



City of Carmel-by-the-Sea  
**2017-2018 ADOPTED BUDGET**





# Fiscal Year 2017-2018 Adopted Budget

## City Council

Steve G. Dallas, Mayor

Carrie Theis, Mayor Pro Tempore

Carolyn Hardy, Councilmember

Jan Reimers, Councilmember

Bobby Richards, Councilmember

**Chip Rerig**, City Administrator



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# INTRODUCTION





# TRANSMITTAL LETTER

June 6, 2017

To the Honorable Mayor and City Council  
2017-2018 Operating Budget

Mayor and Council Members,

The Fiscal Year 2017-2018 Operating Budget, including the capital improvement plan, is submitted for your review and consideration.

***The Operating Budget anticipates \$21.9 million in revenue and \$1.5 million in other financing sources to meet projected expenditures of \$23.4 million.***

The budget is balanced at \$23.4 million and reflects the continuation of the theme of rebuilding the foundation that emerged last fiscal year.

As the building blocks needed to revitalize the organization continue to be laid, the budget is relatively static in terms of proposing new staffing requests or services. While the budget maintains the delivery of high quality services and addresses Council priorities, the leading driver of operating expenditures are personnel-related costs of salaries and benefits. The Operating Budget is based upon a salary model that includes approved and pending negotiated labor costs; planned step increases based on employment data; increased costs for medical and other benefits; the assumed hiring of existing vacant positions at the top pay step and at the start of the new fiscal year. This model builds in realistic expectations regarding costs and allows operational flexibility; however, these personnel-related expenses temper resources.

These expenditure increases, coupled with a positive, yet conservative, revenue forecast, frame the funding recommendations contained within the Operating Budget. In addition, personnel-related costs foreshadow longer-term policy discussions about attracting and retaining a high quality workforce necessary to meet community needs and expectations. Such dialog will discuss strategies regarding service delivery and corresponding staffing, recognizing that local governments are constrained by limited revenue opportunities and prescribed pension costs.

The Operating Budget anticipates \$21.9 million in revenues and \$1.5 million in other financing sources to meet projected expenditures of \$23.4 million. The document presents a balanced budget, meaning projected sources (revenues and other financing sources) equal uses or expenditures.

Staffing will be at 92.13 full-time equivalent (FTE) as compared to 93.56 FTE for the FY 2017 Amended Budget due a decrease of 1 FTE for legal and a reduction of .43 FTE in combined part-time assistance.

## Economic Outlook

As we develop revenue projections for our budget, it is useful to understand the National and State economic forecast as well. Overall, the forecast assumes incremental improvement in the economy, although California is preparing for a downturn in this, and future, years. Highlights of leading indicators are provided below.

### GDP AND UNEMPLOYMENT

Information provided by Beacon Economics and HdL Companies, a revenue management and economic data analysis firm, respectively, indicates that U.S. Real Gross Domestic Product (GDP) remains steady, albeit at a slow pace, with growth of 1.9% in the fourth quarter of 2016. This performance is consistent with the post-recession average of 2.1%. GDP is projected at 2.3% for 2017-2018. GDP, or economic output, measures the values of goods, services and structures produced by an economy and considered to be one of the most comprehensive and closely monitored economic statistic.

Unemployment held at post-recession rates, averaging 4.75% during the first two months of 2017. This reflects a slight decrease from 4.85% throughout 2016. Unemployment is projected at 4.6% for 2017-2018.

California largely mirrors these national projections with total nonfarm employment growth projected at 1.9% in 2017-2018. Unemployment is at 5.1% in January 2017—the lowest rate in nearly ten years. Unemployment is not expected to decrease much more and is projected to hover at 5.1% for 2017-2018.

The State Board of Equalization reported in its March 2017 Economic Perspective newsletter that the economic output of the State has been growing faster than that of the Nation over the past four years. San Jose in particular has become the fastest growing area within the State as well as one of the highest producing areas in the nation. With economic growth in the range of 5-10.4% over a five-year period, it has stronger economic growth than 380 of the Nation's 382 metropolitan areas in 2015.

However, this growth needs to be tempered. While the State's economic recovery is entering into its eighth year, the ability of the State to sustain such performance is in question. State Controller Betty Lee remains cautious about the State's performance with personal income tax lagging by nearly \$708 million and April retail sales and uses tax receipts being nearly \$107 million short of projections contained within the Governor's proposed 2017-2018 Budget and, the fiscal year to date sales tax receipts being \$453.5 million below estimates released in January.

***“April is usually the state’s biggest tax filing month, so lower-than-expected personal income tax receipts are troubling. While we await the Governor’s May Revision, this is another signal that we may be inching towards an economic downturn, and we must tailor our spending accordingly.”***

**State Controller Betty Lee  
Press release dated May 10, 2017**

### STATE BUDGET

The State has projected a decline in revenues as part of its budget process. While the Governor's May Revised Budget did adjust its projected revenue shortfall, a deficit still remains. The original projected shortfall of \$5.8 billion has been adjusted to \$3.3 billion.

Key priorities within the budget include increased funding for schools, childcare providers, in-home supportive services, and transportation. The latter is part of a funding package known as the Road Repair and Accountability Act of 2017 (SB 1). The purpose of SB 1 is to provide \$54 billion in new funding for transportation over the next decade, split evenly between State and local funding.

Of interest to the City and the region, the May Revision includes \$2.8 billion of new funding for "fix-it-first" investments to repair neighborhood roads and state highways and bridges; investments in trade and commute corridors; matches for locally generated funds for high-priority transportation projects; and investments in passenger rail and public transit. Interestingly, the budget also proposes a \$6 billion supplemental payment to CalPERS to reduce pension liabilities. The Governor's Office indicates the supplemental payment will save the State \$11 billion over the next two decades while continuing to reduce unfunded liabilities and stabilize State contribution rates.

### REAL ESTATE/PROPERTY TAX

The real estate market is expected to continue to grow at a modest pace. Beacon Economics predicts California residential building permit activity to grow to just shy of 115,000 as home prices and rents increase due to the low supply of housing in the State. Median home prices are also projected to increase from \$456,065 to \$463,176 in 2017-2018, largely due to constrained inventory.

The California Association of Realtors indicates that the median selling price for Monterey County for April 2017 was \$569,000 as compared to \$529,000 one year ago, reflecting a 7.4% increase in price. We assumed an increase of 8.5% over prior fiscal year for FY 2017; however, our FY 2018 projection is more conservative, assuming a 2% inflation factor over prior years' historical average.

### SALES AND USE TAX

In addition to property taxes, the City is highly dependent on sales and use taxes. However, this is an area that has more volatility than property tax. At this point in time, it is projected to remain stagnant to slightly underperform compared to the prior year.

On March 23, 2017, HdL Companies, reported that statewide sales tax receipts for the fourth quarter increased 1.5% over 2015, noting gains in online shipping warehouse fulfillment centers and strong restaurant and auto sales. On an annual basis, the statewide gain ended 2.1% higher than calendar year 2015. For the City, the fourth quarter sales (October-December 2016) were 0.9% above the 2015 fourth quarter. In addition, Measure D, the City's local sales tax, generated \$746,410 in quarter four, or 3.5% more when compared to the same time period one year ago. Sales were largely influenced by the purchase of new cars and jewelry, illustrating that sales, often one-time and unpredictable, have a significant impact on a community comprised of art galleries and other fine goods. However, this performance is not expected to continue into FY 2018.

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## TOP 25 PRODUCERS (Listed in alphabetical order)

- Anthropologie
- A.W. Shucks
- Caffè Napoli
- Cantinetta Luca
- Carmel Classics
- Carmel Shell
- Casanova Restaurant
- Coach
- Dametra Café
- Flaherty's Seafood Grill & Oyster Bar
- Fourtane Estate Jewelers
- Girl Boy Girl
- Grasings Coastal Cuisine
- Il Fornio
- J Lawrence Khakis
- L Auberge Carmel & Aubergine
- La Bicyclette
- La Playa Hotel
- Lloyds Shoes
- Portabella Mediterranean
- Richard MacDonald Gallery
- Salt Bones
- Sur La Table
- Terry's Lounge
- Tiffany and Company

Source: Hdl Companies,  
City of Carmel Sales Tax Update,  
First Quarter Report for Fourth  
Quarter Sales

Restaurants and hotels are significant contributors to the City's sales and use tax revenues as illustrated in Table 1 to the left, *City's Top Sales Tax Producers*, although the sales tax from restaurants remained relatively flat when comparing fourth quarter 2015 to 2016. Nationally, there is concern regarding the fate of the restaurant industry. Most recently, the Washington Post reported on this trend on April 28, 2017, citing excessive supply, cost of labor and high workforce turnover and the costs of eating out as factors challenging the industry. In particular, the high turnover of restaurant employees detracts from a consistent and enjoyable fine dining experience. In addition, restaurants face competition from grocery stores selling prepared food and people dining at home instead of eating out. Regarding the latter, "food at home prices" dropped 1.3% in 2016, the first yearly decline since 1979, according to the USDA, while restaurant prices increased by 2.6%. However, given the City's lack of chain restaurants, its restaurateurs' focus on quality dining experiences and tourism-based clientele, this industry locally may likely to buffer against this national trend.

## TRANSIENT OCCUPANCY TAX

Another area of uncertainty is transient occupancy tax or the tax assessed on lodging establishments and often referred to as the "hotel tax." Various articles discuss the decline in online searches for U.S. travel, such as Market Watch reporting on April 28, 2017 that online searches by prospective travelers to the U.S. has fallen by 6% year-over-year in the first quarter of 2017. It cites the Bureau of Economic Analysis, noting that tourism spending in the U.S. fell 3.3% to \$1.7 trillion in the fourth quarter of 2016.

There is speculation that U.S. foreign policy and travel restrictions will curtail international visitors. However, the impact is difficult to quantify and will likely vary by travel destination as well as the general composition of where international visitors originate from, such as Europe or Asia. The strength of the dollar against the euro and yen has also been attributed to the decline in tourism. One strategy used by lodging operators to offset the increase in the value of the dollar is the lowering of the room rate, which directly impacts this tax. Locally, our lodging operators have tended to offset the decrease in occupancy with an increase in the room rate and the continued use of this approach has factored into the City's revenue assumptions for FY 2018.

## Revenues

Citywide revenues of \$21.9 million, as well as the use of nearly \$1.5 million in capital improvement and State gas tax fund balance, are recommended to fund the FY 2018 citywide expenditure budget of \$23.4 million. Use of fund balance includes the carryover of capital improvement project funds anticipated to be re-appropriated from FY 2017 to FY 2018, which are a combination of true carry over funds for projects that have not yet commenced as well as surplus fund balance from other existing FY 2017 projects. The use of \$50,000 in gas tax fund balance will also fund street projects.

The City's top three revenue sources continue to be property taxes, sales and use taxes and transient occupancy taxes and together these sources make up \$17.5 million of projected FY 2018 revenue, or about 80% of projected revenue.

**Table 1: Major Revenue Sources at a Glance**

	Amended Fiscal Year 2016-17 Budget	Estimated Fiscal Year 2016-17 Actual	Recommended Fiscal Year 2017-18 Budget
Property Taxes	\$5,940,100	\$5,888,518	\$6,086,606
Sales and Use Tax-Bradley Burns	2,350,000	2,347,445	2,360,052
Sales and Use Tax-Measure D	3,011,000	2,802,688	2,843,414
Transient Occupancy Tax	6,103,754	6,153,754	6,212,508

Assumptions about the major revenue sources:

- Property taxes are anticipated to be \$6.1 million and assume a 2% inflation factor over prior years' historical average. Availability of housing supply and increased interest rate have the ability to influence these projections.
- Sales and use tax analysis is based on historical trends and developed in consultation with the City's specialized consultant, Hdl Companies, and reflect a mild recession similar to the 1990s. The FY 2018 budget of \$5.2 million is an increase of 4.2% over the actual year to date for the remainder of the fiscal year.

This category includes the City's allocation (.75%) of the statewide Bradley Burns Uniform Local Sales and Use Tax as well as the 1% local sales tax, Measure D, passed by Carmel voters in November 2012 to maintain essential services including fire, ambulance and police response times; fund capital needs including streets, beach, parks, forest and trails; increase code compliance; maintain libraries, Sunset Center and other public facilities; address CalPERS pension liabilities and other debt; and provide other general City services.

- Transient occupancy tax is projected to end just slightly ahead of the FY 2017 Amended Budget projection and is budgeted at \$6.2 million for FY 2018. Staff analyzed historical trends and is conservatively estimating a 2% increase for the remainder of the fiscal year. Locally influenced events, such as the incremental weather plagued by summer fires and winter storms and the loss of visitors due to the bridge collapse in Big Sur, mitigated by the ability of lodging establishment to increase room rates, have influenced performance thus far. As the

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budget is being adopted, the City will be heading into its historic peak season, and the performance of the summer and autumn months will drive this revenue source.

- Other General Fund revenues include business license tax; franchise fees; use of money and property; fees, permits, fines, charges for service and facility user fees; revenue from other agencies; grants and miscellaneous revenue are projected at \$3.4 million for FY 2018.
- Revenue received from billing for ambulance transport services is estimated at \$650,000 in FY 2018 and is used to offset staffing and other costs associated with the provision of ambulance services.

## SPECIAL REVENUE FUNDS

In addition to the previously identified revenues, the Operating Budget assumes the use of special revenues, primarily to fund capital improvement projects. In anticipation of the local transportation sales tax Measure X coming online, the budget includes a new separate fund referenced as the Transportation Safety and Investment Plan fund. It includes placeholder funding of \$144,000 as the City's potential share of the sales tax measure, as well as \$632,000 as a placeholder for the City's Maintenance of Effort requirement (based on the last three prior fiscal year's General Fund expenditures on streets) as imposed by Measure X. Traffic Safety fees (\$100,000) and the proposed FY 2018 State gas tax allocation (\$112,150) round out the special revenue sources allocated to Police Department vehicle purchases and streets projects respectively. Also included within special revenue is a COPS grant of \$116,600 that is specifically designated to fund the cost of Police staff.

## Expenditures

The Operating Budget recommends \$23.4 million in expenditures. Major expenditures include capital improvement projects (\$3.3 million), debt service (\$1.3 million) and operational expenses (\$18.8 million).

### CAPITAL EXPENDITURES

The Fiscal Year 2017-2018 CIP totals \$3.3 million in projects intended to rehabilitate City facilities and systems, address sidewalks, street and storm drain improvements, enhance public safety, and protect and preserve the natural environment.

As part of the CIP, we developed replacement schedules for assets such as desktop computers, generators, equipment and vehicles – some of which have been identified for purchase for the upcoming fiscal year as well as future years. With efforts to rebuild the foundation underway, we anticipate opportunities to move toward other contemporary technological advancements that benefit the community, such as a geographic information system and free wireless Internet access downtown.

With Measure D funding the majority of capital projects, the CIP continues to pay special attention to insure that community assets such as the Carmel Beach and Scenic Road Pathway, the North Dunes, and the Mission Trail Nature Preserve are well maintained. We are also proposing

funding other Village improvements that positively impact the quality of life for residents, such as median lightening on Ocean Avenue, a cul de sac improvement at Lincoln and 3<sup>rd</sup> Avenue, the Guadalupe and 5<sup>th</sup> Avenue storm drain, and various street and sidewalk repairs.

Overall these capital expenditures continue efforts pertaining to the ‘rebuilding of the foundation’ of the organization by addressing: 1) deferred infrastructure and natural asset maintenance and improvement, 2) deferred structural facilities maintenance and improvement, and 3) deferred investment in overdue technological systems.

### “Carry Over” Projects

#### *Facilities/Buildings*

- ADA Facilities Study and Transition Plan
- Main Library HVAC System
- Park Branch Library HVAC System
- Police Department Renovations
- Sunset Center Awning (design)
- Sunset Center Facilities Repair

#### *Physical Infrastructure/Hardscape*

- Bikeway Projects (Larson Field/Rio Park Trail – permitting only)
- Ocean Avenue Median
- Shoreline Landscape Barriers
- Sunset Center Railing Replacement
- Sunset Center Projects
- Waterfront Area Signs

#### *IT/Systems*

- Agenda and Records Management System
- City Website

### Annual/Multi-Year Projects

Certain annual projects require phased and/or on-going funding. Annual projects for an additional year of funding include:

#### *Natural Resources*

- North Dunes Habitat Restoration
- Mission Trail Nature Preserve Restoration
- Scenic Road Pathway and Landscape Renovation

#### *Physical Infrastructure/Hardscape*

- Beach Stair Maintenance
- Drainage Repair and Improvement Projects [new]
- Sidewalk Repairs
- Streets and Roads Repairs

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## *IT/Systems, Equipment and Vehicles*

- Desktop Computer Replacement
- Vehicle Replacement (fire inspection, police patrol, license plate recognition)

## New Projects

New projects for fiscal year 2017-2018:

## *Physical Infrastructure/Hardscape*

- Lincoln Street and 3rd Avenue Cul-de-Sac
- Storm Drain Project – Guadalupe and Fifth

## *IT/Systems, Equipment and Vehicles*

- Encryption
- Fire Station Ventilation
- Geographic Information System
- Harrison Memorial Library Generator
- Security Pole Cameras
- Wireless Access Indoors and Wireless Internet Access in portions of Downtown

## DEBT SERVICE

Debt service payments total \$1.2 million and include nearly \$703,000 for the pension obligation bond, \$508,000 for the Sunset Center bond and about \$31,000 for the City's share of the NGEN radio project implemented by the County to facilitate countywide communication among public safety agencies.

## OPERATING EXPENSES

The operating costs for services provided directly by City departments and/or funded by the City total \$18.8 million. This includes City Council, Legal, Engineering, Treasurer, Administration, Community Planning and Building, Community Activities, Library, Ambulance, Fire, Police and Public Works. These costs of these departments range from \$3.9 million for the Police Department to Community Activities, which has a budget of about \$219,000. Citywide costs associated with such items as the PERS side fund, insurance, and utilities; funding for the Sunset Center and funding for marketing are also included within the operating budget (the budget summary showing these costs is included within the Administration budget).

## *Salaries and Benefits*

Of the operating costs, salaries and benefits represent \$10.8 million or 57% of expenditures. Salaries and benefits have been budgeted to reflect adopted and pending labor negotiations. Increased costs of medical and other benefits have been factored into departmental budgets and budgeted at the highest level to ensure adequate funds are in place when the budget is adopted. In addition, the salary model accounts for anticipated step adjustments for existing staff as well as the hiring of currently vacant positions at the top step of the salary schedule. It also assumes the majority of vacant positions are staffed by July 1, 2017.



*Maintaining and Enhancing Services*

The Operating Budget includes funding for staffing as well as for daily operational activities such as supplies (office, materials/public works, and safety), equipment, fuel, vehicle maintenance, printing, legal noticing and utilities. While detailed budget summaries for each department are located within this document, some of the highlights of the FY 2018 budget that enhance services, increase operational efficiencies and protect natural resources include:

- E-filing software for reporting of statements of economic interest and Fair Political Practices campaign forms;
- Development of a health and wellness program for employees;
- Code compliance services to address short-term rental and other code issues (in addition to funding the vacant code compliance coordinator position);
- A feasibility study to retrofit or otherwise reconfigure storm drains and CDS units to capture cigarettes and other litter from entering into the ocean;
- Two City-sponsored street dances in June and September;
- Beach patrol services to educate the public and enforce various beach rules; and
- On-call contractual tree services for the timely removal of dead trees and stumps and preventative pruning of trees citywide (in addition to capital improvement projects pertaining to removal of invasive species and trees in the North Dunes and Mission Trail Nature Preserve respectively).

## Conclusion and Acknowledgements

First, I thank staff for their thoughtful approach to maintaining the delivery of quality services and excellent customer services with an awareness of the fiscal operating environment in which the City finds itself. Together, we have put forth a balanced budget that maintains essential public safety services; brings planning services in-house; continues funding for increased hours at the library; proactively protects the beach, dunes, parks and urban forest; and provides for safe and enjoyable community events for residents and visitors alike.

Second, I wish to acknowledge Council for your leadership on various fiscal and policy issues that have emerged through the course of the year that have helped shape the initial direction of this document. With the guidance of the Council I look forward to stewarding the balanced budget and Capital Improvement Plan through the next Fiscal Year.

Respectfully submitted,

Chip Rerig  
City Administrator

# BUDGET SUMMARY BY FUND TYPE

	General	TOT	Measure D	Ambulance	General Activity
<b>Revenues</b>					
Taxes	9,032,786	6,212,508	2,843,414		18,088,707
Franchise Fees	825,752				825,752
Fees and Permits	712,314				712,314
Fines & Forfeitures	8,298				8,298
Use of Money & Property	157,908				157,908
Charges for Services	53,273			650,000	703,273
Other Governmental Agencies	489,389				489,389
Grants	132,779				132,779
User Fees	16,016				16,016
Miscellaneous	308,430				308,430
<b>TOTAL REVENUES</b>	<b>11,736,944</b>	<b>6,212,508</b>	<b>2,843,414</b>	<b>650,000</b>	<b>21,442,866</b>
Transfers In - from TOT	6,212,508				6,212,508
Transfers In - from Gas Tax	-				-
Transfers In - from Measure D	1,021,848				1,021,848
Transfers In - from General	-			535,625	535,625
Transfer In - from COPS Grant	116,600				116,600
Transfer In - from Traffic Safety	-				-
<b>TOTAL TRANSFERS IN</b>	<b>7,350,955</b>	<b>-</b>	<b>-</b>	<b>535,625</b>	<b>7,886,580</b>
Release of Reserves	-				-
Carryover CIP Fund Balance from FY16-17	-				-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES, TRANSFERS, AND OTHER</b>	<b>19,087,900</b>	<b>6,212,508</b>	<b>2,843,414</b>	<b>1,185,625</b>	<b>29,329,446</b>
<b>Expenditures</b>					
City Council	248,665				248,665
Legal	250,000				250,000
Engineering	2,400				2,400
Treasurer	2,400				2,400
Administration	4,015,843				4,015,843
Community Planning	1,241,541				1,241,541
Fire	2,264,968				2,264,968
Ambulance	-			1,185,625	1,185,625
Police	3,928,927				3,928,927
Public Works	3,264,086				3,264,086
Sunset Center	750,000				750,000
Community Activities	219,205				219,205
Library	1,144,883				1,144,883
Economic Revitalization / Marketing	330,857				330,857
Capital Expenditures (Improvements)	-				-
Debt Service	-				-
<b>TOTAL EXPENDITURES</b>	<b>17,663,775</b>	<b>-</b>	<b>-</b>	<b>1,185,625</b>	<b>18,849,400</b>
Transfers Out - to CIP	-		579,909		579,909
Transfers Out - to Ambulance	535,625		-		535,625
Transfers Out - to Debt Service	-		1,241,657		1,241,657
Transfers Out - to General	-	6,212,508	1,021,848		7,234,356
Transfers Out - to Transportation Safety and Investment	632,000				632,000
Transfer Out - to Vehicle & Equipment	256,500				256,500
<b>TOTAL TRANSFERS OUT</b>	<b>1,424,125</b>	<b>6,212,508</b>	<b>2,843,414</b>	<b>-</b>	<b>10,480,046</b>
<b>TOTAL EXPENDITURES AND TRANSFERS OUT</b>	<b>19,087,900</b>	<b>6,212,508</b>	<b>2,843,414</b>	<b>1,185,625</b>	<b>29,329,446</b>
<b>NET REVENUE OVER (UNDER) EXPENDITURES</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0)</b>

# BUDGET SUMMARY BY FUND TYPE

Gas Tax	Traffic Safety	COPS Grant	Transportation Safety	Special Revenue	Debt Service	Vehicle & Equip Replacement	Capital Improvements	CIP & Equip Replace	Total
112,150				112,150				-	18,200,857
				-				-	825,752
				-				-	712,314
				-				-	8,298
				-				-	157,908
	100,000		144,000	244,000				-	703,273
		116,600		116,600				-	249,379
				-				-	16,016
				-				-	308,430
112,150	100,000	116,600	144,000	472,750	-	-	-	-	21,915,616
				-				-	6,212,508
				-			162,150	162,150	162,150
			632,000	632,000	1,241,657		579,909	579,909	2,843,414
				-		256,500	-	256,500	1,424,125
				-			-	-	116,600
				-		100,000	-	100,000	100,000
-	-	-	632,000	632,000	1,241,657	356,500	742,059	1,098,559	10,858,796
50,000				50,000				-	50,000
				-			1,446,616	1,446,616	1,446,616
50,000	-	-	-	50,000	-	-	1,446,616	1,446,616	1,496,616
<b>162,150</b>	<b>100,000</b>	<b>116,600</b>	<b>776,000</b>	<b>1,154,750</b>	<b>1,241,657</b>	<b>356,500</b>	<b>2,188,675</b>	<b>2,545,175</b>	<b>34,271,028</b>
				-				-	248,665
				-				-	250,000
				-				-	2,400
				-				-	2,400
				-				-	4,015,843
				-				-	1,241,541
				-				-	2,264,968
				-				-	1,185,625
				-				-	3,928,927
				-				-	3,264,086
				-				-	750,000
				-				-	219,205
				-				-	1,144,883
				-				-	330,857
			776,000	776,000		356,500	2,188,675	2,545,175	3,321,175
				-	1,241,657			-	1,241,657
-	-	-	776,000	776,000	1,241,657	356,500	2,188,675	2,545,175	23,412,232
				-				-	742,059
162,150				162,150				-	535,625
				-				-	1,241,657
		116,600		116,600				-	7,350,955
				-				-	632,000
	100,000			100,000				-	356,500
162,150	100,000	116,600	-	378,750	-	-	-	-	10,858,796
<b>162,150</b>	<b>100,000</b>	<b>116,600</b>	<b>776,000</b>	<b>1,154,750</b>	<b>1,241,657</b>	<b>356,500</b>	<b>2,188,675</b>	<b>2,545,175</b>	<b>34,271,028</b>
-	-	-	-	-	-	-	-	-	(0)

# REVENUE

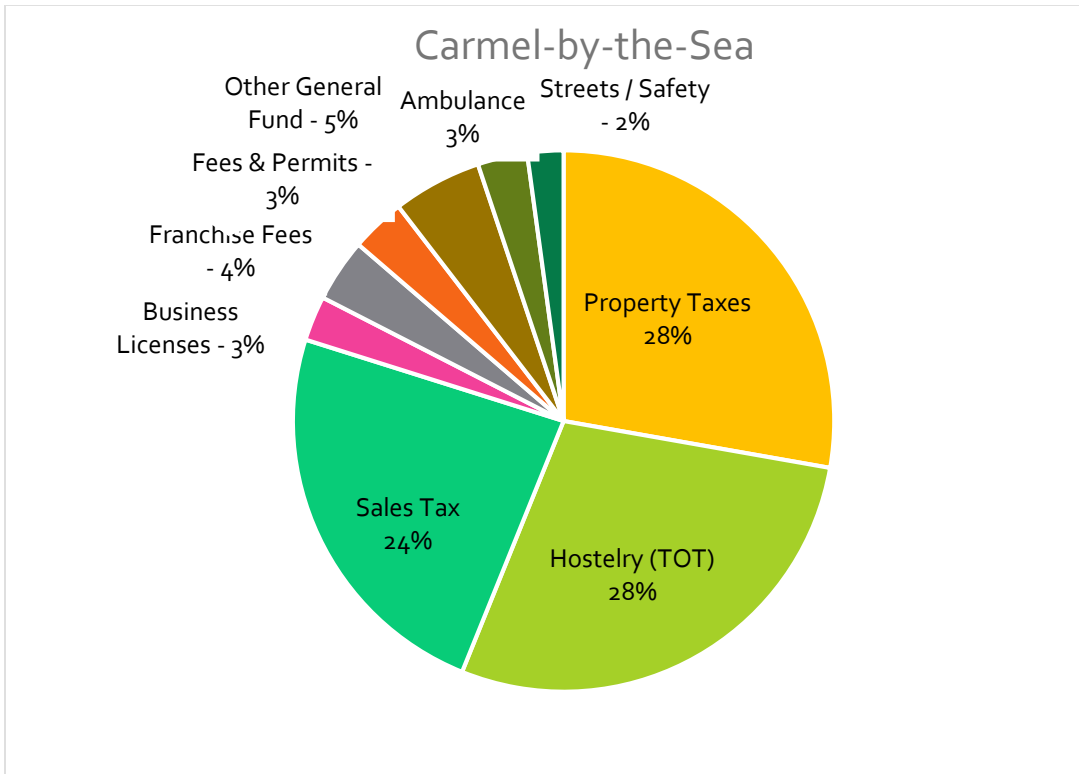
	Account	Actual	Am ended	Es timed	Recommended	Projected
		15-16	Budget 16-17	Actual 16-17	Budget 17-18	Budget 18-19
<b>TAX REVENUE</b>						
Property Tax - Secured	01-31801	\$ 5,073,163	\$ 5,445,100	\$ 5,400,000	\$ 5,587,603	\$ 5,699,355
Property Tax - Unsecured	01-31802	195,243	198,000	197,441	206,816	210,952
Property Tax - Unitary	01-31803	106,499	52,000	111,076	112,187	113,309
Property Transfer Tax	01-31805	195,878	245,000	180,000	180,000	182,700
<b>Subtotal: Property Taxes</b>		<b>5,570,783</b>	<b>5,940,100</b>	<b>5,888,518</b>	<b>6,086,606</b>	<b>6,206,316</b>
Hostelry Tax Revenues	01-55002	5,890,538	6,103,754	6,153,754	6,212,508	6,398,883
Sales & Use Tax - Bradley-Burns	01-31811	2,007,945	2,350,000	2,347,445	2,360,052	2,397,753
Use Tax - Measure D	05-31812	2,889,380	3,011,000	2,802,688	2,843,414	2,868,935
Business License Tax	01-31820	626,625	638,000	640,000	586,128	586,128
<b>Subtotal: Other Taxes</b>		<b>11,414,488</b>	<b>12,102,754</b>	<b>11,943,887</b>	<b>12,002,101</b>	<b>12,251,698</b>
<b>Total Tax Revenue</b>		<b>16,985,271</b>	<b>18,042,854</b>	<b>17,832,405</b>	<b>18,088,707</b>	<b>18,458,015</b>
<b>FRANCHISE FEES</b>						
Garbage	01-32801	248,954	245,000	404,572	412,663	420,917
Cable Television	01-32802	164,101	153,000	169,170	172,553	176,004
Gas & Electric	01-32803	85,036	107,100	91,058	92,879	94,737
Water	01-32804	89,423	87,720	144,761	147,656	150,609
<b>Subtotal:</b>		<b>587,514</b>	<b>592,820</b>	<b>809,561</b>	<b>825,752</b>	<b>842,267</b>
<b>FEES AND PERMITS</b>						
Business Application Fees	01-33351	19,378	17,340	17,186	17,788	18,411
Parking Stall Use Permits	01-33402	24,374	25,500	36,142	37,407	38,716
Building Permits	01-33404	337,208	345,493	397,518	411,431	425,831
Planning Permits	01-33405	110,639	133,875	145,889	150,995	226,492
Building Trade Permits	01-33407	7,483	10,200	8,380	8,674	8,977
Encroachment Permits	01-33408	17,180	18,360	29,830	30,874	46,310
Parking Permits	01-33528	10,540	11,587	13,638	14,115	14,609
Other Licenses & Permits	01-33549	15,300	15,300	18,492	19,139	19,809
Tree Removal Permit	01-33626	11,502	9,180	21,151	21,891	32,837
<b>Subtotal:</b>		<b>553,602</b>	<b>586,835</b>	<b>688,226</b>	<b>712,314</b>	<b>831,993</b>
<b>FINES &amp; FORFEITURES</b>						
Court Fines (Criminal & Court)	01-34801	7,058	18,180	7,976	8,255	8,420
Other Fines & Forfeitures	01-34802	186	505	41	43	44
<b>Subtotal:</b>		<b>7,245</b>	<b>18,685</b>	<b>8,017</b>	<b>8,298</b>	<b>8,464</b>
<b>USE OF MONEY &amp; PROPERTY</b>						
Interest	01-35801	(11,793)	25,500	41,243	42,686	43,540
Rents	01-35805	41,728	28,000	35,892	37,148	37,891
Parking Lot Fees	01-35825	129,731	76,000	75,433	78,073	79,635
<b>Subtotal:</b>		<b>159,667</b>	<b>129,500</b>	<b>152,568</b>	<b>157,908</b>	<b>161,066</b>
<b>CHARGES FOR SERVICES</b>						
Administration	01-36276	3,009	2,550	3,045	3,152	3,262
Administrative Services	01-36351	6,594	2,500	13,267	13,732	14,212
Planning	01-36401	5,060	2,040	6,428	6,653	6,886
Police	01-36526	25,412	26,520	28,730	29,736	30,777
<b>Subtotal:</b>		<b>40,074</b>	<b>33,610</b>	<b>51,471</b>	<b>53,273</b>	<b>55,137</b>

# REVENUE

		Actual	Amended	Estimated	Recommended	Projected
	Account	15-16	Budget	Actual	Budget	Budget
			16-17	16-17	17-18	18-19
<b><u>REVENUE FROM AGENCIES</u></b>						
County CSA74 (AMBULANCE)	01-37400	11,814	-	13,300	13,766	14,041
Post Reimbursement	01-37529	5,718	3,030	6,500	6,728	6,862
Motor Vehicle In Lieu	01-37801	413,334	400,000	436,073	451,336	460,362
Hoptr	01-37804	27,960	8,282	16,967	17,561	17,912
Damage Restitution	01-37805	-	505	-	-	-
State Mandates	01-37810	6,816	4,040	-	-	-
Other Agencies	01-37899/38899	-	13,510	-	-	-
<b>Subtotal:</b>		<b>465,642</b>	<b>429,367</b>	<b>472,840</b>	<b>489,389</b>	<b>499,177</b>
<b><u>GRANTS</u></b>						
Carmel Library Foundation	01-41050	-	290,000	-	-	-
State of CA/ Off of Criminal J	01-38526	10,568	6,060	10,801	11,179	11,291
COPS Grant	01-38528	122,952	-	112,657	116,600	117,766
Beverage Container Redemption	01-38591	5,000	-	5,000	5,000	5,050
<b>Subtotal:</b>		<b>138,519</b>	<b>296,060</b>	<b>128,458</b>	<b>132,779</b>	<b>134,107</b>
<b><u>RECREATION USE FEES</u></b>						
Programs	01-40726	-	3,500	1,172	1,213	1,237
Facility Use	01-40727	12,132	6,700	37,303	14,803	15,099
Homecrafters' Fair	01-41100		12,000			
Arts & Crafts Classes	01-41110		2,000			
Library Operations	01-41010		18,100			
Friends of HML	01-41030		19,000			
Interest Income	01-41040		1,000			
Library Donations	01-41060		500			
<b>Subtotal:</b>		<b>12,132</b>	<b>62,800</b>	<b>38,474</b>	<b>16,016</b>	<b>16,336</b>
<b><u>MISCELLANEOUS REVENUE</u></b>						
Miscellaneous	01-46801	1,989,308	94,600	275,000	308,430	314,599
<b>Subtotal:</b>		<b>1,989,308</b>	<b>94,600</b>	<b>275,000</b>	<b>308,430</b>	<b>314,599</b>
<b><u>TRANSFER FROM OTHER FUNDS</u></b>						
Gas Tax (See Gas Tax Fund)	01-48003	300,000	126,348	78,699	-	-
Road Impact Fee	01-48010	234,976	-	105,545	-	-
<b>Subtotal:</b>		<b>534,976</b>	<b>126,348</b>	<b>184,244</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>		<b>\$ 21,473,950</b>	<b>\$ 20,413,479</b>	<b>\$ 20,641,265</b>	<b>\$ 20,792,866</b>	<b>\$ 21,321,161</b>

# REVENUE

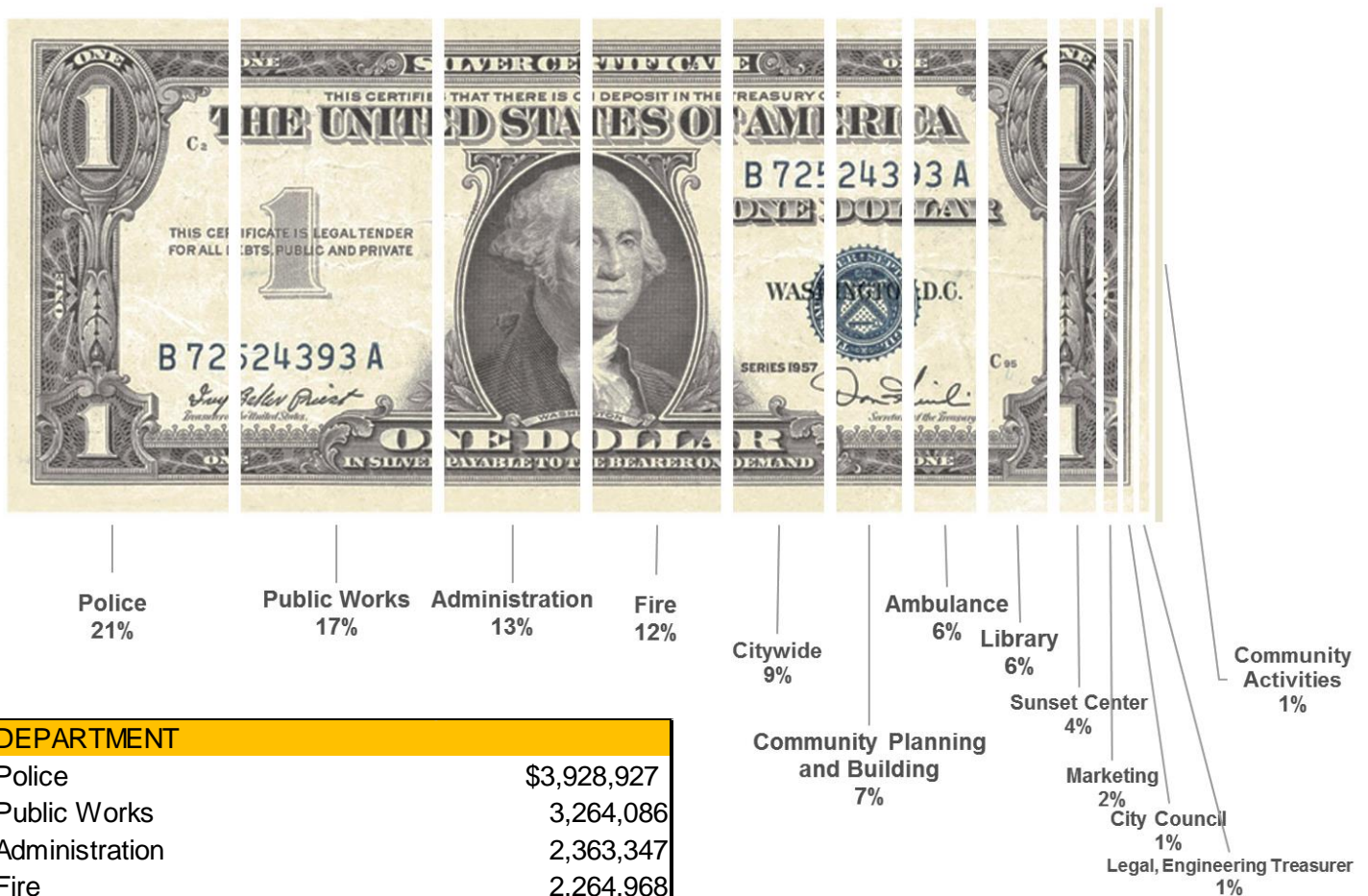
The pie chart, *Revenues By Source*, depicts the City's major revenue sources. It consists of property taxes, transient occupancy tax (TOT), sales tax including Measure D, and other General Fund revenues listed on pages 20-21. Together these sources total nearly \$20.8 million. When combined with projected revenue from ambulance billing and restricted funds for streets and public safety (Cops Grant, local sales tax and state gas tax), the citywide total revenue is projected to be \$21.9 million in FY 2018.



Property Taxes	\$ 6,086,606
Hostelry (TOT)	6,212,508
Sales Tax	5,203,466
Business Licenses	586,128
Franchise Fees	825,752
Fees & Permits	712,314
Other General Fund	1,166,093
Ambulance	650,000
Streets / Safety	472,750
<b>Total</b>	<b>\$ 21,915,616</b>

# EXPENDITURES

The Operating Budget includes \$23.4 million in expenditures. This includes capital improvement projects of \$3.3 million, debt service of \$1.3 million and operating expenses of \$18.8 million. Operating costs include services provided directly by City departments and/or funded by the City as noted in the legend below. Citywide costs are for items such as the PERS side fund, insurance, and utilities. Funding for the Sunset Center and marketing are also included within the operating budget.



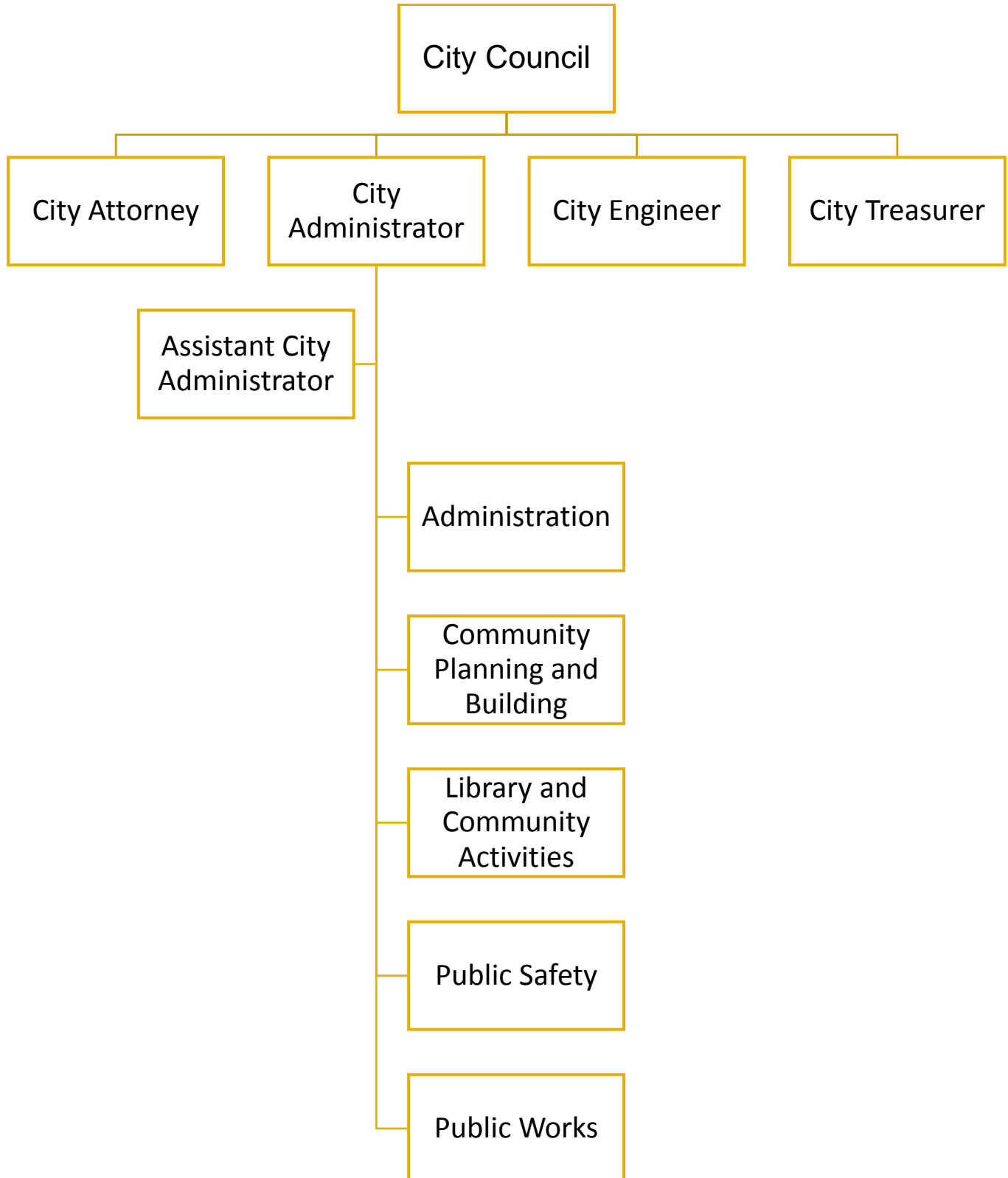
DEPARTMENT	
Police	\$3,928,927
Public Works	3,264,086
Administration	2,363,347
Fire	2,264,968
Citywide	1,652,496
Community Planning and Building	1,241,541
Ambulance	1,185,625
Library	1,144,883
Sunset Center	750,000
Marketing	330,857
City Council	248,665
Legal, Engineering, Treasurer	254,800
Community Activities	219,205
<b>TOTAL</b>	<b>\$18,849,400</b>





# CITY OF CARMEL-BY-THE-SEA ORGANIZATIONAL CHART

## City of Carmel-by-the-Sea Organizational Chart



# CITY OF CARMEL-BY-THE-SEA AUTHORIZED POSITIONS

Department Name	Title	FTE
Administration	City Administrator	1.00
Administration	Assistant City Administrator	1.00
Administration	City Clerk	1.00
Administration	Director of Budget and Contracts	1.00
Administration	Finance Manager	1.00
Administration	Human Resources Manager	1.00
Administration	Information Services / Network Manager	1.00
Administration	Executive Assistant	1.00
Administration	Deputy City Clerk	1.00
Administration	Administrative Coordinator	1.00
Administration	Finance Specialist	1.00
Administration	Office Assistant	0.20
<b>Administration Total</b>		<b>11.20</b>
Ambulance	Paramedic/Firefighters	6.00
<b>Ambulance Total</b>		<b>6.00</b>
City Council	Councilmember	4.00
City Council	Mayor	1.00
<b>City Council Total</b>		<b>5.00</b>
Community Planning & Building	Administrative Coordinator	1.00
Community Planning & Building	Assistant Planner	1.00
Community Planning & Building	Associate Planner	1.00
Community Planning & Building	Building Inspector	1.00
Community Planning & Building	Building Official	1.00
Community Planning & Building	Code Compliance Officer	1.00
Community Planning & Building	Permit Technician	1.00
Community Planning & Building	Planning & Building Services Director	1.00
Community Planning & Building	Senior Planner	1.00
<b>Community Planning &amp; Building Total</b>		<b>9.00</b>
Community Activities	Community Activities Assistant	1.43
<b>Community Activities Total</b>		<b>1.43</b>
Library	Circulation Supervisor	1.00
Library	Director of Library and Community Activities	1.00
Library	Librarian I (3 part-time positions)	1.10
Library	Librarian II	2.00
Library	Librarian II (Local History)	1.00
Library	Library Assistant (full and part-time)	6.38
Library	Office Assistant	0.30
<b>Library Total</b>		<b>12.78</b>

# CITY OF CARMEL-BY-THE-SEA AUTHORIZED POSITIONS

Department Name	Title	FTE
Police	Community Services Officer	3.00
Police	Community Services Officer/Animal Control	1.00
Police	Corporal	2.00
Police	Hourly Police Officer (600 hours per year)	0.29
Police	Police Commander	1.00
Police	Police Officer	4.00
Police	Police Officer - Hourly (17 hours per week)	0.43
Police	Police Officer/Detective	1.00
Police	Police Officer/FTO	2.00
Police	Police Services Officer	6.00
Police	Police/Patrol Officer	1.00
Police	Public Safety Director	1.00
Police	Sergeant	3.00
<b>Police Total</b>		<b>25.72</b>
Public Works	Administrative Coordinator	1.00
Public Works	Director of Public Works	1.00
Public Works	Environmental Compliance Manager	1.00
Public Works	Maintenance Worker	3.00
Public Works	Public Works Superintendent	1.00
Public Works	Senior Maintenance Worker	4.00
Public Works	Street Supervisor	1.00
<b>Public Works Total</b>		<b>12.00</b>
Public Works Facilities Maintenance	Facilities Maintenance Specialist	1.00
Public Works Facilities Maintenance	Project Manager	2.00
<b>Public Works Facilities Maintenance Total</b>		<b>3.00</b>
Public Works Forest & Beach	Assistant Forester	1.00
Public Works Forest & Beach	City Forester	1.00
Public Works Forest & Beach	Forest Care Worker	1.00
Public Works Forest & Beach	Maintenance Worker/Gardener	1.00
Public Works Forest & Beach	Tree Care Specialist	2.00
<b>Public Works Forest Parks &amp; Beach Total</b>		<b>6.00</b>
<b>Total Authorized Positions</b>		<b>92.13</b>



# CITY DEPARTMENTS

# CITY COUNCIL

## Description

The City Council consists of the Mayor and four Councilmembers, elected at large by the citizens of Carmel-by-the-Sea on a non-partisan basis. The City Council is the policy making legislative body of the City. The Council adopts the annual budget, enacts ordinances, and approves major contracts, acquisitions and leases, as well as major purchases of equipment and services required by the City. The Council also appoints the City Administrator, Attorney, Engineer, and Treasurer.

With the advice and assistance of the City Administrator and City Attorney, the City Council reviews proposals to meet the community's needs, initiates action for new policies, and allocates resources.

## Fiscal Year 2016-2017 Accomplishments

- In January 2017, Council adopted a work program identifying the organization's high, medium, and low priorities. Several work plan items commenced:
  - Development of new policies on special events and Council discretionary grants
  - Adoption of an ordinance on accessory dwelling units to comply with State law
  - Formation of a subcommittee to negotiate a long-term lease for the Sunset Center
- Oversaw the implementation of the first year of the beach fire pilot program and the placement of a limited number of wood-fire devices for use during the peak summer season
- Adopted a new fee schedule based on a comprehensive study of the cost of providing services to ensure a more equitable funding of services and assist in long-term financial stability
- Worked with the City's various marketing partners to help promote the City's hospitality industry while also advocating for increased compliance of the City's short-term rental policy
- Initiated a process to consolidate the local municipal election with the November election cycle

## Fiscal Year 2017-2018 Initiatives

- Continue to provide leadership and oversight regarding the completion of the 2017 work plan and establish new 2018 priorities.
- Adopt a balanced budget and provide oversight to ensure financial stability of the organization.

## Budget Summary

- Members of the City Council represent the City on various outside agencies and the membership dues and fees make up the majority of the Council budget.
- Council discretionary includes the cost of providing mail delivery services to residents and funding to four organizations under the new Council Discretionary Grants policy and program.
- Training is budgeted at \$28,000 and includes the cost of Council attendance at the League of California Cities Annual Conference, Mayors and Councilmembers Executive Forum, and the Planning Commissioners Academy.

FTE = 5.00		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
60010	SALARIES	7,566	9,600	9,600	9,600
60014	SOCIAL SECURITY	429	595	595	595
60015	MEDICARE	101	139	139	104
60017	MEDICAL PROGRAM	10,888	27,140	35,858	37,651
60019	WORKERS COMPENSATION	583	876	894	902
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>19,567</b>	<b>38,350</b>	<b>47,086</b>	<b>48,851</b>
60030	TRAINING	-	30,000	28,000	28,700
60033	EVENT FEES/DUES/MEMBERSHIPS	57,364	92,677	99,829	102,325
60095	OPERATIONAL SUPPLIES/SERVICES	-	850	850	871
60207	COUNCIL DISCRETIONARY	28,513	98,000	72,900	74,723
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>85,877</b>	<b>221,527</b>	<b>201,579</b>	<b>206,618</b>
	<b>CITY COUNCIL TOTAL</b>	<b>\$ 105,444</b>	<b>\$ 259,877</b>	<b>\$ 248,665</b>	<b>\$ 255,470</b>
	Dues/Memberships Detail (60033)	FY 17-18	Discretionary Detail (60207)	FY 17-18	
	MPRWA (Water)	\$ 14,620	Mail Service	\$ 61,000	
	AMBAG (Regional Planning)	3,803	Sober Grad	1,000	
	League of Calif Cities	2,500	Sustainable Carmel-Butler Pgm	1,400	
	FORA (Fort Ord Reuse Authority)	14,420	Community Human Services	3,000	
	Monterey County Mayors Assoc	1,100	MEarth	4,500	
	MBUAPCA (Air Pollution District)	1,495	Unassigned	2,000	
	TAMC (Transportation)	1,266	Total	<b>\$ 72,900</b>	
	LAFCO (Land Issues)	17,925			
	MRSWMP* (Stormwater)	25,000			
	Community Human Services	14,900			
	Council event fees	2,500			
	Coastwalk/CA Coastal Trail Assoc.	300			
	Total	<b>\$ 99,829</b>			
	*previously under public works stormwater runoff program				

# CITY ATTORNEY, ENGINEER, AND TREASURER

## Description

The City Attorney, City Engineer and City Treasurer are appointed by the City Council.

The City Attorney legally represents the City and provides legal advice and/or training to the City Council, City Administrator, boards, commissions, and operating departments; investigates and resolves claims against the City; defends the City in litigation and administrative actions; initiates and prosecutes litigation on behalf of the City; and drafts and approves legal documents.

The City Engineer performs professional and technical engineering duties for the City by planning and supervising the design of public works projects, including providing technical expertise, advice, scope, design and supervision of City road, street, and sidewalk construction projects, drainage and flood control programs, and other specialized engineering services.

The City Treasurer is responsible for the financial oversight of the City's cash management, issuing and repaying debt, monitoring interest rate risk, reviewing monthly bank statements, and providing regular reports to the City Council on investments and other fiscal matters.



## Budget Summary

- The Legal budget includes funding for general legal services as well as specialized legal services on an as needed basis.
- Both the City Engineer and Treasurer receive a monthly stipend of \$200 for their services.

### Legal

FTE = CONTRACT		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
61010	SALARIES	120,000	126,000	-	-
61014	SOCIAL SECURITY	7,440	7,812	-	-
61015	MEDICARE	1,740	1,827	-	-
61051	PROFESSIONAL SERVICES	619,027	455,176	250,000	250,000
<b>LEGAL TOTAL</b>		<b>\$ 748,207</b>	<b>\$ 590,815</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

### Engineering

FTE = CONTRACT		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
62053	CONTRACTUAL SERVICES	2,400	2,400	2,400	2,400
<b>ENGINEERING TOTAL</b>		<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>

### Treasurer

FTE = CONTRACT		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
63053	CONTRACTUAL SERVICES	2,400	2,400	2,400	2,400
<b>TREASURER TOTAL</b>		<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>

# ADMINISTRATION

## Description

Under the leadership of the City Administrator, Administration strives to provide excellent customer service to decision-makers, City departments, employees, businesses and the public. Administration is comprised of the City Administrator, the City Clerk, Finance, Human Resources, Information Technology, and Marketing and Economic Development functions.

Title	FTE
City Administrator	1.00
Assistant City Administrator	1.00
City Clerk	1.00
Director of Budget and Contracts	1.00
Finance Manager	1.00
Human Resources Manager	1.00
Information Services / Network Manager	1.00
Executive Assistant	1.00
Deputy City Clerk	1.00
Administrative Coordinator	1.00
Finance Specialist	1.00
Office Assistant	0.20
<b>Administration Total</b>	<b>11.20</b>

## Description

The City Administrator is appointed by the City Council and responsible for the enforcement of City laws and ordinances; ensuring that the orders of the City Council are executed; and for supporting Council, which includes the preparation of agendas and the maintenance of records.

This position is tasked with preparing and administering the annual budget; supervising and controlling expenditures; overseeing City purchases and advising the Council on the City's current and future financial needs. The role also assumes general supervision over all public buildings, public parks, and all other public property under the jurisdiction of the City Council.

The City Administrator provides leadership for the City's day-to-day operations and manages the personnel system. Specifically, the Administrator oversees the departments of Community Planning and Building, Library, Community Activities, Public Safety and Public Works as well as serves as the director of the centralized administrative functions pertaining to the City Clerk, Finance, Human Resources and Information Technology. In addition, under the direction of City Council, the City Administrator serves as the liaison to various entities that receive City funding and work, in tandem, to promote the economic and cultural vitality of the City through Marketing and Economic Development.

## Fiscal Year 2016-2017 Accomplishments

- Began efforts to “rebuild the foundation” of the citywide organization through the filling of vacant staff positions, completion of information technology and other capital projects, and the development of new or revised policies and the corresponding update of the Municipal Code.
- Enhanced communication with the Council and citizenry about daily operational activities and projects through the use of the Friday newsletter.
- Continued the tradition of the care and preservation of our natural assets of the Carmel Beach, Mission Trail Nature Preserve and urban forest through funding of programs and projects.

## Fiscal Year 2017-2018 Initiatives

- Ensure the execution of the Council work plan, key initiatives and capital projects that balance preservation of the community characteristics, quality, cost effectiveness and timeliness.
- Continue to ensure the timely hiring of staff and the ongoing cohesion of the executive team to accomplish organization-wide objectives; implement organizational assessment/restructure of administrative functions as needed and continue to rebuild the organization.
- Explore opportunities for revenue enhancements, regional collaboration and/or cost containment while ensuring the delivery of quality services and projects.

## Description

The City Clerk provides timely and accessible service in response to all inquiries and requests for public information and records, and is responsible for the administration of elections, public records requests processing, records management, and the legislative process. Records the City's legislative history through approved minutes and maintaining City Ordinances and the Municipal Code; facilitates applications for appointments to boards and commissions and coordinates Statements of Economic Interest as well as campaign and other financial disclosure related filings.

## Workload Indicators/Performance Measures

- Responded to and fulfilled 121 requests for public records
- Compiled 39 agenda packets for a total of 937 documents managed

## Fiscal Year 2016-2017 Accomplishments

- Created templates to streamline processes and adopt a uniform appearance for all Council and board and commission agenda packet documents
- Implemented the Records Management Program including the destruction of 172 boxes of obsolete and redundant City records
- Awarded contract for agenda/document/records management system
- Issued a request for proposals for new City website and hosting services
- Started process to move election date from April of even numbered years to November of even numbered years.

## Fiscal Year 2017-2018 Initiatives

- Oversee the implementation of agenda/document/records management system
- Shepherd the process for the development of a new City website
- Continue strategic records management efforts throughout all City departments and work with departments to establish uniform filing schemes
- Develop a disaster recovery plan for Citywide records
- Retrofit the City Hall vault with new shelving and dehumidifier/temperature control
- Integrate Netfile system for reporting of Fair Political Practices campaign forms and Statements of Economic Interest forms

## Description

Finance provides financial analysis, management and reporting through the development of the annual budget, ongoing financial monitoring and reporting of revenues and expenditures. Performs financial transactions including vendor payments, payroll, business license processing and the collection of the transient occupancy tax and the administration of pas through funding to the hospitality and tourism improvement districts. Provides treasury services and invests revenue and issues and manages debt.

## Workload Indicators / Performance Measures

- Issued 282 high heel permits fiscal year to date
- Processed 214 new business licenses fiscal year to date

## Fiscal Year 2016-2017 Accomplishments

- Updated the City's cost of services and annual fee schedules
- Updated the business license provisions of the Municipal Code
- Created a payroll and accounts payable calendar for departments

## Fiscal Year 2017-2018 Initiatives

- Continue efforts to migrate to a new financial system to provide enhanced and responsive analytics and reporting to assist in financial and budgetary decision-making.
- Assist Human Resources with negotiations with the Ambulance association to accomplish City Council objectives and work with the Public Safety Department to review ambulance billing.
- Collaborate with Human Resources to complete a benefits audit to be in compliance with current benefit and payroll practices and CalPERS.

## Description

Human Resources recruits, develops, and works to retain a diverse, well-qualified workforce that reflects the high standards of the community, and leads the City departments in positive employee relations, talent management, succession planning, and employee engagement.

The purpose of Human Resources is to lead strategic planning to align employee skills, staffing, and productivity with City goals in order to deliver premier services to the community of Carmel-by-the-Sea and to City staff; to support City departments and employees in achieving their key goals and objectives; to provide a range of services to City employees, including new employee orientation, staffing and recruitment management, talent and skill development, performance assessment, and safety and wellness programs; and to deliver employee relations, compensation, job classification, risk management, and organization development services efficiently to City departments. Staff is responsible for the development of Memorandums of Understanding with the City's three bargaining units all subject to Council direction and approval.

## Workload Indicators / Performance Measures

- Number of recruitments conducted: 11
- Number of employee applications processed: 427
- Number of employee transactions processed: 71
- Number of new Workers' Compensation Claims: 7

## Fiscal Year 2016-2017 Accomplishments

- Negotiated new bargaining agreement with the Police Officer Association and LIUNA to accomplish City Council objectives.
- Implemented an online applicant tracking system to automate and streamline the hard copy application process.
- Completed and processed the CalPERS Miscellaneous and Safety contracts to provide employees sharing additional cost of 3% for all employees.
- Completed and processed the LIUNA preferred schedule agreement per the 2015 Memorandum of Understanding obligation.
- Created and adopted a publicly available pay schedule that meets all of the Government Code and California Code of Regulations requirements.

## Fiscal Year 2017-2018 Initiatives

- Complete negotiations with Ambulance association to accomplish City Council objectives
- Initiate and complete a benefits audit to be in compliance with current benefit and payroll practices and CalPERS.
- Introduce a vital restructure to the dental and vision benefits to provide an enhanced benefit to employees citywide.
- Develop and implement a new Citywide training plan focused on management skill training along with an online interactive training guide as a resource for all employees.

## Description

The purpose of Information Technology (IT) is to provide innovative and secure technology solutions that support City departments in delivering quality services to the community. The purpose of IT is to provide a broad range of high-quality technology-related solutions to employees, departments, council members, and the community; and to support and continuously improve essential technology infrastructure for enabling day-to-day operations of the City.

## Workload Indicators / Performance Measures

- Responded to more than 500 IT help requests in fiscal year 2016-2017
- Replaced or refurbished 35 workstations in fiscal year 2016-2017

## Fiscal Year 2016-2017 Accomplishments

- Installed robust network security elements
- Transitioned from MS Exchange to GSuite from Google
- Replaced Audio Visual system in Council Chambers (scheduled for June completion)
- Migrated Police cars to new county CAD system
- Installed new virtualization hardware platform
- Installed new desktop anti-virus platform

## Fiscal Year 2017-2018 Initiatives

- Complete upgrade/installation of new disaster recovery system
- Complete phone system migration
- Replace approximately 20 desktop computers
- Migrate remaining physical servers to new hardware platform
- Upgrade secondary data center with uninterruptable power

## Budget Summary

- The combined budget for IT training and training of \$30,000 includes professional development and specialized training for Administration staff as well as citywide training on the Brown Act, citywide mandatory human resources training and information technology training.
- Records Management of \$25,000 includes the costs of a vault dehumidifier, archival supplies, an off-site storage unit for the City's records and document destruction services.
- Professional services of \$170,282 includes costs for several items such as funding for professional consulting in the areas of the migration and implementation of the finance system; assistance with personnel and other policy updates to the Municipal Code (a work plan high priority item); public information services in general and an educational and outreach campaign for beach fire and safety rules in particular; and the costs for actuarial services, benefits administration, annual bond disclosure reporting, municipal code publishing and e-filing software for various documents.
- IT contractual services of \$97,210 largely includes subscription costs to the City's financial systems, website hosting and software, email applications and network security as well as part-time IT assistance to help facilitate a timely response to service requests.
- Also housed within Administration are various shared City services such as utilities, property tax assessments, postage, liability insurance, retiree insurance and workers compensation that total nearly \$1.7 million.
- Of this \$1.7 million, \$832,000 is the budgeted cost of the PERS side fund liability for fiscal year 2017-2018. In 2014, CalPERS completed a two year asset liability management study and adopted changes based on new demographic assumptions as well as a proposed "smoothing" of the rates to reduce volatility in the rate of returns on investment. This results in the establishment of new "side funds" for public safety and miscellaneous employees. City Council created a new PERS Fund as part of the Fiscal Year 2015-2016 Adopted Budget to meet the City's obligations. Consistent with this direction, the PERS side fund cost is included within the fiscal year 2017-2018 budget.



# ADMINISTRATION

FTE = 11.20		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
67010	SALARIES	933,249	1,159,348	1,317,006	1,382,856
67011	OVERTIME	-	2,000	-	-
67014	SOCIAL SECURITY	-	3,995	-	-
67015	MEDICARE	7,646	18,538	19,388	20,358
67016	RETIREMENT	70,914	89,503	64,872	68,115
67017	MEDICAL PROGRAM	83,433	129,376	158,604	166,534
67018	LIFE INSURANCE	1,121	1,154	1,433	1,504
67019	WORKERS COMPENSATION INSURANCE	71,954	83,298	121,803	124,848
67020	DEFERRED COMPENSATION	13,325	16,200	18,900	19,845
67021	LIUNA SUPPLEMENTAL CONTRIBUTION	3,521	11,040	4,035	4,237
67023	PART-TIME ASSISTANCE	23,480	26,266	11,715	12,301
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>1,208,643</b>	<b>1,540,718</b>	<b>1,717,755</b>	<b>1,800,598</b>
65030	IT TRAINING	-	5,800	10,000	10,250
65036	IT TELEPHONE/COMMUNICATIONS	73,116	50,000	51,000	52,275
65045	MATERIALS/SUPPLIES	-	15,000	36,000	36,900
65049	EQUIPMENT MAINTENANCE	-	8,600	13,600	13,940
65053	IT CONTRACTUAL SERVICES	-	123,892	97,210	99,640
67030	TRAINING	12,521	29,375	20,000	20,500
67032	CREDIT CARD BANK FEES	31,093	35,000	35,000	35,875
67033	DUES/MEMBERSHIPS	1,305	5,700	5,000	5,125
67034	DOCUMENTS/PUBLICATIONS	50	1,500	1,000	1,025
67035	RECORDS MANAGEMENT	-	11,000	25,000	25,625
67039	PRINTING	6,511	10,000	17,500	17,938
67040	LEGAL NOTICING	8,466	20,000	25,000	25,625
67042	OFFICE MACHINE SUPPLIES	1,865	2,000	2,000	2,050
67043	OFFICE SUPPLIES/EQUIPMENT	33,742	18,100	16,000	16,400
67051	PROFESSIONAL SERVICES	69,863	75,000	170,282	174,539
67053	CONTRACTUAL SERVICES	97,379	55,000	14,000	14,350
67100	RECRUITMENT	69,710	23,500	40,000	41,000
67110	PRE-EMPLOYMENT	16,051	4,000	4,000	4,100
67120	EMPLOYEE ASSISTANCE PROGRAM	-	2,000	2,000	2,050
67130	EMPLOYEE IMMUNIZATION PROGRAM	-	2,500	8,500	8,713
67170	ERGONOMIC STUDIES/MODIFICATION	1,614	4,000	4,000	4,100
67400	AUDITS	36,153	44,000	40,000	41,000
67428	EMPLOYEE RECOGNITION	7,831	8,500	8,500	8,713
80300	ELECTION	40,137	-	-	31,000
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>507,407</b>	<b>554,467</b>	<b>645,592</b>	<b>692,732</b>
	<b>ADMINISTRATIVE SERVICES TOTAL</b>	<b>1,716,050</b>	<b>2,095,185</b>	<b>2,363,347</b>	<b>2,493,330</b>
64026	UTILITIES	184,962	200,015	210,000	215,250
80016	PERS UNFUNDED LIABILITY	562,808	671,449	832,000	1,092,000
80022	UNEMPLOYMENT	-	9,000	20,000	20,500
80038	POSTAGE	9,623	8,000	11,515	11,803
80424	WORKERS COMP CLAIM RUN-OUT	15,600	22,000	22,000	22,550
80425	LIABILITY INSURANCE-PREMIUMS	333,462	316,965	425,000	435,625
80426	RETIREE INSURANCE PROGRAM	50,969	45,000	60,000	61,500
80801	PROPERTY TAX ASSESSMENTS	57,565	63,700	71,981	81,339
	<b>CITYWIDE EXPENDITURES</b>	<b>1,214,989</b>	<b>1,336,129</b>	<b>1,652,496</b>	<b>1,940,566</b>
	<b>ADMINISTRATION TOTAL</b>	<b>\$ 2,931,039</b>	<b>\$ 3,431,314</b>	<b>\$ 4,015,843</b>	<b>\$ 4,433,896</b>

## Description

As the City's leading revenue sources are transient occupancy tax and sales and use tax, the City actively collaborates with, and funds, several organizations in an effort to increase the City's viability as a visitor destination, including encouraging more overnight stays within the Village by guests. In addition, the marketing and economic development function supports the promotion of special events, which help attract visitors to the area as well as offer community, cultural and recreational opportunities to residents.

The City has a long-standing relationship with the Sunset Cultural Center, Inc. (SCC) regarding the management of the City's facility, the Sunset Community and Cultural Center. SCC is responsible for administration staffing, marketing the theater and community rooms, booking performances and other venues and routine maintenance of the facility. The operating of the Center is offset by City funds.

Other partners include the Carmel Chamber of Commerce, which operates a visitor center in town, publishes a comprehensive visitor guide, and assists businesses with marketing and other resources as well as the Monterey County Convention and Visitors Bureau (MCCVB) that provides regional advertising and marketing efforts. In addition, the City funds a public relations/marketing firm that hosts the City's official travel website and implements targeted and seasonal marketing campaigns.

## Budget Summary

- The budget includes \$750,000 for the operating of the Sunset Center, similar to the current and prior fiscal years.
- Regional Destination Marketing is funded at \$120,000
- The Monterey County Convention Visitors Bureau (MCCVB) funding reflects an increase of \$9,201 for fiscal year 2017-2018, which is based on a formula of 3% of fiscal year 2015-2016 transient occupancy tax revenues.
- The budget funds the Carmel Chamber of Commerce at \$33,000.
- The budget includes \$1,000 to the Monterey County Film Commission to help promote the City as a film location.
- The Community Promotions Fund was created in fiscal year 2016-2017 and reflects the City’s commitment to support various community events in accordance with the City’s special event policy and grant program. Seven organizations will receive grants that serves as a credit to offset the costs of the City’s special event fees. These include a combination of soft costs such as the City fees to use Devendorf Park or hold events in the street right-of-way and hard costs, or the actual costs incurred by the City for items like barricades, signs, staff time, event visitor shuttles, and portable restrooms. This amounts to \$47,484.

Account	Description	Unaudited Actual FY 2015-16	Amended Budget FY 2016-17	Adopted Budget FY 2017-18	Projected Budget FY 2018-19
80900	SUNSET CENTER OPERATING/MGT	750,000	750,000	750,000	750,000
85200	REGIONAL DESTINATION MARKETING	120,000	120,000	120,000	120,000
85203	JURISDICTION MARKETING (MCCVB)	146,528	167,656	176,857	181,278
85301	CARMEL CHAMBER OF COMMERCE	40,000	55,000	33,000	33,000
85305	COMMUNITY PROMOTIONS FUND	-	27,500	1,000	1,025
<b>MARKETING &amp; ECONOMIC DEVELOPMENT TOTAL</b>		<b>\$ 1,056,528</b>	<b>\$ 1,120,156</b>	<b>\$ 1,080,857</b>	<b>\$ 1,085,303</b>
Community Promotions Detail (85305)				FY 17-18	
Monterey County Film Commission				<u>\$ 1,000</u>	

# COMMUNITY PLANNING AND BUILDING

## Description

The Community Planning and Building Department includes the Planning, Building and Code Compliance Divisions and is responsible for preserving community character while fostering a vibrant community and a high quality of life for its residents, businesses and visitors.

- The Planning Division processes current development applications, maintains the General Plan, and ensures that capital programs, zoning and other activities of the City are consistent with the goals and policies of the Plan.
- The Building Safety Division is responsible for review of construction plans and inspections of City and private development projects to ensure compliance with building codes.
- The Code Compliance Division ensures compliance with the City Municipal Code. This function includes public education and outreach on existing laws and resolving code violations.

Title	FTE
Administrative Coordinator	1.00
Assistant Planner	1.00
Associate Planner	1.00
Building Inspector	1.00
Building Official	1.00
Code Compliance Officer	1.00
Permit Technician	1.00
Planning & Building Services Director	1.00
Senior Planner	1.00
<b>Community Planning &amp; Building Total</b>	<b>9.00</b>

## Workload Indicators/Performance Measures

- The number of permits issued over the past three years has been steady. In 2016, a total of 524 planning permit and 404 building permit applications were received. Permit activity in 2017 is generally consistent with permit activity in 2016.

## Fiscal Year 2016-2017 Accomplishments

- Improved Department operations to include revising: permit process, documentation process, applications and checklists, informational handouts, templates, website, etc.
- Assisted with the process of updating City fees, several of which pertain to the Community Planning and Building Department.
- Drafted an ordinance to bring the City's housing regulations and density bonus requirements into compliance with State law.
- Drafted the Accessory Dwelling Units ordinance to bring accessory dwelling unit regulations into compliance with State law while maximizing local regulatory authority, effective June 2017.
- Drafted two separate ordinances amending sections of the City's commercial zoning code. One ordinance converted certain uses from being permitted to conditional, codified the use permit voting requirements, and established a process for the approval of temporary uses on private property. The other ordinance modified the City's regulations for restaurants and food stores.
- Amended the City's Mills Act Policy, allowing for more contracts.
- Led effort to improve compliance with the City's short-term rental policy through ongoing monitoring of websites, issuing of letters to non-compliance to property owners and utilizing specialized code enforcement services to actively monitor properties.

## Fiscal Year 2017-2018 Initiatives

- Draft an ordinance to regulate recreational marijuana in compliance with State law.
- Review and potentially amend the City's Residential Zoning Code and Design Guidelines.
- Adopt a policy for the use of story poles to visually illustrate aspects of a project
- Update the City's Historic Context Statement.
- Make minor modifications to the City's Historic Zoning Code to more clearly distinguish the Historic Inventory from the Historic Register.

# COMMUNITY PLANNING AND BUILDING

## Budget Summary

- Assumes the positions of Associate Planner, Senior Planner and Building Official are filled as of the start of the new fiscal year and the full-time code compliance coordinator starts in six months.
- Contractual services reflects a decrease in spending as these positions are brought in-house, but does include funding for training and transition of planning and buildings services; for supplemental building plan check services; and for ongoing contract code compliance services. Code compliance assumes 40 hours a week of contracted services for six months, decreasing to 24 hours a week for the rest of the fiscal year to coincide with the filling of a full-time position.

FTE = 9.00		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
69010	SALARIES	402,369	506,340	774,483	813,207
69011	OVERTIME	-	1,000	500	525
69015	MEDICARE	4,589	8,942	11,230	11,792
69016	RETIREMENT	30,470	58,176	30,795	32,335
69017	MEDICAL PROGRAM	73,348	55,709	164,118	172,324
69018	LIFE INSURANCE	555	611	1,276	1,340
69019	WORKERS COMPENSATION INSURANCE	31,023	42,514	69,888	71,635
69020	DEFERRED COMPENSATION	338	2,460	2,550	2,678
69021	LIUNA SUPPLEMENTAL CONTRIBUTION	1,820	-	12,105	12,711
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>544,511</b>	<b>675,752</b>	<b>1,066,945</b>	<b>1,118,545</b>
69030	TRAINING	-	12,890	10,880	11,152
69033	DUES/MEMBERSHIPS	3,382	2,180	2,180	2,235
69034	DOCUMENTS/PUBLICATIONS	3,091	4,000	800	820
69039	PRINTING	3,122	1,500	2,500	2,563
69043	OFFICE SUPPLIES	2,569	3,500	4,000	4,100
69053	CONTRACTUAL SERVICES	485,903	471,999	154,236	158,092
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>498,068</b>	<b>496,069</b>	<b>174,596</b>	<b>178,961</b>
	<b>COMMUNITY PLANNING &amp; BUILDING TOTAL</b>	<b>\$ 1,042,580</b>	<b>\$ 1,171,821</b>	<b>\$ 1,241,541</b>	<b>\$ 1,297,506</b>



# LIBRARY AND COMMUNITY ACTIVITIES

## Description

The Library Department provides programs, materials, and reference services to cardholders and visitors of all ages, and offers an outreach program that delivers books to the homebound in the Carmel area. The print and online collections include books, e-books, audio books, movies, recorded books, and large print materials; emphases include the history of Carmel-by-the-Sea, travel, art and medical reference.

There are five departments within the Library:

- Administration manages library staff, buildings, and finances, and acts as liaison to the Harrison Memorial Library Board of Trustees.
- Circulation is responsible for the lending, renewing, return and shelving of library items.
- Youth Services organizes and delivers library services and programs to children and young adults.
- The Reference Department staff provides library users with direction to library materials, advice on library collections and services, and expertise on multiple kinds of information from multiple sources.
- The Local History Department serves as a resource for reference and original materials that document the history of Carmel-by-the-Sea and the surrounding area.

Both the Harrison Memorial Library (Main Library) and the Park Branch are governed by a five-member Board of Trustees appointed by the City Council. The Harrison Memorial Library Board of Trustees, the Carmel Public Library Foundation and the City work together in partnership to ensure that the Harrison Memorial Library continues to be an important, integral and vital part of our community. The goal of this partnership is to sustain the historic tradition of providing free public library service of excellent quality for the residents and visitors of the City of Carmel and the Monterey Peninsula.

Title	FTE
Circulation Supervisor	1.00
Director of Library and Community Activities	1.00
Librarian I (3 part-time positions)	1.10
Librarian II	2.00
Librarian II (Local History)	1.00
Library Assistant (full and part-time)	6.38
Office Assistant	0.30
<b>Library Total</b>	<b>12.78</b>



# LIBRARY AND COMMUNITY ACTIVITIES

The Community Activities Department's primary role is to manage and coordinate the delivery of a variety of new and ongoing special events within the community. It is responsible for issuing special event permits and working with special event organizers to ensure that events held in the City are safe and conducted in compliance with City rules. The Community Activities staff also plans and executes all City-sponsored special events, including the Fourth of July Celebration, the Pumpkin Roll, the City Birthday Party and Parade, Homecrafters' Marketplace, Veterans Day and Memorial Day ceremonies, the Holiday Tree Lighting, and – new for this fiscal year – two community street dances.

Title	FTE
Community Activities Assistant	1.43
<b>Community Activities Total</b>	<b>1.43</b>

## Workload Indicators/Performance Measures

### Library:

#### Workload Indicators / Performance Measures

- Answered 33,442 reference and information questions
- Loaned 423 items to other libraries across the United States
- Catalogued and processed 68,944 items
- Issued 12,207 library cards
- 114,137 library items were circulated
- 5,714 people attended library programs
- 8,493 people used the library's public computers
- The library's digital content was accessed 9,814 times

### Community Activities:

#### Workload Indicators / Performance Measures

- Planned and facilitated eight City-sponsored special events, including the 2016 Centennial Kickoff ceremony
- Provided planning and logistical support to the 2016 Centennial parade, luncheon, street dance, and closing ceremony events
- Answered over 1,000 beach, film, and special event questions
- Issued 81 special event permits
- An estimated 16,500 people attended City-sponsored Special Events, 10,000 of which attended the 2016 Centennial Parade

# LIBRARY AND COMMUNITY ACTIVITIES

## Fiscal Year 2016-2017 Accomplishments

- Library: Developed a strategic plan and retained an architectural firm develop conceptual ideas related to renovation of the library buildings
- Community Activities: Planned and executed the 2016 City Centennial kickoff event; provided logistical support for the City's Centennial Parade, luncheon and street dance celebratory events.

## Fiscal Year 2017-2018 Initiatives

- Library: Continue implementation of the strategic plan and dialog regarding the possible renovation of the library buildings.
- Community Activities: Plan and provide logistical support and oversight to two new street dances to occur in July and September

## Budget Summary

- The City funds the personnel and building maintenance costs for operating the Main and Park Branch libraries, including funding to open the Main Library on Sunday afternoons (1-5 pm) and increase the existing weekday morning hours to provide consistent operating hours between the two branches.

The sources of funding for library materials, programs and services are the Carmel Public Library Foundation (88%), the Friends of the Library (7%) and library fines and fees (5%).

- Community Activities department expenses include costs for advertising; printing of tickets, banners and signage; event and office supplies. Contractual Services includes the cost of renting portable toilets (\$16,000) as well as the costs for audio and tree decorating. Community Activities expenses are the costs incurred for City events such as health permits, tents, decorations, food and beverages, flowers and other supplies. These costs for larger events such as July 4<sup>th</sup>, the City Birthday Party, the Pumpkin Roll and the Street Dance range from \$2,500 to \$4,500.

# LIBRARY AND COMMUNITY ACTIVITIES

## Library:

FTE = 12.78		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
84010	SALARIES	556,001	559,944	614,317	645,033
84014	SOCIAL SECURITY	2,855	10,757	13,487	14,162
84015	MEDICARE	9,394	10,459	12,450	13,072
84016	RETIREMENT	49,296	50,892	36,289	38,103
84017	MEDICAL PROGRAM	91,585	94,593	112,629	118,260
84018	LIFE INSURANCE	1,410	1,279	1,408	1,479
84019	WORKERS COMPENSATION INSURANCE	54,583	56,654	78,029	79,980
84020	DEFERRED COMPENSATION	4,000	2,700	2,700	2,835
84021	LIUNA SUPPLEMENTAL CONTRIBUTION	14,231	23,347	24,211	25,421
84023	PART-TIME ASSISTANCE	151,946	211,971	244,288	256,503
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>935,301</b>	<b>1,022,596</b>	<b>1,139,808</b>	<b>1,194,848</b>
84060	FINE ART/MAINT/PRESERVATION	953	5,000	5,075	5,202
	<b>TOTAL CITY LIBRARY</b>	<b>\$ 936,254</b>	<b>\$ 1,027,596</b>	<b>\$ 1,144,883</b>	<b>\$ 1,200,050</b>

## Community Activities:

FTE = 1.43		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
82010	SALARIES	86,506	98,835	79,451	83,424
82014	SOCIAL SECURITY	511	1,418	1,460	1,533
82015	MEDICARE	1,103	1,451	1,494	1,568
82016	RETIREMENT	8,433	6,853	4,704	4,940
82017	MEDICAL PROGRAM	-	8,063	17,654	18,537
82018	LIFE INSURANCE	130	142	156	164
82019	WORKERS COMPENSATION INSURANCE	6,670	5,857	9,289	9,522
82020	DEFERRED COMPENSATION	100	300	300	315
82021	LIUNA SUPPLEMENTAL CONTRIBUTION	2,641	3,840	4,035	4,237
82023	PART-TIME ASSISTANCE	119	22,863	23,549	24,727
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>106,213</b>	<b>149,622</b>	<b>142,093</b>	<b>148,966</b>
82036	TELEPHONE	-	1,980	2,010	2,060
82039	PRINTING	64	6,615	7,400	7,585
82040	ADVERTISING	-	4,461	4,608	4,723
82042	OFFICE MACHINE SUPPLIES	300	-	-	-
82043	OFFICE SUPPLIES	338	3,520	2,359	2,418
82053	CONTRACTUAL SERVICES	900	33,500	27,165	27,844
82055	COMMUNITY ACTIVITIES	31,736	12,300	33,570	34,409
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>33,338</b>	<b>62,376</b>	<b>77,112</b>	<b>79,039</b>
	<b>COMMUNITY ACTIVITIES TOTAL</b>	<b>\$ 139,551</b>	<b>\$ 211,998</b>	<b>\$ 219,205</b>	<b>\$ 228,005</b>

# PUBLIC SAFETY

## Description

The Public Safety Department includes the Police Department, Ambulance Services, and oversight of Fire Services, which are currently provided by the City of Monterey. The Department is managed by the Director of Public Safety/Police Chief.

- The Police Department is responsible for law enforcement and crime prevention within the City. The mission of the Department is to protect and serve, with the primary responsibility of ensuring the rights of citizens and visitors to live in peace and safety.
- The Police Department also oversees the management and operation of the Emergency Operations Center; the Volunteers in Policing Program that assists with daily clerical activities, errands, public outreach and special events and the City Community Emergency Response Team of volunteers ready to assist the community during an emergency situation.
- The Fire Department's primary responsibility is to save lives and protect property through the prevention and control of fires. The Fire Department has operated under a contract with the City of Monterey since 2012. The Public Safety Department manages the contract with the City of Monterey and is responsible for oversight of needed equipment and supplies.

Title	FTE
Community Services Officer	3.00
Community Services Officer/Animal Control	1.00
Corporal	2.00
Hourly Police Officer (600 hours per year)	0.29
Police Commander	1.00
Police Officer	4.00
Police Officer - Hourly (17 hours per week)	0.43
Police Officer/Detective	1.00
Police Officer/FTO	2.00
Police Services Officer	6.00
Police/Patrol Officer	1.00
Public Safety Director	1.00
Sergeant	3.00
<b>Police Total</b>	<b>25.72</b>

- Carmel Fire Ambulance provides advanced life support ambulance service to the residents of Carmel-by-the-Sea. The ambulance is staffed by paramedic-firefighters and emergency medical technician-firefighters to provide front line medical emergency response and all-hazard response as a key component of the City’s public safety services. The City of Monterey also provides administrative oversight of this function through a contractual agreement managed by the Public Safety Department.

Title	FTE
Paramedic/Firefighters	6.00

## Workload Indicators/Performance Measures

- In 2016, the Police Department responded to 14,360 calls for service, the Fire Department responded to 930 calls for service and the Ambulance responded to 861 calls for service in CBTS. The Fire and Ambulance Departments have a Council performance measure to respond to code 3 calls for service 95% of the time under 5 minutes. Both exceeded this measure with an average response time of 3 minutes.

## Fiscal Year 2016-2017 Accomplishments

- In 2016, the Police Department completed the outfitting of its Emergency Operations Center to include equipment, staffing, and volunteers. The City was recognized as meeting the requirements to be both a Tsunami and Storm Ready City by the National Weather Service.
- Provided beach patrol on a regularly scheduled basis to assist with the Beach Fire Pilot Program.
- Conducted a number of internal audits of systems and processes to improve services and reduce costs to the community.
- Started work on a long term solution to update the dispatch center and a new property room.
- The City said goodbye to Public Safety Director Michael Calhoun, who retired after 32 years with the City and promoted Commander Paul Tomasi as its 11<sup>th</sup> Police Chief in its 100 year history. Mr. Tomasi was sworn in as the new Director of Public Safety on December 30, 2016.

## Fiscal Year 2017-2018 Initiatives

- Continue with the audit of the Parking Enforcement Division of the Police Department to look for improved technology and ways to both increase service to the community and efficiency with a goal of reducing costs.
- Complete the Police Department Renovation project to remodel the Dispatch Center and build a new Property Room.
- Develop an agreement with Monterey Fire to assist with the management of the Carmel Ambulance.

# PUBLIC SAFETY

## Budget Summary

### Police

- Some of the larger expenses for the Police Department include \$28,080 for the City's pro-rated share of site leases for analog and digital communications, utilities at sites, and support costs for IT maintenance pertaining to the Next Generation Radio, a radio communications system for all users in law enforcement, fire, medical, and public works.
- Contractual services within the Police Department are budgeted at \$173,411 and include a variety of vendors and functions, with some of the largest expenses attributed to:
  - Monterey County Sheriff Automates Criminal Justice system that allows the Department's dispatch to be in communication with the Department of Justice (\$50,000)
  - Private security services for beach patrols and for the Panetta Lecture series, pending renewal of the series at the Sunset Center (\$45,000)
  - Subscription services to TracNet (\$16,500)
  - Monterey County Sheriff for jail bookings (\$15,000)

FTE = 25.72		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
74010	SALARIES	2,097,784	2,075,443	2,326,031	2,442,332
74011	OVERTIME	59,247	150,000	175,000	183,750
74012	HOLIDAY-IN-LIEU	9,137	105,129	123,676	129,860
74013	UNIFORM ALLOWANCE	8,200	32,400	38,880	40,824
74014	SOCIAL SECURITY	-	3,964	1,419	1,489
74015	MEDICARE	23,715	28,104	36,375	38,193
74016	RETIREMENT	304,739	307,554	276,536	290,363
74017	MEDICAL PROGRAM	262,512	279,059	410,686	431,220
74018	LIFE INSURANCE	3,254	2,886	3,494	3,669
74019	WORKERS COMPENSATION INSURANCE	161,781	189,384	203,816	208,911
74020	DEFERRED COMPENSATION	16,600	7,500	7,500	7,875
74023	PART-TIME ASSISTANCE	4,059	-	20,000	21,000
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>2,951,028</b>	<b>3,181,423</b>	<b>3,623,411</b>	<b>3,799,486</b>
74030	TRAINING	17,730	25,000	27,820	28,516
74031	CLOTHING EXPENSE	18,928	13,200	9,500	9,738
74033	DUES/MEMBERSHIPS	1,151	1,675	1,600	1,640
74034	DOCUMENTS/PUBLICATIONS	1,147	1,935	2,345	2,404
74036	TELEPHONE/COMMUNICATIONS	-	8,984	9,000	9,225
74037	RADIO EXPENSE	682	1,500	-	-
74038	POSTAGE	-	500	500	513
74039	PRINTING	2,879	3,900	4,300	4,408
74042	OFFICE MACHINE SUPPLIES	1,474	-	-	-
74043	OFFICE SUPPLIES	2,532	10,900	10,900	11,173
74049	EQUIPMENT MAINTENANCE	4,570	6,100	8,300	8,508
74050	OUTSIDE LABOR	5,690	5,402	5,410	5,545
74052	NGEN MAINT/OPERATIONS	-	28,080	28,080	28,782
74053	CONTRACTUAL SERVICES	226,191	170,663	173,411	177,746
74054	EQUIPMENT/SUPPLIES	880	-	-	-
74055	COMMUNITY ACTIVITIES	277	3,000	3,350	3,434
74057	SAFETY EQUIPMENT	10,662	14,000	14,000	14,350
72601	EOC SUPPLIES/SERVICE	9,513	10,500	7,000	7,175
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>304,306</b>	<b>305,339</b>	<b>305,516</b>	<b>313,154</b>
	<b>PUBLIC SAFETY TOTAL</b>	<b>\$ 3,255,333</b>	<b>\$ 3,486,762</b>	<b>\$ 3,928,927</b>	<b>\$ 4,112,640</b>

## Fire

- The contractual services expense of \$2,193,072 is the agreement with the City of Monterey to provide fire services to the village.
- It should be noted that the proposed fiscal year 2017-2018 budget does not include funding for the fire "true up" for fiscal year 2016-2017, and, should Carmel owe additional money, it will be addressed as part of the fiscal year 2017-2018 mid-year budget review. (Carmel owed about \$30,000 for the fiscal year 2015-2016 true up). Similarly, the budget does not include funding (\$22,000) for Carmel's share of new radios that would be purchased through the City of Monterey if Monterey acquires a grant from the federal government. If the grant materializes, staff will bring a budget adjustment to Council and propose funding the radios as a capital expense utilizing the Vehicle and Equipment Replacement account.

FTE = CONTRACT		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
72037	RADIO EXPENSE	-	1,350	2,500	2,563
72047	AUTOMOTIVE PARTS	339	500	500	513
72049	EQUIPMENT MAINTENANCE	3,239	5,000	5,000	5,125
72050	OUTSIDE LABOR	1,112	-	-	1,857
72053	CONTRACTUAL SERVICES	-	-	40,230	41,236
72053-0006	CONTRACTUAL Mtry Agreement	1,996,346	2,171,440	2,193,072	2,258,864
72054	TOOLS/EQUIPMENT/SUPPLIES	2,988	3,000	2,000	2,050
72055	COMMUNITY ACTIVITIES	1,577	3,000	1,500	1,538
72057	SAFETY EQUIPMENT	2,334	5,000	4,000	4,100
72095	OPERATIONAL SERVICES/SUPPLIES	3	5,000	5,000	5,125
72602	FIRE EQUIPMENT/SUPPLIES	7,396	7,416	7,416	7,601
72603	MEDICAL SUPPLIES	687	3,000	3,000	3,075
72604	HYDRANT MAINTENANCE	-	750	750	769
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>2,016,023</b>	<b>2,205,456</b>	<b>2,264,968</b>	<b>2,334,415</b>
	<b>FIRE TOTAL</b>	<b>\$ 2,016,023</b>	<b>\$ 2,205,456</b>	<b>\$ 2,264,968</b>	<b>\$ 2,334,415</b>

# PUBLIC SAFETY

## Ambulance

- The contractual service expense of \$91,506 is the cost for the City of Monterey to provide regulatory oversight of the ambulance function. Other contractual expenses total \$118,740 and include such expenses as \$50,000 for Monterey to provide station coverage as needed when Carmel staff are on leave and another \$50,000 for ambulance billing. The operating cost of Ambulance is offset, in part, by recouping the cost of medical transports. Revenue anticipated to be received through billing is projected at \$650,000 for fiscal year 2017-2018.

FTE = 6.00		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
07-73010	SALARIES	610,027	542,816	552,164	579,772
07-73011	OVERTIME	79,605	110,000	90,000	94,500
07-73012	HOLIDAY IN-LIEU	51,758	50,167	56,747	59,585
07-73014	SOCIAL SECURITY	896	-	-	-
07-73015	MEDICARE	7,456	8,598	9,655	10,138
07-73016	RETIREMENT	71,690	85,044	76,928	80,775
07-73017	MEDICAL PROGRAM	59,995	78,477	78,639	82,571
07-73018	LIFE INSURANCE	650	826	912	958
07-73019	WORKERS COMPENSATION INSURANCE	46,980	49,532	49,193	50,423
07-73024	PAID CALL FIREFIGHTERS	13,615	5,000	10,000	10,500
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>942,672</b>	<b>930,460</b>	<b>924,239</b>	<b>969,221</b>
07-73030	TRAINING	1,500	4,100	4,100	4,203
07-73032	PERMITS, LICENSES & FEES	280	-	-	-
07-73043	OFFICE SUPPLIES	1,617	1,100	1,100	1,128
07-73047	AUTOMOTIVE PARTS	390	1,700	200	205
07-73049	EQUIPMENT MAINTENANCE	307	4,700	4,000	4,100
07-73050	OUTSIDE LABOR	2,415	-	-	-
07-73053	CONTRACTUAL SERVICES	116,326	236,200	118,740	121,709
07-73053-0006	CONTRACTUAL Mtry Agreement	86,575	-	91,506	93,794
07-73057	SAFETY EQUIPMENT	2,620	9,500	8,000	8,200
07-73603	MEDICAL SUPPLIES	27,517	30,740	33,740	34,584
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>239,546</b>	<b>288,040</b>	<b>261,386</b>	<b>267,921</b>
	<b>AMBULANCE TOTAL</b>	<b>\$ 1,182,219</b>	<b>\$ 1,218,500</b>	<b>\$ 1,185,625</b>	<b>\$ 1,237,141</b>





# PUBLIC WORKS

## Description

The Public Works department is responsible for the maintenance of all municipal infrastructure involving the construction, improvement and repair of streets, sidewalks, pathways, and storm drainage systems, implementing capital projects, maintaining facilities, vehicles, and managing the Village's forest, parks and shoreline area. It maintains the City's natural and built environment including Carmel Beach and shoreline and keeps the urban forest healthy and safe for the enjoyment and enrichment of community residents and visitors.

Title	FTE
Administrative Coordinator	1.00
Director of Public Works	1.00
Environmental Compliance Manager	1.00
Maintenance Worker	3.00
Public Works Superintendent	1.00
Senior Maintenance Worker	4.00
Street Supervisor	1.00
Facilities Maintenance Specialist	1.00
Project Manager	2.00
Assistant Forester	1.00
City Forester	1.00
Forest Care Worker	1.00
Maintenance Worker/Gardener	1.00
Tree Care Specialist	2.00
<b>Public Works Total</b>	<b>21.00</b>

## Workload Indicators / Performance Measures

- Planted 32 trees fiscal year to date
- Removed 86 dead trees fiscal year to date
- Responded to over 300 customer service requests fiscal year to date

## Fiscal Year 2016-2017 Accomplishments

- Completed the annual Street Paving Project, paved 11 streets including drainage improvements.
- Completed the annual Sidewalk Repair Project, removal and replacement of 5 sidewalk segments within the commercial district.

- MTNP Invasive Species Removal Project.
- North Dunes Habitat Restoration Project
- MTNP Mountain View Entrance Project
- Vista Lobos Roof
- Painting of First Murphy House
- Manage and Maintain the Beach Fire Pilot Program
- Sunset Center Door Replacement
- Painting and Carpeting of Library Park Branch

## Fiscal Year 2017-2018 Initiatives

- Storm Drain Project – Guadalupe and Fifth
- Scenic Road Pathway and Landscape Renovation
- Storm Drain Project – Junipero and Fifth
- Sunset Center Projects
- Shoreline Landscape Barriers
- Street Paving Project and Sidewalk Repairs
- Police Department Renovations (evidence room, communication center, and roof leaks)
- Beach Stair Maintenance
- Removal of invasive and non-native trees and shrubs in the preserve, removal of various ivy species, as well as regular maintenance activities such as mowing, removal of hazardous trees, trail repairs and improvements, and possibly addressing some erosion issues.
- Continue working with biologist on the implementation of the North Dunes Habitat Restoration.

## Budget Summary

- As might be expected with an operations-based department, \$90,000 is budgeted in materials and supplies for such items as sand, pavers, base rock and concrete for road and sidewalks repairs; lumber and lids for the fabrication of the City's downtown public litter cans; traffic paint; pet waste disposal bags; plants, planting materials and irrigation and building supplies.
- The cost for the purchase of fuel is currently budgeted at \$70,000 with this expense influenced by the market-based price for oil. Equipment maintenance is budgeted at \$80,000 and includes routine maintenance of the City's fleet by the City of Monterey as well as anticipated costs for the repair of the high-ranger.
- Outside labor of \$135,150 consists of a variety of items such as the use of temporary staff and contractors for such services as building maintenance (electricians, plumbers, etc.); sand distribution, irrigation and backflow meter testing and repair; and concrete curb repairs.
- Contractual services of \$619,250 includes several larger cost items including janitorial services to clean City public buildings and restrooms (\$215,000); tree-related work (\$240,000) and landscape services (\$65,000) in addition to other various functions pertaining to facility maintenance, care and preservation of the urban forest, parks and beaches and routine public works operations and small projects.
- In addition to the City's cost share of the regional stormwater program, the budget of \$63,728 includes funding for such items as a trash Total Maximum Daily Load (TMDL) feasibility study, lab services for water quality sampling and testing and funding for vector services for the City's storm drains and emergency response for illicit discharges.

FTE = 21.00		Unaudited Actual	Amended Budget	Adopted Budget	Projected Budget
Account	Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
76010	SALARIES	1,074,224	1,336,342	1,533,270	1,609,934
76011	OVERTIME	11,363	16,000	15,000	15,750
76013	UNIFORM ALLOWANCE	2,277	3,432	3,432	3,604
76014	SOCIAL SECURITY	1,420	-	-	-
76015	MEDICARE	12,059	17,487	22,282	23,396
76016	RETIREMENT	82,302	115,170	72,382	76,001
76017	MEDICAL PROGRAM	146,560	234,438	324,748	340,985
76018	LIFE INSURANCE	2,033	2,071	2,800	2,940
76019	WORKERS COMPENSATION INSURANCE	82,823	128,876	139,167	142,646
76020	DEFERRED COMPENSATION	4,960	8,100	8,100	8,505
76021	LIUNA SUPPLEMENTAL CONTRIBUTION	20,926	53,347	20,176	21,184
76023	PART-TIME ASSISTANCE	27,327	-	-	-
	<b>SALARIES AND BENEFITS TOTAL</b>	<b>1,468,274</b>	<b>1,915,263</b>	<b>2,141,358</b>	<b>2,244,947</b>
76030	TRAINING	4,083	10,675	10,000	10,250
76031	CLOTHING EXPENSE	8,086	-	-	6,180
76032	PERMITS, LICENSES & FEES	-	11,975	9,600	9,840
76033	DUES/MEMBERSHIPS	786	2,820	2,600	2,665
76034	DOCUMENTS/PUBLICATIONS	315	500	2,100	2,153
76039	PRINTING	1,023	1,715	1,000	1,025
76041	RENT/LEASE EQUIPMENT	8,387	2,700	2,700	2,768
76043	OFFICE SUPPLIES	1,888	4,845	6,000	6,150
76045	MATERIALS/SUPPLIES	88,266	100,010	90,000	92,250
76046	FUEL	38,829	58,000	70,000	71,750
76047	AUTOMOTIVE PARTS/SUPPLIES	4,315	3,000	7,000	7,175
76048	TIRES/TUBES	5,081	9,000	9,000	9,225
76049	EQUIPMENT MAINTENANCE	67,687	69,400	80,000	82,000
76050	OUTSIDE LABOR	279,258	307,621	135,150	138,529
76053	CONTRACTUAL SERVICES	264,530	506,727	619,250	634,731
76054	TOOLS/EQUIPMENT	919	-	3,400	3,485
76055	STORM WATER RUNOFF PROG EXP	94,187	109,000	63,728	65,321
76057	SAFETY EQUIPMENT	1,931	4,700	11,200	11,480
	<b>SERVICES AND SUPPLIES TOTAL</b>	<b>869,571</b>	<b>1,202,688</b>	<b>1,122,728</b>	<b>1,156,976</b>
	<b>PUBLIC WORKS TOTAL</b>	<b>\$ 2,337,845</b>	<b>\$ 3,117,951</b>	<b>\$ 3,264,086</b>	<b>\$ 3,401,923</b>



# CAPITAL IMPROVEMENT PLAN





# CAPITAL IMPROVEMENT PLAN

## Description

The Fiscal Year 2017-2018 Capital Improvement Plan total \$3.3 million and continues to support the 'rebuilding of the foundation' of the City's assets and the natural and built environment. The projects are intended to improve the effectiveness of service delivery while also increasing the efficiency of operations; enhance public safety; upgrade city facilities to promote energy conservation, heighten emergency preparedness and provide a more comfortable environment for staff and the public; and address public works infrastructure and protect and preserve natural resources.

As part of the CIP, we developed replacement schedules for assets such as desktop computers, generators, equipment and vehicles and recommend moving forward with phased purchasing of some of these items. With efforts to rebuild the foundation underway, we anticipate opportunities to move toward other contemporary technological advancements that benefit the community, such as the proposed geographic information system and access to free wireless Internet downtown.

The CIP continues to pay special attention to ensure that community assets such as Carmel Beach and the Scenic Road Pathway, the North Dunes, and the Mission Trail Nature Preserve are well maintained. We are also proposing funding other Village improvements that positively impact the quality of life for residents, such as Ocean Avenue median lighting, the Lincoln and 3rd Avenue cul de sac, the Guadalupe and 5th Avenue storm drain, and various street and sidewalk repairs.

City of Carmel-by-the-Sea, CA

*Capital Improvement Plan*

FY 17 thru FY 21

**PROJECTS BY DEPARTMENT**

**Administrative Services**

Agenda and Records Management System - (carryover)	ADM-1718-01	n/a	70,000	70,000
Harrison Memorial Library Generator	ASD-1718-01	1	30,000	30,000
Wireless Access Indoors	ASD-1718-02	n/a	30,000	30,000
Website Update - (carryover)	ASD-1718-04	n/a	44,000	44,000
Wireless Internet Access - Downtown	ASD-1718-05	n/a	32,000	32,000
Geographical Information System (GIS)	ASD-1718-06	n/a	17,000	17,000
Annual Desktop Computer Replacement (Multi-Year)	ASD-1718-07	n/a	30,000	30,000
<b>Administrative Services Total</b>			<b>253,000</b>	<b>253,000</b>

**Community Planning & Bldg**

Ocean Avenue Median Lighting (carryover)	CPB-1718-05	n/a	30,000	30,000
Bikeway Project-Larsen Field/Rio Park (carryover)	CPB-1718-08	n/a	15,000	15,000
Waterfront Area Signs (carryover)	CPB-1718-09	n/a	24,000	24,000
<b>Community Planning &amp; Bldg Total</b>			<b>69,000</b>	<b>69,000</b>

**Library & Community Activities**

Park Branch Library HVAC System (carryover)	LIB-1718-04	n/a	76,000	76,000
Main Library Heating System (carryover)	LIB-1718-05	n/a	45,000	45,000
<b>Library &amp; Community Activities Total</b>			<b>121,000</b>	<b>121,000</b>

**Safety: Fire**

Fire Station Ventilation	FIRE-1718-05	n/a	8,500	8,500
<b>Safety: Fire Total</b>			<b>8,500</b>	<b>8,500</b>

**Safety: Police**

Police Vehicle (Multi-Year)	POL-1718-01	n/a	59,000	59,000
Encryption	POL-1718-02	n/a	63,000	63,000
Security Pole Cameras	POL-1718-05	n/a	80,000	80,000
License Plate Recognition (LPR)	POL-1718-06	n/a	56,000	56,000
Police Department Renovations (carryover)	POL-1718-07	n/a	250,000	250,000
<b>Safety: Police Total</b>			<b>508,000</b>	<b>508,000</b>

**Services: Public Works**

Street and Road Projects (Multi-year)	PW-1718-01	n/a	931,025	931,025
Sidewalk Repairs (Multi-year)	PW-1718-02	n/a	125,000	125,000
Drainage Repair/Improvement Project (Multi-year)	PW-17-18-06	n/a	576,000	576,000
Lincoln & 3rd Cul-de-Sac Safety Project	PW-17-18-07	n/a	64,400	64,400
<b>Services: Public Works Total</b>			<b>1,696,425</b>	<b>1,696,425</b>

**Services: Facilities**

Sunset Center Railing Replacement (carryover)	FAC-1718-03	n/a	35,000	35,000
Sunset Center Projects (carryover)	FAC-1718-04	n/a	50,250	50,250
ADA Transition Plan (carryover)	FAC-1718-05	n/a	100,000	100,000
Sunset Center Awning (carryover-design only)	FAC-1718-06	n/a	25,000	25,000
<b>Services: Facilities Total</b>			<b>210,250</b>	<b>210,250</b>
<b>Srvs: Forest, Parks, &amp; Beach</b>				
Scenic Pathway Landscape Renovation (Multi-year)	FPB-1718-01	n/a	150,000	150,000
North Dunes Habitat Restoration (Multi-year)	FPB-1718-02	n/a	60,000	60,000
Beach Stair Maintenance (Multi-year)	FPB-1718-04	n/a	140,000	140,000
MTNP Improvements (Multi-year)	FPB-1718-05	n/a	50,000	50,000
Shoreline Landscape Barriers (carryover)	FPB-1718-06	n/a	55,000	55,000
<b>Srvs: Forest, Parks, &amp; Beach Total</b>			<b>455,000</b>	<b>455,000</b>
<b>GRAND TOTAL</b>			<b>3,321,175</b>	<b>3,321,175</b>

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Administrative Services  
 Contact City Clerk  
 Type Equipment  
 Useful Life  
 Category Software: Purchase  
 Priority

Project # ADM-1718-01  
 Project Name Agenda and Records Management System - (carryover)

Account #: 40-67915  
 Policy Plan: IT Strategic Plan

Total Project Cost: \$70,000

**Description**  
 This project will carry CIP funds over from FY 16-17 to complete the implementation of an agenda and records management system including installation, configuration and training.

**Justification**  
 Currently, there is neither an agenda management system nor a records management system in place. Having both of these systems will significantly improve workflow for staff and greatly improve citizen access to public documents. The agenda management system will streamline the process for the Clerk and support staff for Boards and Commissions, as well as improve public access. The records management system will ensure that records are indexed, being retained for the appropriate length of time, and accessible for the staff and the public.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	70,000					70,000
<b>Total</b>	<b>70,000</b>					<b>70,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	70,000					70,000
<b>Total</b>	<b>70,000</b>					<b>70,000</b>

**Budget Impact/Other**  
 The budget includes the cost for installation, configuration, training, and the first year of the yearly maintenance fee.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 thru FY 21

Department Administrative Services  
 Contact  
 Type Equipment  
 Useful Life 20 years  
 Category Equipment: Computers  
 Priority

Project # ASD-1718-01  
 Project Name Harrison Memorial Library Generator

Account #: 40-84910

Policy Plan:

Total Project Cost: \$30,000

**Description**  
 This project involves the purchase of a generator to allow the Harrison Memorial Library to remain operational and serve as a gathering place during a power outage or citywide emergency event. The cost is based on a gas powered built in generator that will power the entire building. It will also support the backup data center site that will be used in the event of a major emergency or disaster at the police data center.

**Justification**  
 This equipment will allow the library to remain operational and to serve as a potential gathering place during a power outage or citywide emergency event.  
 In the event of a major disruption to the police data center, operations will continue at the Library data center. In that case, a prolonged power outage at the Library will bring all systems to a halt. This generator will prevent that scenario and give IT additional capability for performing hardware maintenance and disaster preparedness testing.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

**Budget Impact/Other**

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Administrative Services  
 Contact IT Manager  
 Type Equipment  
 Useful Life 5 years  
 Category Equipment: Computers  
 Priority

Project # ASD-1718-02  
 Project Name Wireless Access Indoors

Account #: 40-65901

Policy Plan:

Total Project Cost: \$30,000

**Description**  
 Replace old poorly performing wireless access points throughout City facilities with modern enterprise grade solution. This project will replace the wireless access points at City Hall, the Police Department, and the two library locations and add new access points to the Public Works building.

**Justification**  
 Wireless access is currently provided in several public spaces in city buildings and is desired in additional public spaces as well as various staff work areas. The wireless access currently provided either performs poorly or is frequently not available.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

**Budget Impact/Other**  
 Annual equipment support costs are expected to be approximately 10% of the equipment costs and will be budgeted for in the Information Technology Budget.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Administrative Services  
 Contact City Clerk  
 Type Equipment  
 Useful Life 5 years  
 Category Software: Purchase  
 Priority

Project # ASD-1718-04  
 Project Name Website Update - (carryover)

Account #: 40-67914  
 Policy Plan: IT Strategic Plan

Total Project Cost: \$44,000

**Description**  
 The City's existing website is outdated and cumbersome to update with new content. This project involves the design and creation of a new website that has enhanced content management features that will facilitate a more efficient way to update content, make navigation and the search feature easier for website users and allow for the use of social media and networking.

**Justification**  
 A new website will allow for more timely updates to content that can be performed by City staff, allow for a more user friendly layout to find and search for documents and other information and enable the website to utilize social media and networking for emergency communication and other public information needs. In March 2017 the City issued a RFP for Website Design and Hosting Services. Proposals are currently under review.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	44,000					44,000
<b>Total</b>	<b>44,000</b>					<b>44,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	44,000					44,000
<b>Total</b>	<b>44,000</b>					<b>44,000</b>

**Budget Impact/Other**  
 The current costs for a vendor to update the content of the existing website will be minimized with a new website as this functionality will be brought in-house and be performed by City staff. Staff are examining a website that can also be used with the agenda and records management system and financial system to maximize efficiencies.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Administrative Services  
 Contact IT Manager  
 Type Equipment  
 Useful Life 8 years  
 Category Equipment: Miscellaneous  
 Priority

Project # ASD-1718-05  
 Project Name Wireless Internet Access - Downtown

Account #: 40-65902

Policy Plan:

Total Project Cost: \$32,000

**Description**  
 This project involves the design and building of a wireless capability to serve the core downtown business district with City provided wifi service.

**Justification**  
 Access to global information networks is largely taken for granted in much of the world. Currently visitors to Carmel-by-the-Sea have two options to access the internet. They can pay their carrier for cellular data, which can be very expensive, especially for international visitors. Or, people can try to get access through a spotty mix of commercially provided "hot spots" scattered throughout the City. This project will provide a basic wifi umbrella to the downtown district so that citizens and guests can count on reliable, free internet access, so that they can, for example, book a hotel room or get a reservation at a popular restaurant. The wifi splash page will provide the City a way to advertise certain information to visitors that could be easily updated.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	30,000					30,000
Installation	2,000					2,000
<b>Total</b>	<b>32,000</b>					<b>32,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	32,000					32,000
<b>Total</b>	<b>32,000</b>					<b>32,000</b>

**Budget Impact/Other**  
 Annual equipment support costs are estimated at 10% of the equipment costs. Existing City staff will become responsible for answering questions and troubleshooting any network reliability issues with the City wifi.



**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Administrative Services  
 Contact IT Manager  
 Type Software or Subscription  
 Useful Life 5 years  
 Category Software: Purchase  
 Priority

Project # ASD-1718-06  
 Project Name Geographical Information System (GIS)

Account #: 40-65903

Policy Plan:

Total Project Cost: \$17,000

**Description**  
 Geographical Information Systems (GIS) are powerful spacial databases that allow any type of information to be stored with corresponding location information in three dimensional space. The City's current GIS capabilities are rudimentary and all work is performed by outside contractors and all data lives on other entities systems. This project aims to develop a core GIS capability and start a process of consolidating City GIS data into a single data source.

**Justification**  
 The City has a duty to steward important data for the benefit of the community and its citizens. Information such as sewer locations, water distribution equipment locations, power and and other utilities all have an impact when planning for community, commercial or private projects. Currently, this information is either owned by other parties or is unknown and only available subject to formal underground service alert processes. Having the ability to develop and map data so that staff or citizens can request relevant GIS data and receive timely information will greatly enhance the long term planning capabilities of the City and its citizens. Data on service delivery can also be depicted geographically and mapped to aid in analysis.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	12,000					12,000
Installation	5,000					5,000
<b>Total</b>	<b>17,000</b>					<b>17,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	17,000					17,000
<b>Total</b>	<b>17,000</b>					<b>17,000</b>

**Budget Impact/Other**

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Administrative Services  
 Contact IT Manager  
 Type Equipment  
 Useful Life  
 Category Equipment: Computers  
 Priority

Project # ASD-1718-07  
 Project Name Annual Desktop Computer Replacement (Multi-Year)

Account #: 40-67913  
 Policy Plan: IT Strategic Plan

Total Project Cost: \$30,000

**Description**  
 This project involves a multi-phase replacement of old computers, estimated to cost \$30,000 annually over the next three years.

**Justification**  
 Computers have a useful life of between four and five years to keep up with changes in the IT industry with regard to operating systems, computer security, and network speeds. This funding will allow for the replacement of all City computers over a period of five to six years.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Computer Software/Hardware	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

**Budget Impact/Other**  
 New computers may assist in minimizing service calls and troubleshooting issues related to aging and incompatible equipment as well as allow for the City to operate on a consistent and standard version of an operating system.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Community Planning & Bldg  
 Contact Comm. Planning & Bldg Dir  
 Type Improvement  
 Useful Life 10 years  
 Category Landscape Improvement  
 Priority

Project # CPB-1718-05  
 Project Name Ocean Avenue Median Lighting (carryover)

Account #: 13-76906

Policy Plan:

Total Project Cost: \$30,000

**Description**  
 This project involves the design, public approval, and installation of median lighting on Ocean Avenue.

**Justification**  
 Council policy, action, and discussions have sought to address the appropriate type and level of lighting on the Ocean Avenue median. This project will enable a lighting design consultant to develop a lighting plan for consideration by the City.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	30,000					30,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>

**Budget Impact/Other**  
 There will be electricity and maintenance costs, but it is undetermined at this point if the costs will be higher or lower than the current costs.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Community Planning & Bldg  
 Contact Comm. Planning & Bldg Dir  
 Type Improvement  
 Useful Life 20 years  
 Category Trails  
 Priority

Project # CPB-1718-08  
 Project Name Bikeway Project-Larsen Field/Rio Park (carryover)

Account #: 13-89587

Policy Plan: Circulation Element

Total Project Cost: \$15,000

**Description**  
 This project involves the development of a plan for a new public multi-use trail through Larson Field and Rio Park. The 6.24 acre Rio Park property was purchased by the City in 1990 and is outside the City limits on the southern edge of Carmel-by-the-Sea near the Carmel Mission.

**Justification**  
 The Circulation Element of the General Plan, Policy 02-6, directs the City to promote and participate in alternative transportation programs. The proposed new bike path/trail connects Rio Road to Lausen Drive through the City's Rio Park and Larson Field. The new path will provide a safe route for pedestrians, bicyclists, and school children traveling to and from Carmel River School.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	15,000					15,000
<b>Total</b>	<b>15,000</b>					<b>15,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	15,000					15,000
<b>Total</b>	<b>15,000</b>					<b>15,000</b>

**Budget Impact/Other**  
 The City has spent approximately \$114,000 on this project thus far. An additional \$56,500 will be used for additional work on the easement negotiations, lot line adjustments and procurement of planning permits. The estimated cost to prepare construction drawings and construct the pathway is approximately \$600,000. The City intends to apply for various grants to help fund the project. The pathway will incur ongoing maintenance costs, which will depend on the materials used during construction.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department: Community Planning & Bldg  
 Contact: Comm. Planning & Bldg Dir  
 Type: Improvement  
 Useful Life: 10 years  
 Category: Signage  
 Priority:

Project # CPB-1718-09  
 Project Name Waterfront Area Signs (carryover)

Account #: 13-89654

Policy Plan: Shoreline Management Plan

Total Project Cost: \$24,000

**Description**

This project involves the design, construction, and installation of a comprehensive new sign program for the waterfront area that is an attractive, functional, durable, and legible method of presenting all of the beach rules and regulations. The goal is to improve the public's awareness and compliance with the rules as well as providing proper notice for enforcement purposes. The new signage will need to be installed at each access point to the beach - Fourth Ave. to Martin Way, including the Del Mar parking lot.

The first phase of the project is to work with a graphic designer and/or architectural designer to produce a schematic design and construction drawings. The budget of \$24,000 assumes that an architectural designer and graphic designer will spend 100 hours each at \$120 an hour to develop schematic designs and present such drawings to the Forest and Beach and Planning Commissions respectively for approval.

The fabrication budget for Fiscal Year 2018 is estimated at \$40,000 and is based on 20 directional signs at \$800 each, 20 regulatory signs at \$800 each and 15 trail marker signs at \$400 each. The number, type and placement of signs needed will be based on the approved schematic design.

**Justification**

Current signage along the waterfront from 4th Ave. to Martin Way is a mix of sizes, materials and styles that try to convey the rules and information for beach visitors. This mix of signs results in confusion for beach visitors and lacks a clear consistent message regarding the rules. Many of the signs are not obvious and are placed in odd places that make them easy to miss. The General Plan directs the City to "Establish a uniform signage program for the beach and bluffs to better inform beach users of regulations governing activities on the beach." (O4-5). The Carmel Planning Commission and Coastal Commission staff have both commented on the need to consolidate the waterfront signage to provide for more clarity and consistency in the messages being presented to the public as well as designing signage that is aesthetically pleasing, meets design guidelines and minimizes obstructing the coastal viewshed.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	24,000					24,000
<b>Total</b>	<b>24,000</b>					<b>24,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	24,000					24,000
<b>Total</b>	<b>24,000</b>					<b>24,000</b>

**Budget Impact/Other**

Existing signs are replaced on an as needed basis depending on the condition of the sign.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Library & Community Activiti  
 Contact Public Works Director  
 Type Unassigned  
 Useful Life  
 Category Buildings  
 Priority

Project # LIB-1718-04  
 Project Name Park Branch Library HVAC System (carryover)

Account #: 13-84906

Policy Plan:

Total Project Cost: \$76,000

**Description**  
 This item is a carryover item from last fiscal year and is for the replacement of the Park Branch Library HVAC system.

**Justification**  
 The Park Branch Library HVAC system does not work and is at the end of its useful life. Heating and air conditioning work in one area of the library only, the "middle zone" that comprises the Youth Services and Technical Services departments. The front and rear of the building are not heated or cooled. Staff in these areas use space heaters during cold months, posing a potential fire hazard and increasing the City's electrical costs.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	11,400					11,400
Installation	64,600					64,600
<b>Total</b>	<b>76,000</b>					<b>76,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	76,000					76,000
<b>Total</b>	<b>76,000</b>					<b>76,000</b>

**Budget Impact/Other**  
 Funds in the amount of \$12,000 were budgeted for in the previous fiscal year, which will be carried over and additional funds in the amount of \$64,000 are required to complete the project for a total project amount of \$76,000. A more efficient system is likely to reduce the amount the City spends on utilities and reduce operating costs of the library.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Library & Community Activiti  
 Contact Public Works Director  
 Type Improvement  
 Useful Life  
 Category Buildings  
 Priority

Project # LIB-1718-05  
 Project Name Main Library Heating System (carryover)

Account #: 13-84905

Policy Plan:

Total Project Cost: \$45,000

**Description**  
 This item is a carryover item from last fiscal year and is for the replacement of the Main Library heating system.

**Justification**  
 The main library furnace, which was installed in March 1998, is 18 years old and near the end of its expected life. It does not heat the building adequately and some public areas receive almost no heat. The staff office area is not heated at all. Staff relies on space heaters in the office area and at public service desks, which pose a potential safety hazard and add to cost of electric bills.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	6,750					6,750
Installation	38,250					38,250
<b>Total</b>	<b>45,000</b>					<b>45,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	45,000					45,000
<b>Total</b>	<b>45,000</b>					<b>45,000</b>

**Budget Impact/Other**  
 Funds in the amount of \$10,000 were budgeted for in the previous fiscal year, which will be carried over and additional funds in the amount of \$35,000 are required to complete the project for a total project amount of \$45,000. A more efficient heater is likely to reduce the amount the City spends on utilities and reduce operating costs of the library.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Safety: Fire  
 Contact Public Safety Director  
 Type Equipment  
 Useful Life 15 years  
 Category Equipment: Miscellaneous  
 Priority

Project # FIRE-1718-05  
 Project Name Fire Station Ventilation

Account #: 40-72903

Policy Plan:

Total Project Cost: \$8,500

**Description**  
 The Carmel Fire Station's current ventilation system has reached its life expectancy. The current system has four hoses that attach directly to each vehicle as it enters the bay. This prevents poisonous gas from filling the station, where employees work and sleep. The current system is failing and no longer can provide the ventilation required. Alternate systems have been looked at, however, the ventilation system is the most economical solution.

**Justification**  
 The current system is no longer in working condition and needs to be replaced.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	8,500					8,500
<b>Total</b>	<b>8,500</b>					<b>8,500</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	8,500					8,500
<b>Total</b>	<b>8,500</b>					<b>8,500</b>

**Budget Impact/Other**



# Capital Improvement Plan

FY 17 *thru* FY 21

## City of Carmel-by-the-Sea, CA

Department Safety: Police  
 Contact Public Safety Director  
 Type Equipment  
 Useful Life 5 years  
 Category Vehicles  
 Priority

Project # POL-1718-01  
 Project Name Police Vehicle (Multi-Year)

Account #: 40-74904

Policy Plan: Vehicle Replacement

Total Project Cost: \$59,000

**Description**

This project involves the replacement of various vehicles within the Police Department over the next several year. For Fiscal Year 2017-2018, one patrol vehicle, a Dodge Charger, will be replaced. The specifications are for a Dodge Charger Police Vehicle with automatic transmission and V-8 package; prisoner partition, double verticle gun locks, Rhino push bumper, prisoner seat, Whelan emergency light bar, lights and siren controller, siren speaker/bracket assembly, headlight flasher, center console, strobe power supply and strobe tubes, L-3 video systems and mobile data terminal (MDT).

**Justification**

Patrol vehicles after five years of service have generally reached the 80,000 mile mark and are in need of replacement. At this age and with the accumulation of miles, a significantly greater chance of mechanical breakdown requiring costly repairs can be anticipated if vehicles are allowed to go beyond their usefulness. Replacement of vehicles will continue the City's commitment to replace vehicles after five years of service in order to avoid costly maintenance fees.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	59,000					59,000
<b>Total</b>	<b>59,000</b>					<b>59,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	59,000					59,000
<b>Total</b>	<b>59,000</b>					<b>59,000</b>

**Budget Impact/Other**

Cost for patrol vehicles include a 3-5% cost increase per year. The Police Department has been extending the 5-year life expectancy of the vehicles in our fleet; however this vehicle has reached a high amount of miles and wear and tear which necessitates its replacement.

The replacement plan includes:  
 2016/17: Removed purchase of training vehicle, purchased a detective vehicle (\$25,000)  
 2017/18: Moving purchase of two patrol vehicles to FY18/19 or beyond, to replace one patrol vehicle (\$59,000)  
 2018/19: Purchase of two patrol vehicles deferred from FY17/18 (\$130,000)  
 2019/20: Purchase Patrol Vehicle (\$61,000), Parking Scooter (\$41,000) Animal Control Vehicle (\$25,000) Motorcycle (\$28,000)  
 2020/21: Police Vehicle (\$61,000), Parking Scooter (\$41,000).  
 2021/22: Not anticipating any replacements

Budget Items	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equipment	59,000	130,000	155,000	102,000	0	446,000
<b>Total</b>	<b>59,000</b>	<b>130,000</b>	<b>155,000</b>	<b>102,000</b>	<b>0</b>	<b>446,000</b>

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Safety: Police  
 Contact Public Safety Director  
 Type Equipment  
 Useful Life 10 years  
 Category Equipment: Miscellaneous  
 Priority

Project # POL-1718-02  
 Project Name Encryption

Account #: 40-74801

Policy Plan:

Total Project Cost: \$63,000

Description

Encryption is the blocking of radio transmissions through a system that scrambles the signal so personally owned scanners cannot listen to police traffic. Encryption has been adopted as a part of the County NGEN project. Carmel has been paying the County a debt service yearly amount, which was based on a loan amount to replace the infrastructure needed to implement and support the change from analog radios to a digital format. Each agency is responsible for their own costs associated with encryption. The encryption will be installed in 53 Department radios to include patrol handhelds, vehicles, dispatch and EOC stations. Encryption has been unanimously approved by the Monterey County Police Chiefs and will be required in order to communicate with other police agencies in the County.

Justification

Encryption of the radios is necessary to maintain communication with all of the other county police agencies. Without encryption capabilities, the Carmel Police Department will not be able to hear or communicate with any other agencies.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	63,000					63,000
<b>Total</b>	<b>63,000</b>					<b>63,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	63,000					63,000
<b>Total</b>	<b>63,000</b>					<b>63,000</b>

Budget Impact/Other

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Safety: Police  
 Contact Public Safety Director  
 Type Equipment  
 Useful Life  
 Category Equipment: Miscellaneous  
 Priority

Project # POL-1718-05  
 Project Name Security Pole Cameras

Account #: 40-74911

Policy Plan:

Total Project Cost: \$80,000

**Description**

This project is for the purchase and installation of six camera systems with license plate recognition to be placed on the perimeter of the City. These systems connect with existing power poles and each camera system contains two cameras to capture video in two directions. Each system also contains a license plate reader which captures license plate information on vehicles entering and leaving the City. The license plate reader information will only be used during an investigation following criminal activity and will not be connected to any state or governmental data base nor be used or retained for any reason beyond the established retention limits. The installation of the camera system will provide valuable information should criminal activity take place in the City and the suspect(s) use a motor vehicle to enter and/or leave the City.

**Justification**

With recent changes to California legislation regarding reduced penalties for drug related crimes there has been an increase of reported property crimes throughout the state. Carmel is not immune to property crimes involving stolen vehicles, residential burglaries, and theft, as well as more serious crimes involving robbery and battery. Pole cameras are being utilized increasingly by communities to provide a higher level of less intrusive security. This type of system will give the Police Department an added tool to provide a higher level of security, as well as the ability to solve more crime in our community. There will be an open public process for the implementation of this project.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	80,000					80,000
<b>Total</b>	<b>80,000</b>					<b>80,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	80,000					80,000
<b>Total</b>	<b>80,000</b>					<b>80,000</b>

**Budget Impact/Other**

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Safety: Police  
 Contact Public Safety Director  
 Type Equipment  
 Useful Life 10 years  
 Category Equipment: Computers  
 Priority

Project # POL-1718-06  
 Project Name License Plate Recognition (LPR)

Account #: 40-74905  
 Policy Plan: Vehicle Replacement

Total Project Cost: \$56,000

**Description**

The LPR system will be installed in the newest parking enforcement vehicle. At this time, the City is considering an alternative to the parking scooters by purchasing a SMARTcar. Should the purchase of the SMART car be made, the LPR would be installed within the SMART car. The LPR system includes cameras to capture the license plate numbers and tire position of parked vehicles. A touch screen monitor is in the cab and a computer is mounted in the vehicle's trunk. The information captured by the unit is downloaded via wireless technology to a server in the police station.

**Justification**

License Plate Recognition is a critical component to the daily operations of the Carmel Police Department parking enforcement operation and is used to enforce expired time limits for the issuance of parking citation.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Equip/Vehicles/Furnishings	56,000					56,000
<b>Total</b>	<b>56,000</b>					<b>56,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Vehicle/Equipment Replacement Fund	56,000					56,000
<b>Total</b>	<b>56,000</b>					<b>56,000</b>

**Budget Impact/Other**

The technology will assist the Department in issuing parking citations.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Safety: Police  
 Contact Public Safety Director  
 Type Improvement  
 Useful Life 25 years  
 Category Buildings  
 Priority

Project # POL-1718-07  
 Project Name Police Department Renovations (carryover)

Account #: 13-74907

Policy Plan:

Total Project Cost: \$250,000

**Description**

In FY16/17, a project was approved for \$75,000 to design a renovation of the Police Department. This project is being requested as a carryover into FY17/18 to solve a number of problems within the current facility. The southward expansion of the Police Department will allow the department to build an evidence storage area that meets specific health and storage requirements that have been identified as deficient in two previous audits. The renovation will also allow the City to relocate the Emergency Operations Center (EOC) to a centralized location on the first floor of the station. This move would eliminate the basement dispatch center which is used exclusively for the EOC. Furthermore, the renovation will allow the Department to upgrade the dispatch center with modern equipment to maximize efficiency and reduce injuries to employees. The renovation will also encompass previous projects involving repairing of leakage to the patio and roof. With the addition of the roof and patio replacement, this renovation is more substantial than originally requested therefore the costs are estimated to be higher.

**Justification**

The Carmel Police Department facility is 50 year old. Over the years a number of problems have arisen with the current building which are as follows:

- The dispatch area is no longer able to function in a manner that is safe or efficient
- The property room is an office with a standard lock and inadequate ventilation and space, which has been addressed in two audits performed in 2011 and 2016 specific to the property room.
- There are a number of leaks that have developed in the building, primarily in the front patio and the roof.

This project will repair the roof and push the front of the building out over the area where leaks into the basement have been identified. Additionally, the renovation will allow the City to move its Emergency Operations Center from the basement into an area adjacent to the dispatch center.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	50,000					50,000
Construction/Maintenance	200,000					200,000
<b>Total</b>	<b>250,000</b>					<b>250,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	250,000					250,000
<b>Total</b>	<b>250,000</b>					<b>250,000</b>

**Budget Impact/Other**

Relocating the EOC from the basement will make communication much more efficient and provide an eventual cost saving in the reduction of radios, positions and personnel needed during an emergency.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Services: Public Works  
 Contact Public Works Director  
 Type Improvement  
 Useful Life 25 years  
 Category Street Paving  
 Priority

Project # PW-1718-01  
 Project Name Street and Road Projects (Multi-year)

Account #: 13-76901

Policy Plan: Pavement Management Plan

Total Project Cost: \$931,025

**Description**

This project involves the patching and overlay of various streets identified within the Nichols Pavement Management Study (2013) based on a street's condition, as determined by its Pavement Condition Index (PCI). The study assumed that \$814,000 is needed annually for maintenance to maintain an average PCI of 63.

**Justification**

The street improvement priorities represent data from the Nichols Pavement Study, analysis and observation from Neill Engineers and recommendations from Public Works staff. Cost estimates range from \$3.00 per square foot for a two-inch thick asphalt overlay to \$22.00 per square foot for a seven-inch thick concrete pavement repair section plus 20% for engineering and contingencies.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	791,371					791,371
Engineering/Design	139,654					139,654
<b>Total</b>	<b>931,025</b>					<b>931,025</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Fair Share RSTIP	42,875					42,875
HUTA/Gas Tax	112,150					112,150
Measure D	632,000					632,000
Measure X	144,000					144,000
<b>Total</b>	<b>931,025</b>					<b>931,025</b>

**Budget Impact/Other**

With the passage of Measure X, the local self-help tax measure for transportation, Carmel is scheduled to receive nearly \$4.3 million over 30 years. Measure X requires a Maintenance of Effort match based on the prior three years average of spending from the General Fund on streets. Staff has estimated this match to be \$632,000 for FY 2017-18.

It costs less to maintain a street in good condition than to repair a street that has failed. Funding for preventative maintenance helps reduce the costs associated with deferred maintenance of roads.

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Services: Public Works  
 Contact Public Works Director  
 Type Maintenance  
 Useful Life 15 years  
 Category Sidewalk  
 Priority

Project # PW-1718-02  
 Project Name Sidewalk Repairs (Multi-year)

Account #: 13-76905

Policy Plan:

Total Project Cost: \$125,000

**Description**  
 This project involves the removal and replacement of existing sidewalk over multiple years.

**Justification**  
 Replacement increases the safety of pedestrians and ADA compliance, improves water retention and enhances the aesthetics of sidewalks in the business/commercial district.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	18,750					18,750
Construction/Maintenance	106,250					106,250
<b>Total</b>	<b>125,000</b>					<b>125,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	125,000					125,000
<b>Total</b>	<b>125,000</b>					<b>125,000</b>

**Budget Impact/Other**  
 The funding of \$125,000 will enable four segments of sidewalk to be replaced each year. Replacement of existing sidewalk reduces the cost to maintain and repair aging sidewalk and reduces potential liability from trip and fall claims.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Services: Public Works  
 Contact Public Works Director  
 Type Maintenance  
 Useful Life 15 years  
 Category Storm Drainage  
 Priority

Project # PW-17-18-06  
 Project Name Drainage Repair/Improvement Project (Multi-year)

Account #: 13-76914

Policy Plan:

Total Project Cost: \$576,000

**Description**

This multi-year project involves the repair and improvement to the City's drainage infrastructure.

Repairs to the Guadalupe and 5th storm drain are proposed as a multi-year, phased project. The current drainage line is located on private property and is maintained by the City. Accessing private property for proper maintenance is often limited and poses other difficulties. This project will re-route the existing storm drain in this area off of private property and onto City property for proper maintenance and to prevent flooding. This project also includes the overlay of 5th Ave. between Guadalupe and Torres, thereby smoothing out an existing street.

The first phase of the project scheduled for 17-18 is the installation of a new storm drain on 5th Avenue between Guadalupe and Torres Streets, which includes the paving of 5th Avenue to relocate a storm drain into the City right-of-way and will cost \$576,000. Phases 2 and 3 will occur in subsequent fiscal years. Phase 2 will be the installation of a new storm drain on Guadalupe Street from the south side of 4th Avenue mid-block to Guadalupe Street and 5th Avenue and Phase 3 will be the installation of a new storm drain from Carpenter Street between 4th and 5th Avenues to the south side of 4th Avenue between Carpenter and Guadalupe Streets.

Other future years drainage repair and improvement projects that are anticipated include the intallation of a new storm drain on 11th Avenue from Carmelo Street to San Antonio Street to reduce surface flow and flooding issues on San Antonio, a new storm drain on 8th Avenue between San Carlos and Mission Streets to reduce surface flow and flooding issues on Mission Street, and a new storm drain on Lincoln Street between 1st and 2nd Avenues to reduce surface flow and flooding issues.

**Justification**

Storm drain improvements reduce drainage issues, improve water re-direction, and improve compliance with storm water regulations.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	504,000					504,000
Engineering/Design	72,000					72,000
<b>Total</b>	<b>576,000</b>					<b>576,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	576,000					576,000
<b>Total</b>	<b>576,000</b>					<b>576,000</b>

**Budget Impact/Other**

Continual repair and improvement of existing drainage will reduce long-term maintenance costs.



Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Services: Public Works  
 Contact Public Works Director  
 Type Maintenance  
 Useful Life 15 years  
 Category Street Reconstruction  
 Priority

Project # PW-17-18-07  
 Project Name Lincoln & 3rd Cul-de-Sac Safety Project

Account #: 13-76915

Policy Plan:

Total Project Cost: \$64,400

**Description**  
 This project involves the repaving of the Lincoln and 3rd cul de sac and the installation of two "bump outs" to narrow the opening of the entrance to the cul de sac and improve safety.

**Justification**  
 Repaving the cul de sac and installing "bump outs" will serve to provide for pedestrian safety by reducing the amount of traffic into the cul de sac through better signage and slowing traffic that does enter into the cul de sac.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	8,400					8,400
Construction/Maintenance	56,000					56,000
<b>Total</b>	<b>64,400</b>					<b>64,400</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	64,400					64,400
<b>Total</b>	<b>64,400</b>					<b>64,400</b>

**Budget Impact/Other**

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Services: Facilities  
 Contact Public Works Director  
 Type Maintenance  
 Useful Life 10 years  
 Category Buildings  
 Priority

Project # FAC-1718-03  
 Project Name Sunset Center Railing Replacement (carryover)

Account #: 13-88693

Policy Plan:

Total Project Cost: \$35,000

**Description**  
 Funds for this project will be used to repair or replace the railing located along the north service driveway of Sunset Center, adjacent to the City parking lot, and to repair and restore the railing at the main entrance to the Center for Photographic Art, the Marjorie Evans Gallery/Sunset North Wing.

**Justification**  
 The existing railing is old, rusty, broken, unstable and potentially not within code requirements for height. Safety is a concern, as well as the preservation of these architectural details of this historic building.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	35,000					35,000
<b>Total</b>	<b>35,000</b>					<b>35,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	35,000					35,000
<b>Total</b>	<b>35,000</b>					<b>35,000</b>

**Budget Impact/Other**  
 There will be minimal costs associated with maintenance of the wrought iron railings once replaced.

# Capital Improvement Plan

FY 17 *thru* FY 21

## City of Carmel-by-the-Sea, CA

Department Services: Facilities  
 Contact Public Works Director  
 Type Unassigned  
 Useful Life 15 years  
 Category Buildings  
 Priority

Project # FAC-1718-04  
 Project Name Sunset Center Projects (carryover)

Account #: 13-70919

Policy Plan:

Total Project Cost: \$50,250

**Description**

This project is an "umbrella" to cover various facility repairs and enhancements to the Sunset Center. Improvements to the main building and cottages may encompass painting and window replacement and improvements to the main campus in general may include parking lot improvements, exterior lighting, and access improvements to stairs and ramps.

**Justification**

Improvements will address any deferred maintenance items necessary to extend the useful life of the building as well as items to enhance the safety and comfort of visitors to the Sunset Center campus.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	50,250					50,250
<b>Total</b>	<b>50,250</b>					<b>50,250</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	50,250					50,250
<b>Total</b>	<b>50,250</b>					<b>50,250</b>

**Budget Impact/Other**

Operating budget needs for maintenance items may be reduced as deferred maintenance projects are addressed.

# Capital Improvement Plan

FY 17 *thru* FY 21

Department Services: Facilities

## City of Carmel-by-the-Sea, CA

Contact Public Works Director

Project #	FAC-1718-05
Project Name	ADA Transition Plan (carryover)

Type Unassigned

Useful Life

Category Facilities

Priority

Account #: 13-70915

Policy Plan:

Total Project Cost: \$100,000

### Description

The Americans with Disabilities Act (ADA) Transition Plan is a comprehensive study identifying barriers to accessibility at City facilities, including buildings, parks, and sidewalks. The Transition Plan will identify the physical barriers in the City's facilities limiting the accessibility of programs, activities, or services to individuals with disabilities; outline the methods to be used to remove these barriers and make the facilities accessible; provide planning level cost estimates for the removal of identified barriers; and propose a schedule to remove these barriers.

### Justification

In 2010, the United States Department of Justice issued a final rule in order to adopt enforceable accessibility standards under the Americans with Disabilities Act (ADA). These standards assure that state and local government services do not discriminate against individuals on the basis of disabilities. The purpose of the ADA Transition Plan is to outline compliance with these rules and regulations, identify areas in need of improvements to comply with ADA and mitigate the City's potential exposure to non-compliance.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Study/Plan/Report	100,000					100,000
<b>Total</b>	<b>100,000</b>					<b>100,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	100,000					100,000
<b>Total</b>	<b>100,000</b>					<b>100,000</b>

### Budget Impact/Other

Assumes \$5,000 annually to update survey, which can be incorporated into the operating budget. Projects that are identified as part of the survey and transition plan will be added as stand alone capital improvement projects in the future.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Services: Facilities  
 Contact Public Works Director  
 Type Improvement  
 Useful Life 15 years  
 Category Buildings  
 Priority

Project # FAC-1718-06  
 Project Name Sunset Center Awning (carryover-design only)

Account #: 13-70922

Policy Plan:

Total Project Cost: \$25,000

**Description**  
 Funds for this project will be used to construct an awning to cover the outdoor space near the concession area. This 22' x 44' structure will be designed and built to connect to the Promenade Lobby roof and will be supported by the existing arbor columns. This project will provide outdoor event space and an expanded concession service area year-round. Planning Commission and Historic Resources Board review are required.

**Justification**  
 The proposed area has an arbor with climbing plants and is not functional to support theater or lobby events. This project proposal is in response to feedback from theater patrons as well as event organizers seeking more space and increased capacity for events in the lobby. The new outdoor space will greatly enhance Sunset Center's ability to serve user groups, attract new business, and reach goals to upgrade concessions service. Additionally, the awning will help protect the part of the building proven to be most vulnerable to harsh weather conditions, especially wind and driving rain that has already begun to deteriorate the structure. The recommendation for this project is included in the 2013 Facility Assessment Report.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

**Budget Impact/Other**

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Srvs: Forest, Parks, & Beach  
 Contact City Forester  
 Type Maintenance  
 Useful Life 20 years  
 Category Beach  
 Priority

Project # FPB-1718-01  
 Project Name Scenic Pathway Landscape Renovation (Multi-year)

Account #: 13-78923

Policy Plan: Shoreline Management Plan

Total Project Cost: \$150,000

**Description**

This project continues the renovation of the landscaping, irrigation, and walking surface along the Scenic Pathway. The schedule is as follows:  
 -FY 17: The landscaping of 5 priority areas identified in the Shoreline Master Plan will be completed.  
 -FY 18: The entire pathway will be refurbished.  
 -FY 19: The remaining landscape areas identified in the Shoreline Master Plan will be completed.

**Justification**

The Scenic Pathway is over 25 years old and is in need of an overhaul. Many of the original plantings along the path are gone and have not been replaced, or the plants are suffering from low levels of maintenance and irrigation infrastructure deficiencies. The pathway surface has been worn down from heavy use and is in need of redefinition and resurfacing. Maintaining the landscaping and pathway is an implementation element of the Shoreline Master Plan. Landscaping redesign for some of the priority areas along the Scenic Road Path was completed in FY16/17.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	15,000					15,000
Construction/Maintenance	135,000					135,000
<b>Total</b>	<b>150,000</b>					<b>150,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	135,000					135,000
Trust	15,000					15,000
<b>Total</b>	<b>150,000</b>					<b>150,000</b>

**Budget Impact/Other**

Once renovated, there will be ongoing costs to maintain the plantings and pathway by staff or through a landscape maintenance contract as well as costs of irrigation through the Del Mar tank or water meter. This project will be funded, in part, with the Erle Lagerholm Trust.

Capital Improvement Plan  
 City of Carmel-by-the-Sea, CA

FY 17 *thru* FY 21

Department Srvs: Forest, Parks, & Beach  
 Contact City Forester  
 Type Maintenance  
 Useful Life 5 years  
 Category Park Improvements  
 Priority

Project # FPB-1718-02  
 Project Name North Dunes Habitat Restoration (Multi-year)

Account #: 13-78905  
 Policy Plan: Del Mar Master Plan

Total Project Cost: \$60,000

**Description**  
 This project is the continuation of a multi-year dune habitat restoration of the the North Dunes of Carmel Beach. The City has a five-year Coastal Development Permit (CDP 16-315) which was approved in the fall of 2016. Authorized activities under the CDP include: invasive plant removal and control, fencing, sand stabilization, plant propagation and installation, protected species management and monitoring, signage, reporting, and general maintenance. Removal of old tree stumps, dead and hazardous trees and up to five small live trees is also approved. The project biologist will also study and make recommendations as to whether additional tree removals should occur. Additional tree removals will require a separate CDP. A significant amount of progress has been made in early 2017, but more work is required to achieve a sustainable dune habitat.

**Justification**  
 The Del Mar Master Plan and the North Dunes and Del Mar Dunes Habitat Restoration Plan addresses management policies and practices related to the Dunes including ensuring that long-term management activities maintain the natural dune ecology of Carmel Beach in a manner consistent with public safety; protecting and enhancing the fragile plants and fauna in the Dunes against any significant disruption of habitat values; and identifying, protecting and managing Environmentally Sensitive Habitat Areas to ensure their long-term integrity and the biological productivity of these habitats.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	60,000					60,000
<b>Total</b>	<b>60,000</b>					<b>60,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	45,000					45,000
Trust	15,000					15,000
<b>Total</b>	<b>60,000</b>					<b>60,000</b>

**Budget Impact/Other**  
 Minor maintenance costs are currently included within the operating budget. Volunteer efforts also contribute to the removal of invasive plants. This project will be funded with Measure D funds in the amount of \$45,000 and with \$15,000 from the Erle Lagerholm Trust. The budget for the cost of the biological consultant in future years is \$17,500 in Fiscal Year 2017-2018 and \$8,500 in Fiscal Years 2019- 2020 and 2020-2021 respectively.

# Capital Improvement Plan

FY 17 *thru* FY 21

Department Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

Contact Public Works Director

Project #	FPB-1718-04
Project Name	Beach Stair Maintenance (Multi-year)

Type Maintenance

Useful Life 10 years

Category Beach

Priority

Account #: 13-78902

Policy Plan: Shoreline Management Plan

Total Project Cost: \$140,000

### Description

In 2015 a survey and assessment of the beach stairways was completed by a structural engineer. Many of the hardware and wood elements of the stairs along the waterfront are showing significant degradation due to salt exposure, oxidation and age. The following items were identified as a high priority and are recommended for funding:

- Replace 14 guard rail posts and replace the wood flight with concrete stair and stone veneer retaining wall at Scenic and Martin Way (\$30,000)
- Demolish and rebuild the existing wood rail at Scenic and 10th Avenue (\$27,500)
- Reconstruct landing and insert one 6 inch step at Scenic and 8th Avenue (\$20,000)

In addition, two other consultants made recommended in 2016 to place a stepped concrete pedestal in the bedrock at the base of the beach access stairway in the 12th Avenue cove. While the cost is to be determined, there is placeholder funding for the cost of excavating sand and exposing the base of the stairs as well as the fabrication of the pedestal itself (\$50,000).

This project also includes funding for miscellaneous repairs. This assumes an average of cost of \$2,000 per staircase (\$24,000).

### Justification

Replacement of the beach stairs is necessary to maintain safe public access to Carmel Beach. Continued degradation of the hardware and stair materials will lead to the increased risk of failure to key components, which could potentially result in closure of beach access and possible injury to the public.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	140,000					140,000
<b>Total</b>	<b>140,000</b>					<b>140,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	140,000					140,000
<b>Total</b>	<b>140,000</b>					<b>140,000</b>

### Budget Impact/Other

Minor repairs to stairs are performed as needed and absorbed as part of the operational budget, with repairs made by staff or outside labor as warranted. An analysis of the condition of the stairs was performed by a structural engineer in 2015.



**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Srvs: Forest, Parks, & Beach  
 Contact City Forester  
 Type Maintenance  
 Useful Life n/a  
 Category Park: Mission Trail  
 Priority

Project # **FPB-1718-05**  
 Project Name **MTNP Improvements (Multi-year)**

Account #: 13-78915

Policy Plan: Mission Trail Nature Preserve

Total Project Cost: \$50,000

**Description**  
 Funds for this project will provide for ongoing maintenance needs in the Mission Trail Nature Preserve, including trail maintenance and repairs, drainage improvements, signage and the removal of invasive species, including English Ivy, Cape Ivy and invasive trees, primarily eucalyptus and acacias, and other large non-native trees.

**Justification**  
 This project supports the Mission Trail Nature Preserve Master Plan.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Construction/Maintenance	50,000					50,000
<b>Total</b>	<b>50,000</b>					<b>50,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	50,000					50,000
<b>Total</b>	<b>50,000</b>					<b>50,000</b>

**Budget Impact/Other**

**Capital Improvement Plan**  
**City of Carmel-by-the-Sea, CA**

FY 17 *thru* FY 21

Department Srvs: Forest, Parks, & Beach

Contact City Forester

Type Improvement

Useful Life

Category Beach

Priority

Project # FPB-1718-06  
 Project Name Shoreline Landscape Barriers (carryover)

Account #: 13-78922

Policy Plan: Shoreline Management Plan

Total Project Cost: \$55,000

**Description**

Funds for this project are for the replacement of the shoreline landscape barriers along the Scenic Road Pathway and rerouting of selected segments.

**Justification**

The landscape barriers are in unsatisfactory shape, resulting in both safety issues and aesthetic issues. The City's 2015 Shoreline Assessment recommended replacement of the entire length of single-rail barriers and also recommended minor relocation of certain segments.

Expenditures	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Planning/Design/Permitting	10,000					10,000
Construction/Maintenance	45,000					45,000
<b>Total</b>	<b>55,000</b>					<b>55,000</b>

Funding Sources	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Measure D	55,000					55,000
<b>Total</b>	<b>55,000</b>					<b>55,000</b>

**Budget Impact/Other**

Implementation of this project will result in cost savings for annual maintenance costs.





DEBT SERVICE



# DEBT SERVICE

## Description

Debt service payments include the Next Generation Radio Project, the Sunset Center, and pension obligation bond and total \$1.2 million in aggregate.

*Countywide Radio Project:* On April 7, 2009, the City Council authorized the City's participation in the Countywide Monterey County Next Generation Radio project (NGEN), including a pro-rate share of infrastructure costs and debt financing. The purpose of the project is to enhance communication among public safety agencies. The Cop was issues for \$381,440. The maturity date is June 30, 2027.

*2010 Refunding Lease Revenue Bonds:* On September 10, 2010, the City Council approved the issuance and sale of certificates of participation (COP) to finance improvements at the Sunset Center (the Sunset Theater Project), including the refinancing of the City's lease payment obligation related to the preliminary financing of the Sunset Center. The COP was issued for \$7,575,000. The maturity date is November 1, 2031.

*2012 Taxable Pension Obligation Bonds:* In 2003, the City's pension plans were pooled with other small cities and agencies and the California Public Employees Retirement System (CalPERS) estimated the pension liabilities of the City's two pension plans exceeded assets by about \$6 million. CalPERS sought to realign assets with liabilities and created what was known as the "side fund." On July 3, 2012, the City Council authorized the issuance of pension obligation bonds to refinance the City's outstanding side fund obligations to CalPERS, and subsequently, on November 15, 2012, authorized the sale of the COP. The COP was issued for \$6.28 million and matures on June 1, 2023.

Bond	Fiscal Year 2017-2018 Total Payment	Admin Fee	Account Number	Principal	Account Number	Interest	Account Number
NGEN	\$30,964.00	\$1,300.00	08-91819	\$19,860.09	08-91813	\$9,803.91	08-91816
Pension Obligation Bonds	702,505.50	1,300.00	08-91819	605,000.00	08-91814	96,205.50	08-91815
Sunset Bonds	508,187.50	-	08-91819	310,000.00	08-91809	198,187.50	08-91810
<b>Total</b>	<b>1,241,657.00</b>	<b>2,600.00</b>		<b>934,860.09</b>		<b>304,196.91</b>	





APPROPRIATIONS LIMIT



# APPROPRIATIONS LIMIT

APPROPRIATIONS LIMITATION COMPLIANCE CALCULATION FOR FISCAL YEAR 2018 ADOPTED BUDGET		
FY 2018 Per Capita Income Change (CA Department of Finance)		<b>3.69%</b>
	<i>Factor A</i>	1.0369
FY 2018 Population Change (Monterey County)		<b>1.00%</b>
	<i>Factor B</i>	1.0100
<b>Total Adjustment Factor</b>	<b><i>Factor A x Factor B</i></b>	<b>1.0473</b>
FY 2017 Adopted Appropriations Limit		<b>\$ 29,694,443</b>
	<i>Multiplied by Adjustment Factor</i>	1.0473
FY 2018 Adopted Appropriation Limit		<b>\$ 31,098,990</b>
Net Adopted 2018 Appropriations Subject to Limit		\$ 18,540,044
<b>Amount Under the Limit</b>		<b>\$ 12,558,946</b>

Fiscal Year	Per Capita		Total	Appropriations Limit	Appropriations Subject to Limit	Amount Under the Limit
	Income Factor	Population Factor	Adjustment Factor			
2017-18	1.0369	1.0100	1.0473	\$ 31,098,990	\$ 18,540,044	\$ 12,558,946
2016-17	1.0537	1.0090	1.0632	29,694,443	18,352,754	11,341,689
2015-16	1.0382	1.0000	1.0382	27,929,311	16,676,775	11,252,536
2014-15	0.9977	1.0000	0.9977	26,901,667	16,651,431	10,250,236
2013-14	1.0059	1.0512	1.0574	26,963,684	14,624,618	12,339,066
2012-13	1.0377	1.0070	1.0450	25,499,984	12,356,091	13,143,893
2011-12	1.0251	1.0059	1.0311	24,401,899	11,152,661	13,249,238
2010-11	0.9746	1.0137	0.9880	23,665,890	10,721,568	12,944,322
2009-10	1.0062	1.0145	1.0208	23,953,330	10,542,099	13,411,231
2008-09	1.0429	1.0156	1.0592	23,465,253	11,282,220	12,183,033
2007-08	1.0442	1.0067	1.0512	22,153,751	11,105,200	11,048,551







