus of community and capital planning as the community faces water supply uncertainty and seeks to efficiently utilize local water supplies and available sources. In addition, State storm water run-off mandates encourage the City to manage flows. The completion of the water supply tank project at the Del Mar parking lot doubled the City's capacity of capturing and reusing spring water. The water is used for irrigation along the Scenic bluffs, tree watering throughout the village, sidewalk cleaning, street sweeping, and fire suppression and emergencies. The City is reducing and diverting storm water run-off from reaching the beach. The City installed bulkheads in many of the storm water outfalls. The dry weather flows are minimal enough that they will collect in the storm drain behind the bulkhead during dry weather months. The Ocean Avenue outfall has flows that exceed the ability to use a bulkhead so the City is laying a percolation pipe for approximately one hundred feet along the dunes (south of the Del Mar parking area) that will allow the water to filter into the sand. Next the City will be installing a few other very small percolation beds that will allow runoff to filter into the hill side along Scenic Drive.

## **Proposed 2013 goals**

The structure of the City Administrator goals for 2013 focus on four enduring objectives followed by actionable key projects deriving from one or more of the Council objectives.

- **Community Character**
- **Long-term Vitality**
- **Organizational Effectiveness**
- **Fiscal Stability**

### **Community Character**

- Preserve the community's beach, park, public space, and forest assets by having thoughtful policies, public dialogue, and active partnerships with community groups and strategic partners.
- Preserve and maintain village character in Carmel through clear land use policies, appropriate zoning regulations, detailed design guidelines, and equitable and consistent code compliance.
- Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the village.

### **Long-term Vitality**

- Effectively manage revenue sources to support services to the community.
- Focus on marketing the community as a destination for overnight visitors, boutique conferences, and ecotourism.
- Maintain a leadership role in developing a long-term solution to the region's water supply.

### **Organizational Effectiveness**

- Direct organizational performance through a structure that is responsive to meeting internal operational needs and objectives and the delivery of high-quality customer service.
- Focus on accountability, efficiency and quality customer service through the individual performance of employees; connecting their work to the business and strategy of the organization and creating a performance process that will ensure and promote the goals of the organization.

### **Fiscal Stability**

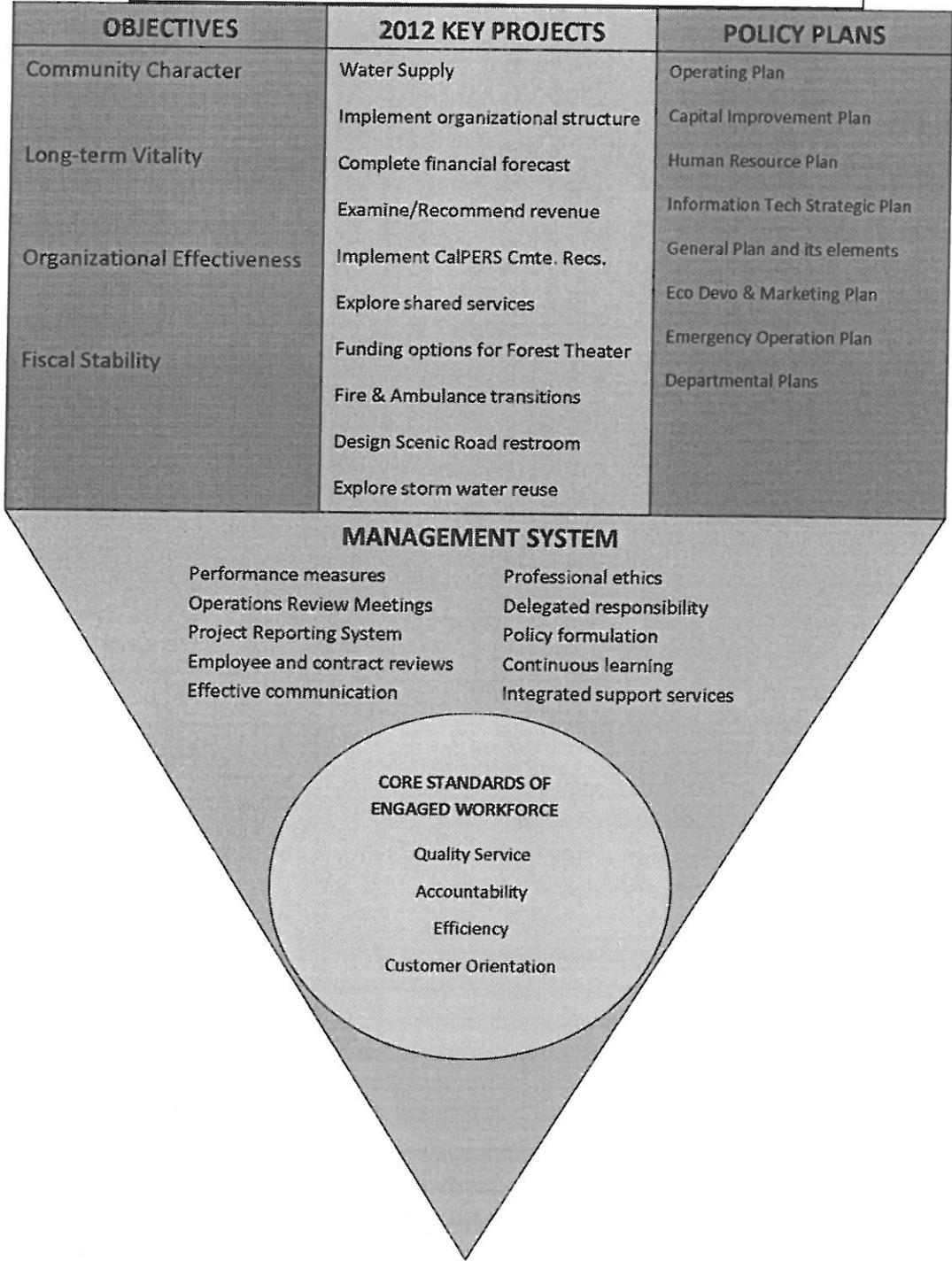
- Pay attention to the financial trade-offs involved in analyzing business decisions whether strategic, operational, or financial.
- Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars.
- Routinely compare costs and effects to assess the extent to which a service delivery decision can be regarded as providing value for money. This informs decision-makers who have to determine where to allocate limited taxpayer resources.

*The following key projects derive from the four organizational objectives above. These projects have a beginning and an end and are designed to be completed or substantial progress made during 2013.*

**Key Projects in next twelve months**

- Work with the City and regional partners to cooperate on assuring a viable long-term water supply.
- Update parking management plans and studies to enable the City to consider parking policies in 2013 and potential capital improvements in 2014
- Update departmental strategic workplans for Information Technology, Library, Marketing, Shoreline management, and Facilities.
- Continue implementing CalPERS Committee recommendations.
- While maintaining core competencies, continue to explore options for outsourcing and/or shared services.
- Develop funding options for phase one renovation of the Forest Theater.
- Flanders.
- Complete contract for the effective operation of the Sunset Cultural Center.
- Explore water capture, filter and reuse of storm water runoff outflows.

**Carmel by-the-Sea Policy Planning and Management System**



# FORESTER REPORT

2011												
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT,	NOV.	DEC.
Trees removed			2 (10 - storm loss)	12	6	13	2	0	2	20	12	8
Trees planted			15	11	7	5	4	0	2	3	3	5

Note: several of the plantings in June and July were replacements of recently planted trees that died or were damaged in the storm in June, not new planting locations.

2012												
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT,	NOV.	DEC.
City trees removed 1-storm	10	10	20*	2	5	17	1	5	3	4	15****	
City trees planted	5	7	8	12	2	13	3	2	5	5	6	
Private trees removed	9	4	4	4	2	5	2	6	3	1	12	
Private trees removed - const.	5	3	3	9	0	7	0	18**	0	15****	5	
Private replanting						1	1	2	1	0	2	
Construction replanting						PLP	0	1 and TBD		4+ PLP	2	

\* Six eucalyptus trees and four dead pines removed on Ocean Ave. / \*\*16 trees removed at Carmel Mission for restoration scaffolding and improvements / \*\*\* 11 trees from one site @ Mission & 11 (4 acacias, 5 oaks, 2 pines) / \*\*\*\* - 4 trees in storm of 11-28-12  
PLP - per landscape plan