



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

Contact: 831.620.2000 www.ci.carmel.ca.us

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

All meetings are held in the City Council Chambers
East Side of Monte Verde Street
Between Ocean and 7th Avenues

Regular Meeting Tuesday, May 5, 2026 4:30 PM

HYBRID MEETING ATTENDANCE OPTIONS

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

<https://ci-carmel-ca-us.zoom.us/j/83138976374>

Webinar ID: 831 3897 6374

Passcode: 862068

Dial in: (253) 215-8782

HOW TO OFFER PUBLIC COMMENT

The public may give public comment at this meeting in person, or use the Zoom teleconference module, provided that there is access to Zoom during the meeting. Zoom comments will be taken after the in-person comments. The public can also email comments to cityclerk@ci.carmel.ca.us. Comments must be received at least 2 hours before the meeting in order to be provided to the legislative body. Comments received after that time and up to the beginning of the meeting will be made part of the record.

CALL TO ORDER AND ROLL CALL

PLEDGE OF ALLEGIANCE

EXTRAORDINARY BUSINESS

Carmel High School Report Out

Non-Profit Spotlight - Set Free Monterey Bay

City Partner Presentations and Fiscal year 2026/2027 budget requests - Chamber of Commerce, Visit Carmel, See Monterey

PUBLIC APPEARANCES

Members of the public are entitled to speak on matters of municipal concern not on the agenda during Public Appearances. Each person's comments shall be limited to 3 minutes, or as otherwise established by the Chair. While stating your name is optional, it helps to identify speakers in the meeting minutes. Under the Brown Act, public comment for matters on the agenda must relate to that agenda item, and public comments for matters not on the agenda must relate to the subject matter jurisdiction of this legislative body. Remote or in-person participants who do not comply with the requirements of the Brown Act will be muted.

ANNOUNCEMENTS

City Administrator Announcements

City Attorney Announcements

Councilmember Announcements

PUBLIC HEARINGS

- 1) Adopt Resolution 2026-29 adopting the Fiscal Year 2026-2027 Fee Schedule for Citywide services

ORDERS OF BUSINESS

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

- 2) Receive a presentation and consider approving the Technical Advisory Committee (TAC) Franchise Agreement Subgroup's recommendation on the 2030 Collection Franchise Planning Process
- 3) Receive the Fiscal Year 2026-2027 Recommended Budget
- 4) Review Proposed Revocable License Agreement for Parking Management by Good Roots Inc during Car Week 2026 and Adoption of Resolution 2026-028 Approving Execution of Agreement

RECESS

The City Council will take a 30-minute break around 6:30 p.m.

FUTURE AGENDA ITEMS

CLOSED SESSION

- 5) CONFERENCE WITH LABOR NEGOTIATORS PURSUANT TO GOVERNMENT CODE SECTION 54957.6

Title of unrepresented employee: Acting City Administrator

ADJOURNMENT

This agenda was posted at City Hall, Monte Verde Street between Ocean Avenue and 7th Avenue, Harrison Memorial Library, located on the NE corner of Ocean Avenue and Lincoln Street, the Carmel-by-the-Sea Post Office, 5th Avenue between Dolores Street and San Carlos Street, and the City's webpage (<http://www.ci.carmel.ca.us>) in accordance with applicable legal requirements.

CORRESPONDENCE RECEIVED AFTER THE POSTING OF THE AGENDA

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

SPECIAL NOTICES TO PUBLIC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at 831-620-2000 at least 48 hours prior to the meeting to ensure that reasonable arrangements can be made to provide accessibility to the meeting (28CFR 35.102-35.104 ADA Title II).



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

May 5, 2026
EXTRAORDINARY BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Brandon Swanson, Acting City Administrator

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: City Partner Presentations and Fiscal year 2026/2027 budget requests - Chamber of Commerce, Visit Carmel, See Monterey

RECOMMENDATION:

Receive presentations and budget requests from See Monterey, Visit Carmel, and the Chamber of Commerce regarding their proposed partnership agreements with the City for Fiscal Year 2026/2027.

BACKGROUND / SUMMARY:

Each year, the City's marketing and visitor management partners provide a presentation to Council about the services they provide along with their budget requests for the upcoming fiscal year. Each partner will be presenting at the City Council meeting. Letters from the following three partners are also attached to this report:

1. See Monterey
2. Visit Carmel
3. Carmel Chamber of Commerce

FISCAL IMPACT:

PRIOR CITY COUNCIL ACTION:

Last fiscal year, the City Council allocated:

- 3% of projected Transient Occupancy Tax revenue to See Monterey
- \$120,000 to Visit Carmel
- \$60,000 to the Carmel Chamber of Commerce

ATTACHMENTS:

1. Attachment 1 - Carmel Chamber of Commerce Request Letter
2. Attachment 2 - Visit Carmel Request Letter
3. Attachment 3 - See Monterey Request Letter



April 21, 2026

Dear Mayor Byrne, Mayor Pro-Tem, Councilmembers, and City Administrator,

On behalf of the Carmel Chamber of Commerce, I am pleased to submit our budget request for the 2026–2027 fiscal year. I am grateful for the opportunity to share this request with you directly this year and to speak to the continued partnership between the Chamber and the City.

We respectfully request a budget allocation of **\$60,000** to support the Chamber’s work in service to our business community, our residents, and the many visitors who experience Carmel-by-the-Sea each year.

Over the past year, the Chamber has continued to strengthen its role as a connector; bringing together businesses, residents, and visitors in meaningful and impactful ways. Our work is rooted in collaboration and in a shared commitment to preserving what makes Carmel so special, while supporting a healthy and vibrant local business community.

Through our Visitor Center, community programming, and partnerships with the City and local organizations, we continue to:

- Welcome and guide visitors in a way that reflects the charm and values of our village.
- Support local businesses through advocacy, promotion, and connection.
- Create opportunities that thoughtfully balance tourism with the needs and experiences of our residents.

We are proud of the strong, collaborative relationship we have built with the City and our community partners. These partnerships have allowed us to be responsive, creative, and intentional in how we support Carmel; not just as a destination, but as a place we call home.

Looking ahead, we are focused on continuing to grow our impact; finding new ways to better connect our business community with residents, enhance the visitor experience, and support the long-term vitality of Carmel. We are committed to doing more, doing better, and doing it together.

We take seriously the responsibility of stewarding City funds, and we are grateful for your continued trust and partnership.

Thank you for your consideration and for your ongoing support of the Carmel Chamber of Commerce.

With appreciation,

Kati Enea

President & CEO
Carmel Chamber of Commerce



April 28, 2026

RE: FY26-27 BUDGET INVESTMENT IN VISIT CARMEL FOR DESTINATION MARKETING SERVICES

Dear Mayor Byrne, Council Members Baron, Buder, Delves, Dramov, and Administrator Swanson,

As you prepare for the FY 2026–27 Budget Workshop, I’d like to provide additional context on the City’s investment in Visit Carmel and how it directly supports Carmel’s economy, brand, and local stakeholders. This includes a renewed effort to identify and implement strategies that help mitigate visitor impacts.

A brief historical perspective provides helpful context. Prior to 2018, the City relied on an external agency for branding and visitor marketing. With the formation of Visit Carmel—your nonprofit destination marketing organization (DMO)—the City transitioned to a more integrated and cost-effective model. Our current three-year agreement, executed in June 2024, allows the Council to review and affirm the City’s annual investment as part of the budget process.

Since 2018 (with the exception of a reduction during COVID), the City has invested \$120,000 annually with Visit Carmel to support a range of marketing programs. We recognize the Council’s current fiscal priorities and are committed to working in partnership to advance broader civic goals. In that spirit, Visit Carmel is prepared to meet the City’s marketing needs at a reduced investment of \$90,000 for the upcoming fiscal year.

This funding provides critical support for initiatives that benefit the entire business community—not only hotels and restaurants, but also retail, arts, and cultural organizations—while aligning with City objectives and preserving Carmel’s unique character. It also ensures the City’s voice remains central to strategic planning through continued representation on Visit Carmel’s Board, fostering strong alignment between municipal priorities and destination stewardship efforts.

What the City Investment Supports

Unlike funds from the Carmel Hospitality Improvement District (CHID) and Carmel Restaurant Improvement District (CRID), which prioritize promotion of the hotels and restaurants, the City’s contribution allows us to invest in broader City-focused marketing efforts, including:

- **Destination Website [CarmelCalifornia.com](https://www.CarmelCalifornia.com):** Maintenance of the official destination website, including not only promoting the City’s important brand pillars, but also including visitor-serving business listings (for retail stores, art galleries, wine tasting rooms, performing arts centers), event calendars, and important visitor information such as beach rules, maps, and our history and heritage.
- **Official City Guide & Maps:** Design, production, and distribution of visitor guides and maps placed throughout the Village.

- **Visitor Center Support:** \$30,000 in financial support to the Carmel Chamber to expand visitor services and collaborative marketing.
- **Destination Stewardship Campaigns:** Responsible tourism messaging through campaign development, signage, digital/print media and coordination with local community organizations.
- **Retail & Arts Support:** Ongoing marketing, PR and social media support for galleries, retail shops, and wine tasting rooms—including major support for signature events and experiences like Meet the Makers, the Carmel Art Walk, Carmel Art Fest, and the Carmel Wine Walk. These are vital to our locally owned art galleries and wine tasting rooms.
- **Performing Arts Promotion:** Marketing partnerships with Sunset Center, Pac Rep, and the Outdoor Forest Theater.
- **Public Relations & Social Media:** Management of destination-wide PR and social media campaigns, including earned media outreach, and response to media inquiries. This is becoming increasingly important due to the impact social media now has on travel decisions along with the breakneck pace that A.I. is changing the information landscape. (A.I. relies on the credibility of official sources combined with high-level earned media sources.)
- **Crisis Communications:** Real-time coordination with City staff and local agencies to provide critical updates on weather, power outages, road closures, and other emergencies affecting visitors and businesses. This includes maintaining [Travel Alerts](#) to communicating directly with hotel stakeholders so that they can advise their incoming guests to posting on social media for locals and visitors.

These are tangible services with **direct return on investment for the City**, from increased transient occupancy (TOT) and sales tax revenue to the City’s income, providing an enhanced quality of life for residents. Importantly, the City’s investment is **not spent** on overhead, staff salaries, public relations, social media management or administrative costs.

A Stronger Carmel Through Partnership

Our *Storybook Kind of Place* campaign and all of our supporting work showcases Carmel’s artistic heritage and community spirit, and exemplifies how Visit Carmel’s work supports both economic and cultural vitality. We invite you to review our [Annual Report and Marketing Plan](#) for a comprehensive overview of programs and outcomes.

Please feel free to reach out with any questions. Thank you for your continued partnership and support of Visit Carmel.

Sincerely,



Amy Herzog
Executive Director
Visit Carmel

831.238.1849



April 29, 2026

RE: FY2026-2027 Jurisdiction Investment Partnership

Brandon Swanson, City Administrator
City of Carmel-by-the-Sea
PO Box CC
Carmel, CA 93921

Dear Brandon,

Congratulations again on your new role. As you know, See Monterey and Carmel-by-the-Sea share a strong partnership focused on advancing a sustainable, high-value tourism economy. As one of Monterey County's most iconic destinations, Carmel-by-the-Sea plays a defining role in the visitor experience through its blend of art and culture, culinary excellence, and coastal charm. Together, we drive intentional visitation that supports TOT and sales tax revenues, strengthens local businesses, and enhances overall economic vitality—ensuring tourism benefits residents while preserving what makes Carmel-by-the-Sea distinctive.

The coming fiscal year presents an opportunity to build on this partnership in focused, meaningful ways. Below is our investment proposal for destination marketing services.

Sales & Marketing – Elevate Carmel-by-the-Sea as a key part of the Monterey County experience, with dedicated efforts to build awareness and familiarity particularly among regional, national, and international fly-in audiences. These efforts aim to reinforce Carmel-by-the-Sea's standing as a distinctive and desirable destination, inspire longer stays, and generate increased visitor spending—all of which contribute to incremental growth in the City's TOT and sales tax revenues.

Free Membership – Provide complimentary membership to the 192 (and growing) tourism-related businesses in Carmel-by-the-Sea, along with access to See Monterey's promotional programs. Many of these businesses lack dedicated sales and marketing resources and rely on See Monterey to help drive demand.

Responsible & Sustainable Travel – Continue and expand efforts to promote responsible and respectful visitation in and around Carmel-by-the-Sea, aligning with broader sustainable tourism principles.

Public Relations & Social Media – Ensure inclusion of Carmel-by-the-Sea in targeted press releases and facilitate coordinated media opportunities with journalists and social media influencers to elevate the Village's visibility.

Financial, Data Analytics & Research – Collaborate on financial and industry data insights to support the Village's strategic planning and long-term financial forecasting.

Board Representation – As part of this partnership, Carmel-by-the-Sea holds a dedicated seat on See Monterey's Board of Directors (Amy Herzog, Executive Director, Visit Carmel), ensuring the Village's interests and priorities are represented in countywide tourism planning and decision-making.



Event & Air Service Development – Advance See Monterey’s event strategy by growing and attracting events that generate overnight demand and extend length of stay, encouraging visitors to stay longer and spend more. Separately, partner with Monterey Regional Airport (MRY) to strengthen air service and expand access to key markets.

Carmel’s partnership level follows the long-standing and equitable formula of 3% of total TOT collections, tentatively projected at \$9,163,019 for the FY2026–27 fiscal year. This would equate to an investment of approximately \$274,891. In alignment with the cities of Monterey, Pacific Grove and Salinas, we recommend structuring payments on an “actuals received” basis to ensure fiscal accuracy.

As discussed, investment in See Monterey complements — not duplicates — the efforts of Visit Carmel. Together, the two organizations extend Carmel-by-the-Sea’s reach across the full visitor spectrum. See Monterey brings added global reach, expanding messaging to attract higher-value national and international travelers; guests more likely to stay longer and engage with the destination’s shops, galleries, and culinary and wine experiences driving incremental economic impact that would not otherwise be captured.

Additionally, See Monterey is an industry leader in Responsible Travel and Destination Stewardship and we’re elevating that work even further in the coming year. Given the heightened importance of these efforts in Carmel-by-the-Sea, we propose allocating up to one-third of your investment for the coming fiscal year toward a dedicated campaign focused specifically on emphasizing responsible travel initiatives for the Village.

Carmel-by-the-Sea’s investment, as part of a public-private partnership, is leveraged alongside investments from nine other jurisdictions and the Monterey County Tourism Improvement District (MCTID) assessment funded by the hospitality community. Together, these investments support a dynamic, countywide destination marketing program—strategically developed, collaboratively led, and executed with industry best practices. We look forward to our continued partnership, and I’m available for any questions.

Sincerely,

Rob O’Keefe
President and CEO

CC: Janine Chicourrat, Chair, See Monterey Board of Directors
Amy Herzog, Visit Carmel Executive Director and See Monterey Board of Directors



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

May 5, 2026
PUBLIC HEARINGS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Jayme Fields, Finance Manager

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: Adopt Resolution 2026-29 adopting the Fiscal Year 2026-2027 Fee Schedule for Citywide services

RECOMMENDATION:

Adopt Resolution 2026-29 adopting the Fiscal Year 2026-2027 Fee Schedule for Citywide services

BACKGROUND / SUMMARY:

The City of Carmel-by-the-Sea is a unique coastal community that takes pride in providing high-quality services to its residents and visitors. As a small city, our financial health is heavily dependent on volatile revenue sources, specifically Sales Tax and Transient Occupancy Tax (TOT). These sources are subject to economic fluctuations beyond the City's control. To maintain essential services—such as public safety, forest and beach maintenance, and library services—the City must ensure that its fee-supported services are accurately priced to recover the actual cost of providing them.

The City provides a variety of services that benefit specific customers, such as the issuance of business licenses, planning and building permits, and tree removal permits. In accordance with State law, the City is legally allowed to charge a fee to the user of a specific service to recover the cost of providing the service. To help determine the cost of providing certain services, as well as to develop alternative and more equitable ways to finance some services, the City commissioned Pace Productivity to perform a comprehensive 2026 Fee Study, updating the previous study conducted by Revenue & Cost Specialists (RCS). Together these studies move the City from estimated inflationary adjustments to a data-driven model based on actual staff time and overhead

costs. The proposed Fiscal Year 2026-2027 fee schedule (“FY 26-27”) is based on these studies.

The attached schedule (Exhibit A) includes the adjustments to fees that were discussed at the April 6, 2026 meeting (see highlights below and in red in Exhibit A).

MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR	Current Fee	Proposed Fee	Reason for Change
TREE EVALUATION	205.00	250.00	changed per council direction
TREE REMOVAL PERMIT - DEAD TREE	205.00	250.00	changed per council direction
TREE PRUNING PERMIT	205.00	250.00	changed per council direction
SPECIAL EVENT OVERTIME SERVICES - Other, per stall/day	100.00	150.00	changed per council direction
SPECIAL EVENT OVERTIME SERVICES - Peak, per stall/day	100.00	300.00	changed per council direction
LOCAL CANDIDATE FILING	25.00	25.00	changed to reflect regulatory guidelines
LOCAL INITIATIVE PROCESSING	200.00	200.00	changed to reflect regulatory guidelines
STREET EXCAVATION - SEWER LINE LATERAL	-	250.00	scrivener's error

There are some additional fees that should be included on the master fee schedule but the City is still in the process of completing studies thereon. Those fees will be brought back for approval separately. In addition, the City is researching the possibility of implementing a fee waiver policy where applicants meet certain criteria related to an inability to pay.

Summary

The purpose of this agenda item is to provide an update regarding fees, and for Council to adopt the proposed master fee schedule for the upcoming fiscal year. The fees will become effective 60-days after adoption of the resolution, which is July 4, 2026.

By implementing the 2026 Fee Schedule, the City Council ensures that the individuals receiving specific services pay for the staff time they consume. This protects our volatile Sales Tax and TOT revenues, allowing them to be dedicated to the core municipal services that define the character of Carmel-by-the-Sea.

Staff recommends the adoption of the updated 2026 fee schedule. However, the City Council retains full discretion in establishing fee levels and may choose to adopt, modify, phase, or defer any proposed adjustments based on policy priorities, community

considerations, and broader financial conditions.

FISCAL IMPACT:

Consistent with financial policy C94-01, the proposed fee schedule has been updated to reflect the City’s current costs. The estimated impact of this update to the fee schedule is an increase of an estimated \$311,000.00 in additional fee revenue for Fiscal Year 2026/2027.

The revenue from fees allows the City to recover its costs for providing a service to help offset the cost of services. This means that the overall General Fund revenues are not subsidizing user fees, so more of the General Fund is available to fund community-wide activities that have a public benefit, like libraries, public safety, and public works.

PRIOR CITY COUNCIL ACTION:

City Council reviewed and approved the FY 2025 – 2026 Fee schedule on May 6, 2025

ATTACHMENTS:

- 1. Attachment 1) Resolution 2026-029 Adopting FY 26-27 Fee Schedule
- 2. Attachment 2) Exhibit A - Master Fee Schedule FY26-27

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

RESOLUTION NO. 2026-029

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
ADOPTING THE FISCAL YEAR 2026-2027 FEE SCHEDULE FOR CITYWIDE SERVICES**

WHEREAS, in accordance with City Financial Policies, Policy 94-01, the City shall review the relationship between fees/charges and the cost of providing services at least every three years; and

WHEREAS, the City of Carmel-by-the-Sea retained Pace Productivity in the Fall of 2025 to identify the City's reasonable costs borne for providing services; the beneficiaries of those services, and the revenues generated by those paying fees for receiving services; and

WHEREAS, the City wishes to comply with both the letter and the spirit of Article XIII B of the California Constitution and limit the growth of taxes; and,

WHEREAS, pursuant to Government Code Section 66016, the specific fees and charges to be levied for services must be adopted by the City Council by ordinance or resolution, after holding a public hearing; and,

WHEREAS, a notice of a public hearing has been published in the Carmel Pine Cone on March 20, 2026 and a public hearing to review the service charges was held on April 6, 2026; and a public hearing has been published in the Carmel Pine Code on April 24, 2026 and a public hearing to approve the service charges as held on May 5, 2026; and

NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA DOES HEREBY:

Section 1. Fee Schedule Adoption. The following schedule of fees and charges are hereby directed to be computed by and applied by the various City departments, and to be collected by the City Finance Department for the herein listed special services when provided by the City or its designated contractors.

Section 2. Separate Fee for Each Process. All fees set forth by this resolution are for each identified process; additional fees shall be required for each additional process or service that is requested or required. Where fees are indicated on a "per unit" of measurement basis, the fee is for each identified unit or portion thereof within the indicated ranges of such units.

Section 3. Listing of Fees. The following fees shall be charged and collected for the following enumerated services, as shown in Exhibit A.

Section 4. Interpretations. This Resolution may be interpreted by the City department heads in consultation with the City Administrator and, should there be a conflict between two fees, the lower in dollar amount of the two shall be applied.

A. It is the intention of the City Council to review the fees and charges as determined and set out herein based on the City's next Annual Budget and all the City's costs reasonably

borne as established at that time and, as and if warranted, to revise such fees and charges based thereon.

Section 5. Constitutionality. If any portion of this Resolution is declared invalid or unconstitutional then it is the intention of the City Council to have passed the entire Resolution and all its component parts, and all other sections of this Resolution shall remain in full force and effect.

Section 6. Repealer. All resolutions and other actions of the City Council in conflict with the contents of this Resolution are hereby repealed.

Section 7. Effective Date. This Resolution shall go into full force and effect on July 5, 2026.

PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA this 5th day of May, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTEST:

Dale Byrne
Mayor

Nova Romero
City Clerk

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
COMMUNITY PLANNING & BUILDING				
Design Study and Review				
S-001	TRACK 1 DESIGN REVIEW/STUDY - MINOR	\$ 930 per application	725.00	930.00
S-002	TRACK 1 DESIGN REVIEW/STUDY - MAJOR	\$1,307 per application	1,040.00	1,307.00
S-002A	TRACK 1 DESIGN REVIEW/STUDY-STREAMLINE	\$ 314 per application	373.00	314.00
S-003	TRACK 1 DESIGN REVIEW/STUDY - REFERRAL TO PLANNING COMMISSION	\$2,267 per application in addition to the base Track 1 fee	1,875.00	2,267.00
S-003A	TRACK 1 DESIGN REVIEW/STUDY-REFERRAL TO HISTORIC RESOURCES BOARD	\$2,223 per application in addition to the base Track 1 fee	1,875.00	2,223.00
S-004	TRACK 2 DESIGN REVIEW - MINOR	\$5,010 per application plus deposit* if hours exceed 20 hours	4,108.00	5,010.00
S-005	TRACK 2 DESIGN REVIEW - MAJOR	\$7,571 per application plus deposit* if hours exceed 30 hours	6,235.00	7,571.00
S-005A	TRACK 2 DESIGN REVIEW - MAJOR NEW COMMERCIAL BUILDING	\$3,164 per application, plus a deposit*	2,974.00	3,164.00
S-121	ADDITIONAL PLAN CHECK - PLANNING	each, after three plan checks	-	465.00
S-006	PRELIMINARY SITE ASSESSMENT	\$1,914 per application	1,571.00	1,914.00
S-007	REASONABLE ACCOMODATION	\$ 256 per application, plus fee for associated Design Study/Design Review as applicable	205.00	256.00
S-008	VOLUMETRIC ANALYSIS	\$ 180 per application, plus \$1,500 deposit with charges at the fully allocated hourly rates plus any outside costs.	142.00	180.00
* Deposit determined by staff with charges at the fully allocated hourly rates for Project Planner.				
Use Permit and Other Services				
S-009	USE PERMIT	\$3,922 per application	3,215.00	3,922.00
S-011	USE PERMIT AMENDMENT	\$3,506 per application	2,905.00	3,506.00
S-012	TEMPORARY USE PERMIT	\$ 212 per application	173.00	212.00
S-013	RESTRICTED COMMERCIAL USE TRANSFER REQUEST	\$ 776 per application	594.00	776.00
S-014	WATER CREDIT TRANSFER REQUEST	\$3,949 per application	3,257.00	3,949.00
S-015	VARIANCE	\$2,232 per application	1,881.00	2,232.00
S-017	PRELIMINARY APPLICATION REVIEW - STAFF	\$1,735 per application with 50% of this fee credited towards future planning fees for this project.	1,434.00	1,735.00
S-018	PRELIMINARY APPLICATION REVIEW - PUBLIC HEARING (PLANNING COMMISSION, CITY COUNCIL, ETC.)	\$4,750 per application with 50% of this fee credited towards future planning fees for this project.	3,940.00	4,750.00
S-019	COASTAL DEVELOPMENT PERMIT - DEVELOPMENT	\$ 238 per application - Added to other Planning fees	184.00	238.00
S-019A	COASTAL DEVELOPMENT PERMIT - EVENT	\$1,016 per application	777.00	1,016.00
S-060	LANDSCAPE PLAN CHECK/INSPECTION	\$1,016 per plan/inspection	725.00	875.00
	PLANNING TECHNICAL ASSISTANCE	Charge the fully allocated hourly rate for all personnel involved after 15 minutes.		
	TOBACCO RETAIL LICENSE	Current fee as adopted by the Monterey County Board of Supervisors		
	EXTRAORDINARY DEVELOPMENT	Deposit amount TBD based on scope of project, with charges at the fully allocated hourly rates plus any outside costs		
Amendments, Annexations and Agreements				
S-020	SPECIFIC PLAN/SPECIFIC PLAN AMENDMENT	\$5,253 deposit with charges at the fully allocated hourly rates plus outside costs	5,253.00	5,253.00
S-022	GENERAL PLAN AMENDMENT	\$5,253 deposit with charges at the fully allocated hourly rates plus outside costs	5,253.00	5,253.00
S-023	SPHERE OF INFLUENCE AMENDMENT	\$5,253 deposit with charges at the fully allocated hourly rates plus outside costs	5,253.00	5,253.00
S-024	ZONING CODE AMENDMENT	\$5,253 deposit with charges at the fully allocated hourly rates plus outside costs	5,253.00	5,253.00
S-025	ANNEXATION	\$10,506 deposit with charges at the fully allocated hourly rates plus outside costs	10,506.00	10,506.00

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
S-026	DEVELOPMENT AGREEMENT	\$10,506 deposit with charges at the fully allocated hourly rates plus outside costs	10,506.00	10,506.00
Environmental Review Maps and Lot Lines				
S-027	ENVIRONMENTAL REVIEW (IS/ND/EIR)	Contract cost plus 10%		
S-028	FILING ENVIRONMENTAL NOTICE OF EXEMPTION	\$ 737 per application plus associated Monterey County fees	520.00	737.00
S-029	MITIGATION MONITORING	\$3,152 deposit with charges at the fully allocated hourly rates plus outside costs.	3,152.00	3,152.00
S-030	TENTATIVE/FINAL MAP	\$4,202 deposit with charges at the fully allocated hourly rates plus any outside costs.	4,202.00	4,202.00
S-031	AMENDED FINAL MAP	\$1,051 deposit with charges at the fully allocated hourly rates plus any outside costs.	1,051.00	1,051.00
S-032	CERTIFICATE OF COMPLIANCE	\$1,018 per application plus actual contract cost	788.00	1,018.00
S-033	LOT LINE ADJUSTMENT/SUBDIV - PLANNING COMMISSION	\$1,340 per application plus actual contract cost	1,108.00	1,340.00
S-034	LOT MERGER	\$1,042 per application plus actual contract cost	898.00	1,042.00
Historic Evaluation				
S-035	PRELIMINARY PHASE 1 - INITIAL ASSESSMENT OF HISTORIC SIGNIFICANCE	\$ 876 per application plus Historian fee (currently \$474)	474.00	876.00
S-035A	PHASE 1 - HISTORIC EVALUATION	\$ 580 per application plus actual cost for Historian review with \$1,500 deposit	426.00	580.00
S-036	PHASE 2 - HISTORIC EVALUATION (INCLUDES HISTORIC RESOURCES BOARD HEARING)	\$2,567 per application plus actual cost for Historian review with \$1,500 deposit	2,143.00	2,567.00
S-037	APPEAL TO HISTORIC RESOURCES BOARD	\$2,053 per application plus actual cost for Historian review with \$1,500 deposit	1,576.00	2,053.00
S-038	MILLS ACT CONTRACT APPLICATION	\$4,293 per application plus actual cost to record contract with County of Monterey	3,603.00	4,293.00
	MILLS ACT MAINTENANCE PLAN REVIEW	\$1,051 deposit with charges at the fully allocated hourly rates plus any outside costs for qualified professional to review plan.	1,051.00	1,051.00
	MILLS ACT 5-YEAR INSPECTION	\$ 525 deposit with charges at the fully allocated hourly rates plus any outside costs for qualified professional	525.00	525.00
	MILLS ACT 10-YEAR MAINTENANCE PLAN REVIEW	\$1,051 deposit with charges at the fully allocated hourly rates plus any outside costs for qualified professional to review plan.	1,051.00	1,051.00
Determinations, Extensions and Appeals				
S-039	PLANNING COMMISSION CODE DETERMINATION	\$2,196 per application	1,828.00	2,196.00
S-040	ZONING COMPLIANCE DETERMINATION	Charge the fully allocated hourly rates for all personnel involved with a one hour minimum		
S-041	PERMIT TIME EXTENSION - STAFF	\$ 538 per application	420.00	538.00
S-042	PERMIT TIME EXTENSION - PLANNING COMMISSION	\$1,349 per application	1,135.00	1,349.00
S-042A	PERMIT TIME EXTENSION - CITY COUNCIL	\$1,312 per application	1,098.00	1,312.00
S-043	PUBLIC HEARING CONTINUANCE - PLANNING COMMISSION	\$ 992 per continuance	872.00	992.00
S-043A	PUBLIC HEARING CONTINUANCE - COUNCIL	\$ 992 per continuance	878.00	992.00
S-044	APPEAL TO PLANNING COMMISSION	\$2,501 per appeal - No charge for appeals of Coastal Development Permits (CDPs) within the Coastal Commission Appeal Jurisdiction (CMC 17.20.140)	2,044.00	2,501.00
S-044A	APPEAL TO CITY COUNCIL	\$2,712 per appeal - No charge for appeals of Coastal Development Permits (CDPs) within the Coastal Commission Appeal Jurisdiction (CMC 17.20.140)	2,190.00	2,712.00
Sign and Banners				
S-045	SIGN APPLICATION	\$ 601 per application	473.00	601.00
S-046	SIGN REFERRAL TO PLANNING COMMISSION	\$1,907 per application	1,581.00	1,907.00
S-047	RELOCATE EXISTING SIGN	\$ 328 per application	252.00	328.00
	TEMPORARY SIGN PERMIT	No permit fee required	0.00	0.00

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
	BANNER APPLICATION	\$0 per application, applicant bears the fully burdened cost of installation through City approved third-party vendors		
	Building Services			
S-050	BUILDING RELOCATION	Deposit determined by staff with charges at the fully allocated hourly rates for all personnel involved plus any outside costs		
S-051	LARGE FAMILY DAY CARE (RESIDENTIAL)	\$3,216 per application	2,437.00	3,216.00
	GENERAL PLAN UPDATE	15. % of all Building & Safety permits	3.5%	15%
S-054	BUILDING PLAN CHECK	Based on Building and Safety Construction Valuation		
S-122	ADDITIONAL PLAN CHECK - BUILDING	\$ 409 each, after three plan checks	-	409.00
S-054A	BUILDING INSPECTION	Based on Building and Safety Construction Valuation		
S-054B	BUILDING RE-INSPECTION	\$ 179 per re-inspection	153.00	179.00
S-123	OWNER BUILDER PLAN CHECK & INSPECTION	Based on Building and Safety Construction Valuation		
S-054C	BUILDING PERMIT APPLICATION EXTENSION	\$ 123 per extension (maximum of 4)	99.00	123.00
S-054D	BUILDING PERMIT EXTENSION	\$ 206 per extension (maximum of 2)	158.00	206.00
S-054E	BUILDING PERMIT PRE-APPLICATION CONFERENCE	\$ 464 per application	357.00	464.00
S-124	ASBS CONSTRUCTION INSPECTION - RESIDENTIAL	per winter season	-	374.00
S-125	ASBS CONSTRUCTION INSPECTION - COMMERCIAL	per weekly inspection	-	125.00
S-055	BUILDING SINGLE TRADE PERMIT	\$ 201 per permit	173.00	201.00
S-055A	ON-SITE DRIVEWAY PERMIT	\$ 512 per permit	415.00	512.00
S-056	SOLAR PLAN CHECK/INSPECTION PERMIT	Plan Check AND Inspection - \$ 450 plus \$15 per kW over 15kW (Per Assembly Bill 1414)	450.00	450.00
S-057	RE-ROOF PERMIT	\$ 332 per permit	273.00	332.00
S-058	BUILDING BOARD APPEAL	\$1,394 per appeal	1,193.00	1,394.00
S-059	DUPLICATE INSPECTION CARD	\$ 78 per card	63.00	78.00
	BUILDING TECHNICAL ASSISTANCE	Charge the fully allocated hourly rate for all personnel involved after 15 minutes.		
S-059B	STOP WORK INVESTIGATION	\$ 784 per investigation plus double all Building Permit fees	651.00	784.00
S-059C	TEMPORARY CERTIFICATE OF OCCUPANCY	\$ 281 per application	237.00	281.00
S-059D	ALTERNATE MATERIALS/METHODS REVIEW	\$ 277 per application plus actual cost of City Staff for all time over one hour.	231.00	277.00
S-059E	BUILDING PHASED WORK REQUEST	\$ 402 per application	331.00	402.00
0%	BUILDING TECHNOLOGY SURCHARGE	\$ 9 per permit	9.00	9.00
	Bench Program			
S-061	NEW BENCH LOCATION	\$3,676 per application plus the actual cost of the bench and plaque (plus \$750 for future maintenance) plus \$2,005 if a public hearing is required.	1,009.00	3,676.00
S-062	ADOPTION OF EXISTING BENCH	\$1,560 per application plus the actual cost of the bench and plaque (plus \$750 for future maintenance) plus \$530 if a public hearing is required.	399.00	1,560.00
S-063	REPLACEMENT OF BENCH PLAQUE	\$1,209 per application plus the actual cost of the plaque plus \$530 if a public hearing is required.	515.00	1,209.00
	Encroachment Permits			
S-069	TEMPORARY ENCROACHMENT PERMIT	\$ 453 per permit	362.00	453.00
S-070xa	STREET EXCAVATION	\$1,056 per permit, plus \$8.75/lineal foot of work being performed	841.00	1,056.00
S-070xb	STREET EXCAVATION - SEWER LINE LATERAL	\$ 250 per permit, plus \$8.75/lineal foot of work being performed	-	250.00
S-126	GRADING - PLAN REVIEW	Based on Public Works Construction Valuation		

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
S-127	GRADING - INSPECTION	Based on Public Works Construction Valuation		
S-128	PUBLIC IMPROVEMENTS - PLAN REVIEW	Based on Public Works Construction Valuation		
S-129	PUBLIC IMPROVEMENTS - INSPECTION	Based on Public Works Construction Valuation		
S-130	TRAFFIC ANALYSIS REVIEW	\$ 409 per application plus actual outside costs.	-	409.00
S-131	ADDITIONAL PLAN CHECK - PUBLIC WORKS	\$ 409 per application plus actual outside costs.	-	409.00
S-070	PERMANENT ENCROACHMENT PERMIT	\$1,581 per permit plus \$8.75/lineal foot Plus cost of any damage to public right-of-way or street as determined by the Public Works Director Plus cost of and Design Study/Design Review as needed Plus cost of referral to City Council if needed.	499.00	1,581.00
S-070A	TRAFFIC CONTROL PLAN REVIEW/INSPECTION	\$1,296 per review plus \$405 per each additional review	710.00	1,296.00
	SIDEWALK VENDING PERMIT	\$ 469 per new applications	469.00	469.00
		\$ 231 per renewal	231.00	231.00
	USE OF ONLINE ELECTRONIC PAYMENT - CP&B DEPARTMENT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD - CP&B DEPARTMENT	3.5% OF CHARGED AMOUNT		
PUBLIC WORKS/FORESTRY				
S-002B	TREE EVALUATION	\$ 250 per application	205.00	250.00
S-002B	TREE REMOVAL PERMIT - DEAD TREE	\$ 250 per permit	205.00	250.00
S-072	TREE REMOVAL PERMIT	\$1,631 per permit	698.00	1,631.00
S-072A	TREE PRUNING PERMIT	\$ 250 per permit	205.00	250.00
	PRUNING OR REMOVAL OF CITY TREE USING PRIVATE FUNDS UNDER CITY FORESTER INSTRUCTIONS	No permit fee required	0.00	0.00
S-072C	APPEAL TO FOREST & BEACH COMMISSION	\$3,331 per appeal plus actual outside costs	1,891.00	3,331.00
S-044A	APPEAL TO CITY COUNCIL	\$2,712 per appeal plus actual outside costs	1,891.00	2,712.00
S-073	REMOVAL OF PRIVATE TREE FALL IN PUBLIC RIGHT-OF-WAY	Charge the fully allocated hourly rate for all personnel involved plus any outside costs		
S-074	DAMAGE TO CITY PROPERTY	Charge the fully allocated hourly rate for all personnel involved plus any outside costs		
	USE OF ONLINE ELECTRONIC PAYMENT- PUBLIC WORKS DEPT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD- PUBLIC WORKS DEPT	3.5% OF CHARGED AMOUNT		
PUBLIC SAFETY				
Police Services				
S-075	LOUD PARTY PUBLIC DISTURB. - 1st Response	First Response - No Charge	0.00	First Respor
S-075xa	LOUD PARTY PUBLIC DISTURB. - 2nd Response	Second Response the same day - \$ 337 per response	229.00	337.00
S-075xt	LOUD PARTY PUBLIC DISTURB. - 3rd+ Response	Third Response within a calendar year - \$ 674 per response	574.00	674.00
S-076	POLICE FALSE ALARM - 1st RESPONSE	First Activation - \$ 154	115.00	154.00
S-076xa	POLICE FALSE ALARM - 2nd RESPONSE	Second Activation - \$ 185	137.00	185.00
S-076xt	POLICE FALSE ALARM - 3rd+ RESPONSE	Each Subsequent Activation in a calendar year - \$ 278	207.00	278.00
S-077	ALARM PERMIT - New	New - \$ 40 per permit	40.00	40.00
S-077xa	ALARM PERMIT - Renewal	Renewal - \$ 30 per permit	29.00	30.00
S-078	VEHICLE IMPOUND RELEASE	\$ 202 per vehicle	161.00	202.00
S-079	MISDEMEANOR BOOKING	Non-Carmel bookings - \$ 230 per booking	172.00	230.00
S-080	MISCELLANEOUS POLICE PERMIT	\$ 259 per application plus DOJ fees	212.00	259.00
S-081	FINGERPRINTING ON REQUEST	\$ 40 plus outside agency fees	40.00	40.00
S-082	CLEARANCE FORM TRAVEL LETTER	\$ 57 per letter	57.00	57.00
S-083	VIN VERIFICATION	\$ 63 per vehicle	57.00	63.00
S-084	CITATION SIGN-OFF	Non-Carmel citations - \$ 38 per citation	29.00	38.00
S-087	SIGN ABATEMENT	\$ 45 per sign	29.00	45.00

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
S-089	POLICE COURT WITNESS	Fees are set by the court		
S-090	POLICE REPORT COPY	1st 10 pages - No Charge, Each additional page - \$1.00	0.25	1.00
S-091	POLICE PHOTOGRAPH COPY	Photo - \$ 6 per photo, digital - \$ 6 per disk	6.00	6.00
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD	2.5% OF CHARGED AMOUNT		
Animal Services				
	ANIMAL IMPOUND	Within a calendar year:		
S-085	ANIMAL IMPOUND - 1st IMPOUND	First impound - \$ 117	115.00	117.00
S-085xa	ANIMAL IMPOUND - 2nd IMPOUND	Second impound - \$ 137	137.00	137.00
S-085xb	ANIMAL IMPOUND - 3rd+ IMPOUND	Third and subsequent impounds - \$ 161	161.00	161.00
S-086	ANIMAL TRANSPORT - Local	Local Transport - \$ 29 per transport	29.00	29.00
S-086xa	ANIMAL TRANSPORT - To County	To County Animal Shelter - \$ 104 per transport	104.00	104.00
Parking				
S-088	RESIDENT/EMPLOYEE PARKING PERMIT	\$ 40 per permit	35.00	40.00
		\$ 127 Misuse of Residential Permit	127.00	127.00
S-111xa	CONTRACTOR PARKING PERMIT - Non Specific	\$ 19 non specific	18.00	19.00
S-111xb	CONTRACTOR PARKING PERMIT - Specific	\$ 43 space specific	29.00	43.00
	NORTON COURT PARKING GARAGE	\$2,520 annually per space, \$630 quarterly per space	2,520.00	2,520.00
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
Fire Services				
	FIRE PLAN CHECK/ REVIEW/INSPECTIONS	Current fee schedule as adopted by City of Monterey Council		
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD	2.5% OF CHARGED AMOUNT		
	AMBULANCE TRANSPORT SERVICES	Current fee schedule as adopted by Monterey County ambulance transport		
ADMINISTRATIVE SERVICES				
S-107	NEW BUSINESS REG. PROCESS - Fixed Location	Fixed Location - \$ 584 per application + \$4 State fee	356.00	584.00
S-107xa	NEW BUSINESS REG. PROCESS - In & About	In & About - \$ 40 per application + \$4 State fee	24.00	40.00
S-107xb	NEW BUSINESS REG. PROCESS - Home License	Home License - \$ 219 per application	150.00	219.00
S-108	BUSINESS REGISTER RENEWAL PROCESS	\$ 22 per renewal	18.00	22.00
S-109	DUPLICATE BUSINESS LICENSE	\$ 9 per license	11.00	9.00
S-110	CHANGE BUSINESS NAME	\$ 30 per business	24.00	30.00
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
Finance				
S-113	NSF CHECK PROCESSING	\$ 56 per NSF check	46.00	56.00
City Clerk				
S-114	DOCUMENT REPRODUCTION/SCANNING	First 10 copies - No Charge	0.00	First 10 copi
		Additional copies - \$0.25 per copy	0.25	0.25
		FPPC copies - \$0.15 per copy plus \$5 for retrieval of documents if more than five years old plus postage cost if mailed	0.15	0.15
S-115	ELECTRONIC FILE COPY	\$ 6 per device	6.00	6.00
S-116	DOCUMENT CERTIFICATION	\$ 12 per document	11.00	12.00
S-118	RECORD COMPILATION	Record Compilation/Creation - charge the fully allocated hourly rate for all personnel involved plus any outside costs.		
S-119	LOCAL CANDIDATE FILING	\$ 25 per candidate- Fee is set by the State	25.00	25.00
S-120	LOCAL INITIATIVE PROCESSING	\$ 200 per initiative- This fee is limited by the State Law - Elections Code Section 9202(b) - Fee is refundable to the filer, if within one year of filing the notice of intent, the elections official certifies the sufficiency of the petition.	200.00	200.00
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD	2.5% OF CHARGED AMOUNT		
COMMUNITY ACTIVITES				

Fee Code	MASTER FEE SCHEDULE FOR THE 2026-2027 FISCAL YEAR		Current Fee	Proposed Fee
S-092	BEACH SPECIAL EVENT PERMIT	Processing: Non-Profit/School - \$ 135 per permit	211.00	135.00
		Processing: Other - \$ 135 per permit	726.00	135.00
		Rental: Non-Profit/School - \$ 293 per rental plus \$500 refundable damage deposit	293.00	293.00
		Rental: Other - \$ 586 per rental plus \$500 refundable damage deposit	586.00	586.00
		Sounds Permit: Non-Profit/School - \$ 12 per permit	12.00	12.00
		Sounds Permit: Other - \$ 29 per permit	29.00	29.00
S-094	SPECIAL EVENT PERMIT	Processing: Non-Profit/School - \$ 211 per permit	211.00	211.00
		Processing: Other - \$ 405 per permit	726.00	405.00
		Rental: Non-Profit/School - \$ 293 per rental plus \$500 refundable damage deposit	293.00	293.00
		Rental: Other - \$ 586 per rental plus \$500 refundable damage deposit	586.00	586.00
		With Alcohol: Non-Profit/School - \$ 53 per permit	53.00	53.00
		With Alcohol: Other - \$ 211 per permit	211.00	211.00
		Sounds Permit: Non-Profit/School - \$ 12 per permit	12.00	12.00
		Sounds Permit: Other - \$ 29 per permit	29.00	29.00
S-095	SPECIAL EVENT OVERTIME SERVICES	Overtime Staff time: Non-Profit/School - Charge 25% of the fully allocated hourly rates for all personnel involved		
		Overtime Staff time: Other - Charge 100% of the fully allocated hourly rates for all personnel involved		
		Barricade Rental - \$1,171 Resident Block Party - No Charge	1,171.00	1,171.00
		Parking Stall Rental: Non-Profit/School - \$ 211 per permit plus \$100 per stall/day	211.00	211.00
		"Parking Stall Rental: Other - "\$861 per permit plus \$100-\$150 per stall/day"	861.00	861.00
		Parking Stall Rental: Peak Demand Rental - \$200 -\$300 per stall/day		
S-096	FILM PERMIT - Non-Profit	Non-Profit/Student - \$ 129	129.00	129.00
S-096x	FILM PERMIT - Still	Other: Still Photo - \$ 385	328.00	385.00
S-096xt	FILM PERMIT - Motion Picture	Other: Motion Picture - \$ 655	691.00	655.00
S-097	COMMUNITY ACTIVITIES APPEAL	\$1,174 per appeal	867.00	1,174.00
S-099	FACILITY RENTAL	\$ 90 per hour plus \$125 refundable cleaning deposit	29.00	90.00
	USE OF ONLINE ELECTRONIC PAYMENT	3.5% OF CHARGED AMOUNT		
	USE OF CREDIT CARD/ DEBIT CARD	2.5% OF CHARGED AMOUNT		
	Library			
S-102	INTERLIBRARY LOAN PROCESSING	\$ 3 per item	3.00	3.00
S-104	LOST/DAMAGED MATERIALS PROCESSING	Actual cost of lost or damaged materials		
	SELF SERVE LIBRARY COPYING	Black and White - \$0.20 per copy	0.20	0.20



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

May 5, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Mary Bilse, Environmental Programs Manager

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: Receive a presentation and consider approving the Technical Advisory Committee (TAC) Franchise Agreement Subgroup's recommendation on the 2030 Collection Franchise Planning Process

RECOMMENDATION:

1. Receive the presentation on the 2030 collection franchise planning process; and
2. Consider approving the Technical Advisory Committee (TAC) Franchise Agreement Subgroup's recommendation to initiate a competitive Request for Proposal (RFP) process for solid waste, recycling, and organics collection services, allowing GreenWaste Recovery, LLC (GreenWaste) and other qualified service providers to compete for the new franchise; and
3. Consider approval of the Process Integrity Policy.

BACKGROUND / SUMMARY:

The City of Carmel-by-the-Sea is one of seven participating agencies that hold an exclusive franchise agreement with GreenWaste for solid waste, recycling, and organics collection services, expiring in 2030. The other participating agencies include the Cities of Del Rey Oaks, Marina, Pacific Grove, Sand City, and Seaside, as well as the Pebble Beach Community Services District. These agencies are members of ReGen Monterey (ReGen).

As the franchise agreement approaches expiration, the participating agencies have

begun evaluating options for future service delivery, including whether to pursue a competitive Request for Proposal (RFP) process or a sole-source negotiation with GreenWaste.

In early 2025, a Technical Advisory Committee (TAC) Franchise Agreement Subgroup was formed to prepare and plan. In October 2025, the City Council approved the Memorandum of Understanding between ReGen and Member agencies approving a contract with HF&H Consultants, LLC (HF&H) to support the Subgroup and Member Agencies in this effort. Since that time, the Subgroup has been and will continue working on a range of activities to support collection franchise planning, including public and stakeholder engagement, RFP process support, negotiations, and solicitation, design, and draft of a future franchise agreement. Since August 2025, HF&H has worked with ReGen's Communications staff (Staff) and the TAC's Subgroup to conduct phase one, public and stakeholder engagement.

DISCUSSION

Stakeholder Engagement Process

Community and stakeholder input provides important context for evaluating whether to pursue a competitive RFP or a sole-source negotiation for future solid waste service, recycling, and organics collection services. Over the past several months, the TAC Subgroup, supported by HF&H, conducted a comprehensive engagement process across four key sectors: residential, multi-family, commercial, and industry. This included partnering with Probolsky Research to conduct a statistically valid survey of residential customers designed to assess current service satisfaction, identify community priorities, and gauge interest in additional services that are not currently provided (**Attachment 1**). In addition to the survey, we hosted a number of virtual and in-person events that were intended to allow more nuanced conversations with specific customer types. This included hosting community meetings, direct outreach to multi-family property owners and building managers, discussions with leaders in the business community, and meetings with potential service providers (**Attachment 2**).

In parallel with community engagement, several industry stakeholders were engaged to better understand market conditions and to identify opportunities and potential challenges associated with providing services in the region. Industry feedback consistently identified the seven Member Agencies' service area as an ideal market, citing operational efficiencies, established infrastructure, and long-term service viability (**Attachment 5**). Multiple respondents expressed interest in proposing services, indicating that the region is well-positioned to attract competitive proposals should an RFP be issued.

Detailed information regarding the engagement methodology, outreach activities, and sector-specific results is provided in Attachments 1 through 5. The discussion below summarizes key themes from the engagement process and highlights the primary factors considered by the TAC's Subgroup when recommending a competitive RFP

process for future collection services.

Community Input

The TAC Subgroup reviewed results from the stakeholder engagement process and found, across engagement efforts, overall satisfaction with current service was generally high. However, affordability emerged as the highest-rated and most strongly expressed priority across sectors (99.1%), followed closely by service quality (98.9%), convenience (98.2%), and environmental impact (96.0%).

Survey results show that perceptions of cost are mixed, with only 47% of residents indicating their garbage and recycling bill is “just about right,” while nearly 33% feel rates are too high and a significant share remain unsure, reflecting caution around affordability. When asked to evaluate community values, affordability ranked higher than any other factor, exceeding priorities such as environmental impact, convenience, and quality of service. This underscores the importance of rate impacts in residents’ evaluation of future service decisions. Survey responses also indicate limited appetite for new or expanded programs that could increase costs, reinforcing a clear expectation that decision-makers will weigh this evaluation criterion heavily. Multi-family and commercial outreach echoed these findings, with property managers and business representatives identifying rates, cost control, and predictability as primary concerns alongside service reliability.

Collectively, feedback from residential, multi-family, and commercial stakeholders demonstrates strong alignment around the need to prioritize affordability and carefully evaluate any approach that could result in rate increases. This consistent emphasis on cost sensitivity establishes affordability as a central consideration in determining the appropriate procurement path for future collection services (**Attachments 3 and 4**).

Key Considerations

Good Governance

A competitive RFP process provides the City with a clear, transparent, and defensible path to securing a contractor that represents the best value for the community by allowing multiple qualified service providers to compete on price, service levels, reliability, environmental protection, and other relevant factors. This approach is widely regarded as the most transparent and publicly accountable method for awarding long-term franchise agreements, supporting public confidence in the decision-making process.

Affordability

During the engagement process, GreenWaste shared an indicative range of potential future cost increases associated with continuing service under a sole-source approach. While it would be inappropriate to share the numerical values publicly, the amounts were greater than a typical inflationary amount and included some trade-offs for the City and customers. At the level of rate adjustment suggested in this preliminary discussion, the TAC Subgroup expressed that competitive proposals would be important to better

understand cost drivers, validate pricing, and ensure that future service decisions are informed by objective, market-based information.

Satisfaction with Current Service

The TAC Subgroup notes that there is a very high level of satisfaction with the current service provider throughout the service area. This is a credit to GreenWaste and especially their front-line drivers and customer service employees who interact with customers on a daily basis. The high level of satisfaction was significant to the TAC Subgroup, and the members of the Subgroup expressed their desire for GreenWaste to participate in the competitive process for the next contracts. It was also noted that there was a high level of satisfaction with Waste Management (WM) in the contract prior to GreenWaste taking over in 2015 and that many of the drivers transitioned to GreenWaste from WM in 2015. The RFP would contain a provision requiring that any current employees displaced by a change in contractors would be offered positions at the new company. As a result, many of the front-line employees that are responsible for the high quality of service would likely continue to serve the City as they do today.

Assignment Risk

GreenWaste was acquired by a private investment fund during the term of the current agreements and there was a greater level of turnover in executive and management staff than was expected at the time of the initial acquisition. In addition, at the time of the acquisition, the acquiring company disclosed that it typically divests itself of assets like this in seven to 10 years. That same investment firm has recently divested itself of other solid waste assets in the United States. While GreenWaste has maintained a high level of satisfaction, the new executive and management team have a different perspective and approach than was conveyed when GreenWaste proposed to get the current contracts. An RFP process would allow the Member Agencies to consider changes to the contracts that would provide greater protection for the ratepayers and City in the event of a future acquisition.

Infrastructure and Readiness

ReGen has made significant long-term investments over many years to create an operational environment that supports efficient, reliable service delivery for the City it represents. ReGen owns the collection Truck Yard and Maintenance Facility currently leased and used by the incumbent service provider, and has established on-site processing of recyclables and organics, as well as control over disposal through its landfill. Together, these assets create a turnkey operational setting that reduces barriers to entry and enables any qualified collection operator to efficiently serve the agencies in the future. In other markets, the private ownership of these assets creates significant incumbency advantages. In this case, the public ownership of the assets ensures cost-effectiveness and competitiveness.

RFP Timeline and Next Steps

To meet the schedule of the expiring franchise agreements in 2030, the Member Agencies would begin the RFP process in late 2026. While a typical RFP process lasts 12 to 18 months and includes drafting and finalizing an RFP, soliciting proposals,

responding to prospective operators' questions, interviewing proposers, evaluating proposals, negotiating contract terms, and seeking final approval by Member Agencies' elected bodies, the multi-jurisdictional nature of this effort is expected to extend the overall timeline. The process will require ongoing coordination among Member Agencies, collaboration and updates with multiple elected bodies throughout key decision points, and subsequent jurisdiction-specific negotiations to tailor services and rate outcomes following a group decision. As a result, the RFP process is anticipated to extend through 2027, with the potential award of the new franchise in the first half of 2028, and the intent to maintain current services with the existing service provider through 2030, subject to the direction and outcome of the negotiations. This will allow approximately two years for the selected service provider to address any infrastructure needs, acquire vehicles, establish new programs or services, and conduct community outreach and engagement to ensure the public is aware of any changes.

Process Integrity Policy

To support a fair, transparent, and competitive procurement process, many public agencies adopt a Process Integrity Policy (**Attachment 6**) to guide interactions among participating agencies, proposers, advisors, and other stakeholders throughout the solicitation and evaluation phases. The policy is intended to ensure consistent treatment of all proposers, protect the integrity of the process, and maintain public confidence in the outcome. Key principles include clear communication protocols, defined roles and responsibilities, and safeguards to prevent conflicts of interest or the appearance of preferential treatment. The policy also protects the City, their elected officials, and their staff from potential challenges to the process or public claims of impropriety.

The Process Integrity Policy establishes expectations for professionalism, confidentiality, and adherence to established procedures during the procurement process. Adoption of this policy provides a clear framework to support objective evaluation, informed decision-making, and compliance with applicable legal and ethical standards. Adoption of this policy helps protect the City and other participating agencies from potential challenges and ensures public trust in the process.

FISCAL IMPACT:

There is no direct financial impact to initiate a competitive RFP for solid waste, recycling, and organics collection services. ReGen is currently incurring consultant costs estimated at \$534,620, which will be reimbursed by participating agencies, including the City of Carmel-by-the-Sea, through an approved Memorandum of Understanding (MOU).

Procurement-related costs are typically reimbursed by the selected franchise service provider.

PRIOR CITY COUNCIL ACTION:

In October 2025, the City Council approved the Memorandum of Understanding between ReGen and the City approving a contract with HF&H Consultants, LLC (HF&H) to support the Subgroup and Member Agencies to prepare a plan for solid waste, recycling, and organics collection services.

ATTACHMENTS:

- 1. Attachment 1 Probolsky Research - ReGen Monterey Service Provider Survey - Results
- 2. Attachment 2 Residential Community Meetings
- 3. Attachment 3 Multi-Family Engagement
- 4. Attachment 4 Commercial Engagement
- 5. Attachment 5 Industry Engagement
- 6. Attachment 6 Process Integrity Policy

Monterey Peninsula Franchise Collection Service Provider Survey Results Presentation

February 2026



**Opinion Research on
Elections and Public Policy**



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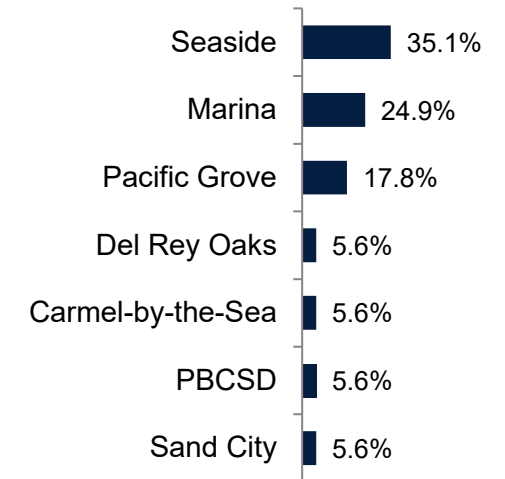
San Francisco
(415) 870-8150

Washington DC
(202) 559-0270

Monterey Peninsula – Franchise Collection Service Provider Survey

Survey Methodology*

	Survey Details
Mode	Phone (inbound and outbound) Online (mail, email, and text to web)
Language	English and Spanish
Length	10 minutes
Target Respondents	Monterey Peninsula communities
Survey Fielding	February 6 – 23, 2026
Margin of Error	+/-4.7%
Survey Participants	450



The distribution reflects the geographic composition of respondents within the Monterey Peninsula service area. To ensure adequate representation, a minimum of 25 responses were collected in each jurisdiction, with Del Rey Oaks, Carmel-by-the-Sea, Pebble Beach Community Services District, and Sand City intentionally oversampled..

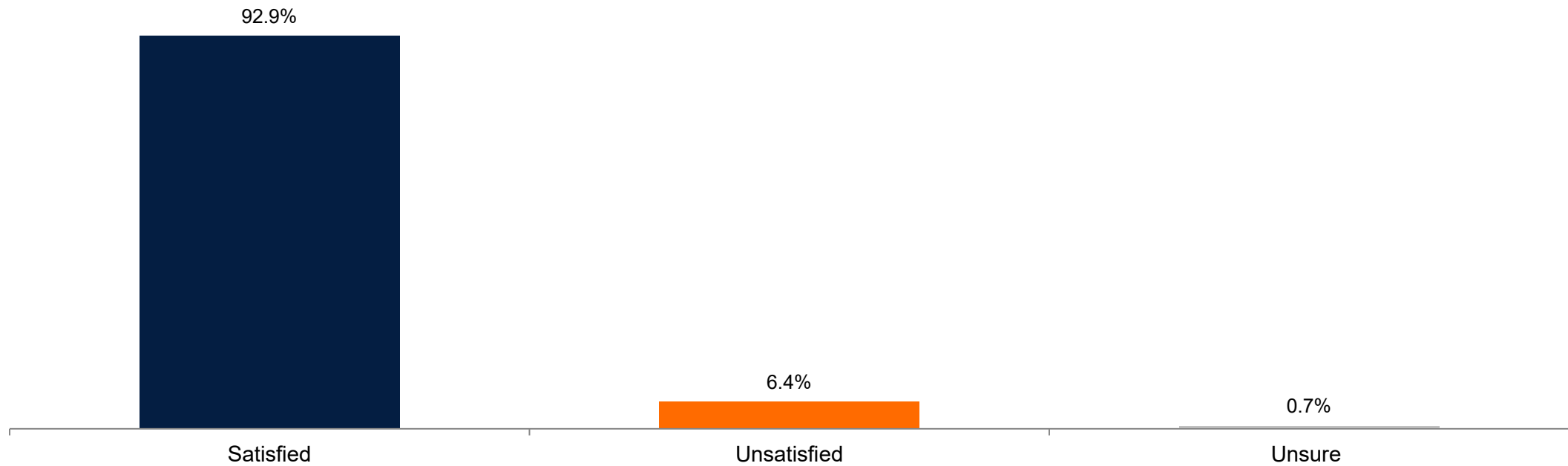


Probolsky Research is a Latina- and woman-owned market and opinion research firm with corporate, election, government, and non-profit clients.

*Due to rounding, totals shown on charts may not add up to 100%

93% are satisfied with the services provided by GreenWaste Recovery

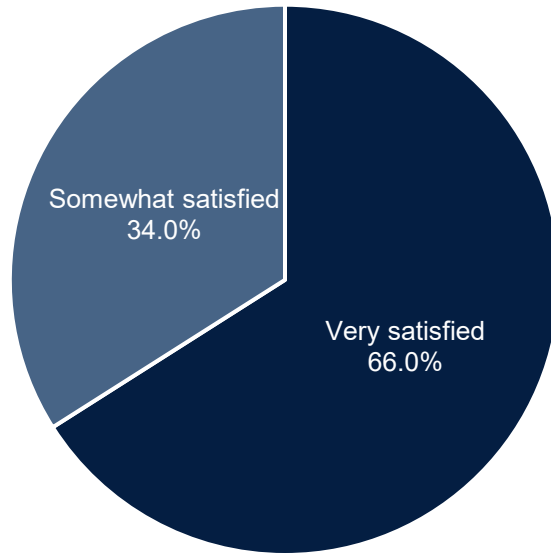
Question 3: In general, how satisfied are you with the services provided by GreenWaste Recovery including collecting and transporting garbage, recyclables, and organic material?



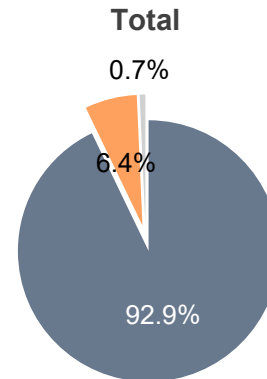
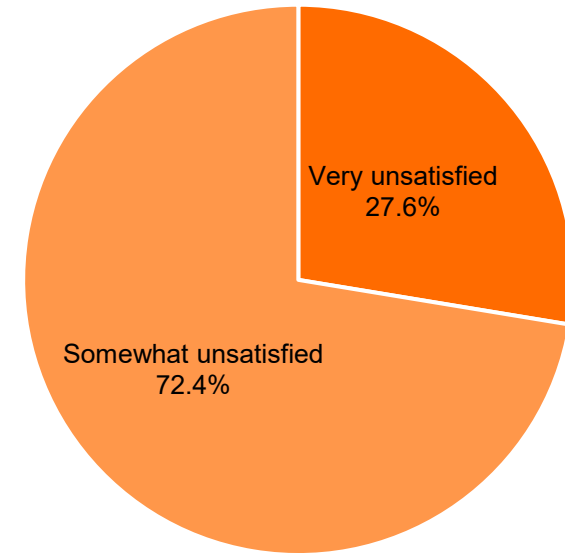
Among those satisfied, 66% are very satisfied

Question 3: In general, how satisfied are you with the services provided by GreenWaste Recovery including collecting and transporting garbage, recyclables, and organic material?

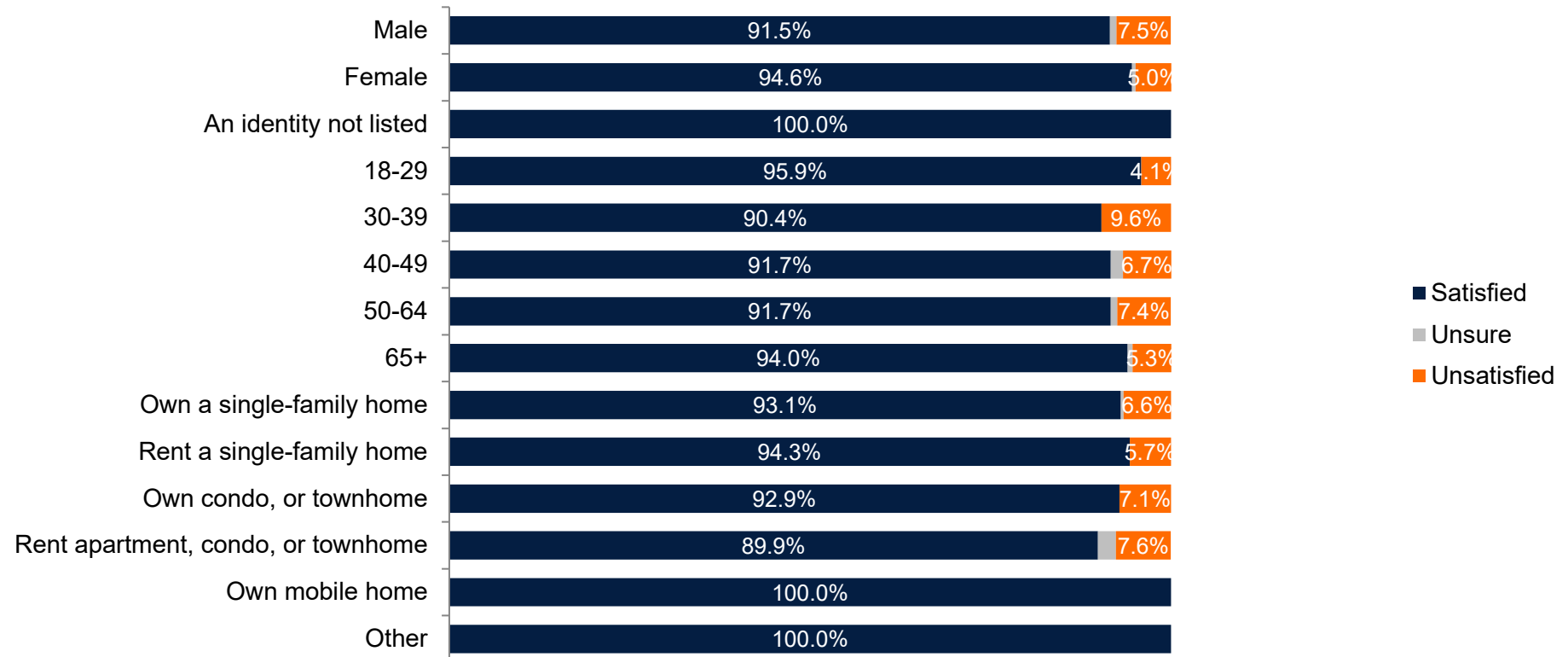
Among those who said satisfied



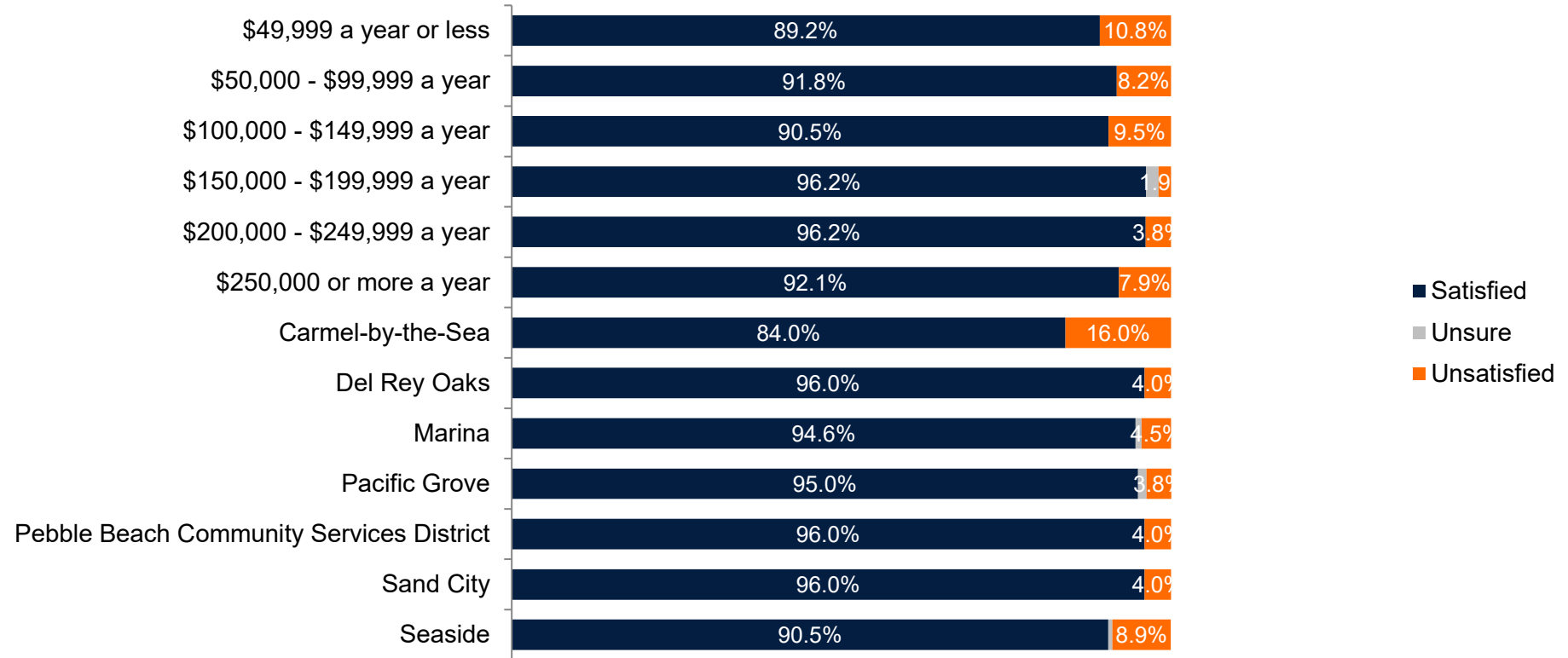
Among those who said unsatisfied



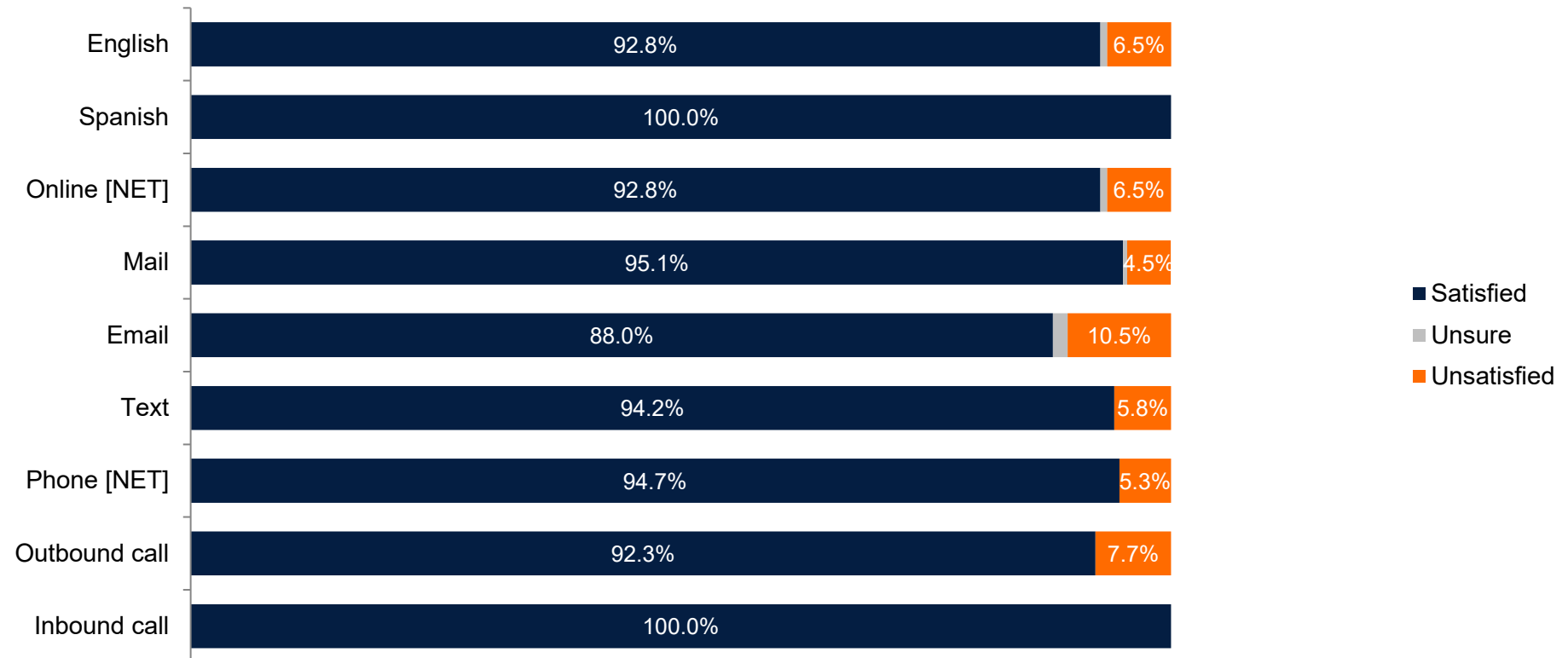
Results by gender, age group, and home type



Results by household income and Jurisdiction

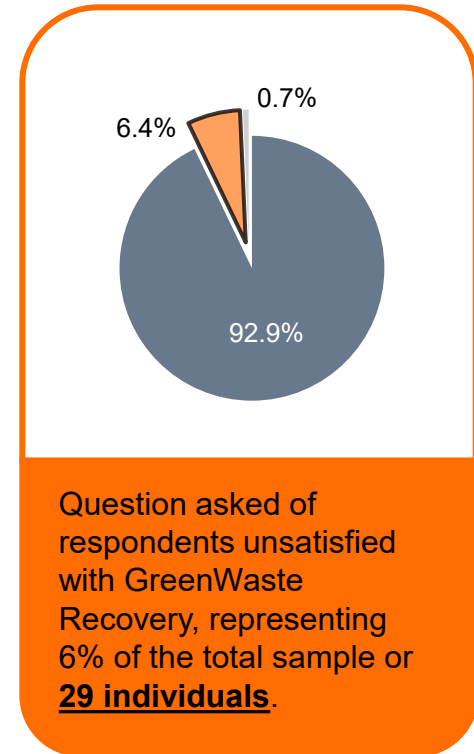
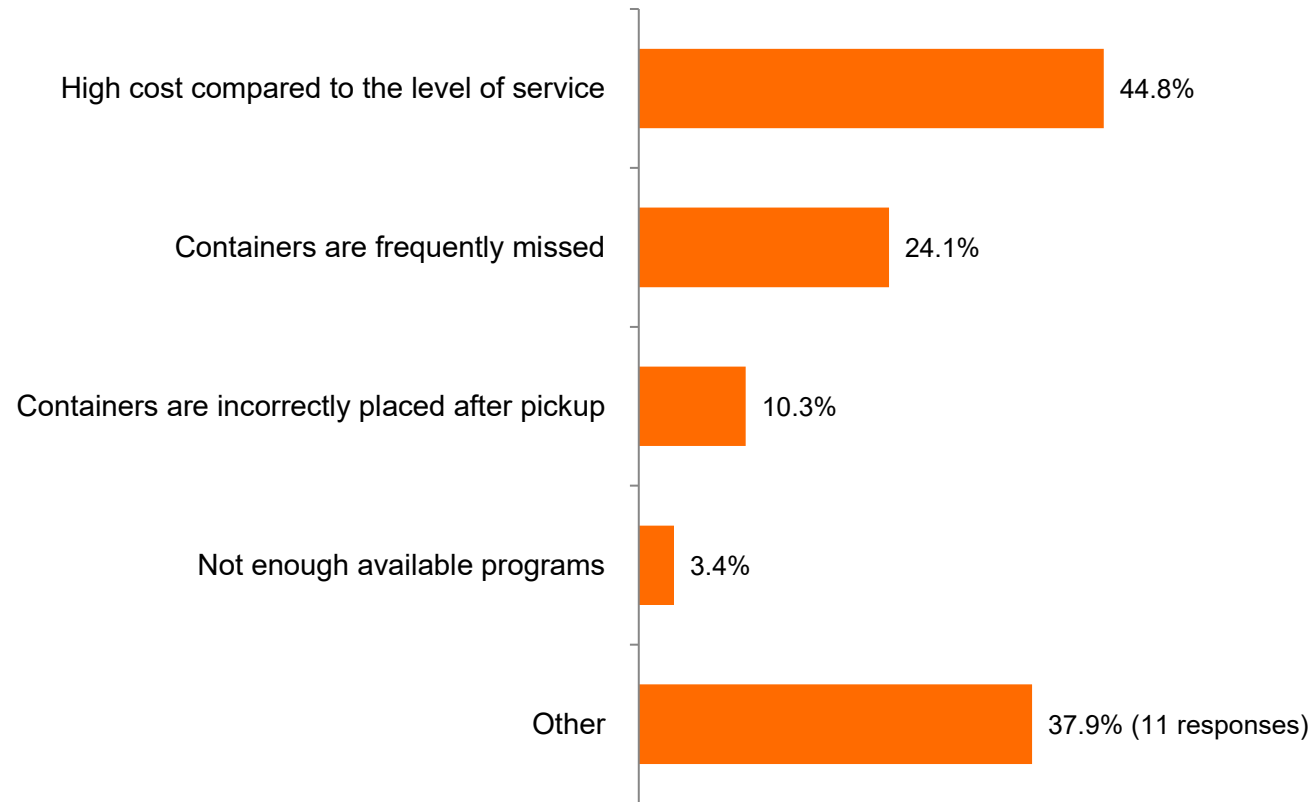


Results by survey language and survey mode



Among the 29 who are unsatisfied, high cost compared to the level of service is the main reason

Question 4: Why aren't you satisfied with the services provided by GreenWaste Recovery? Select all that apply.
 [IF ANSWERED UNSATISFIED TO Q3]



Question 4: Why aren't you satisfied with the services provided by GreenWaste Recovery? Select all that apply.
 [IF ANSWERED UNSATISFIED TO Q3 (11 responses)]

Other

Do not like compost in yard waste

They don't collect everything. I have to bring batteries to Home Depot. They wouldn't take my small Christmas tree. I had to pay someone to haul it away. The green waste bin is always full and is very toxic from food waste. I was told compostables are not compostable and you can't put food waste in compostable bags. There is mold growing in the bin

Containers are often not fully emptied

Would like to separate food waste, but like so many residences in PG, we don't have yards or enough yard waste to mix with food. Seems unsanitary to place in container for a week

Not letting us use compostable bags for indoor compost collection!

Green container would not allow any bags, compostable or otherwise.

There are not enough recycle bins at our apartment complex. Previous to living here we rented a duplex in Seaside. Although there was the occasional issue, whenever we contacted Greenwaste they were helpful and kind. Overall I like greenwaste, so not sure if the issue I have is with my landlord or greenwaste

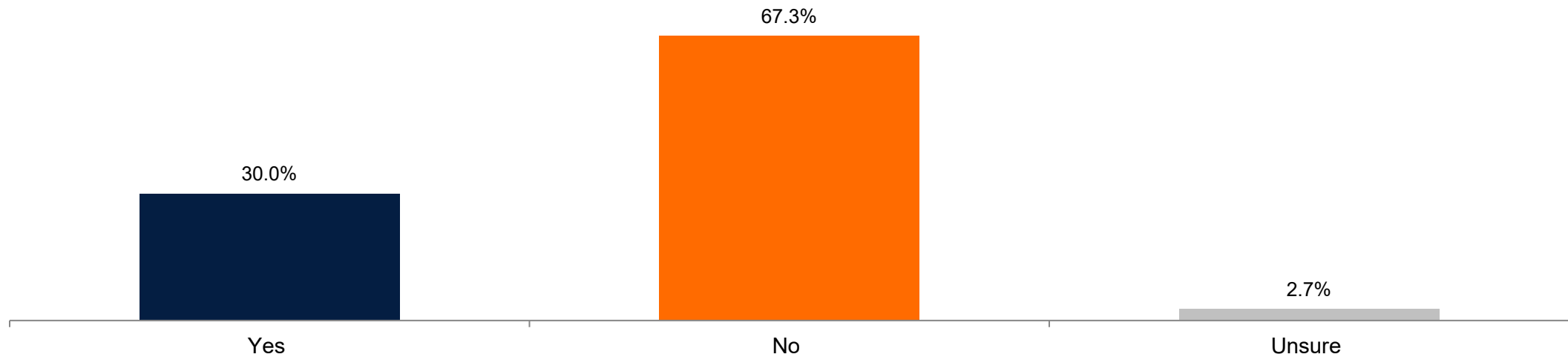
No containers for batteries and motor oil

Do not like putting organic waste from kitchen in yard waste, make bin stink and creates a fly problem

I've had to call them to pick my garbage up when the other neighbors garbage have been picked up, they also make a mess when picking up garbage from our street
 it's because of the pick up schedule, they only collect after 5:30 PM.

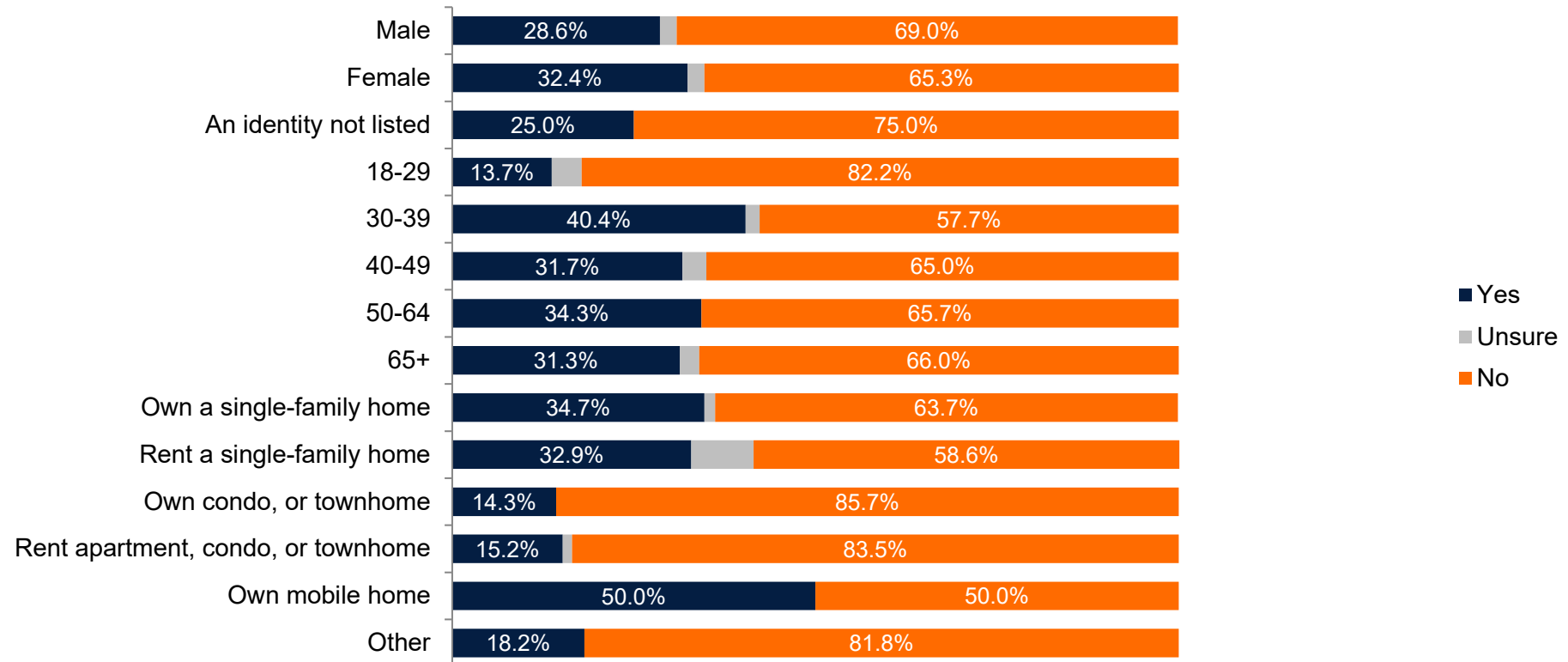
67% have not contacted GreenWaste Recovery within the past 12 months

Question 5: Have you contacted GreenWaste Recovery customer service in the past 12 months?

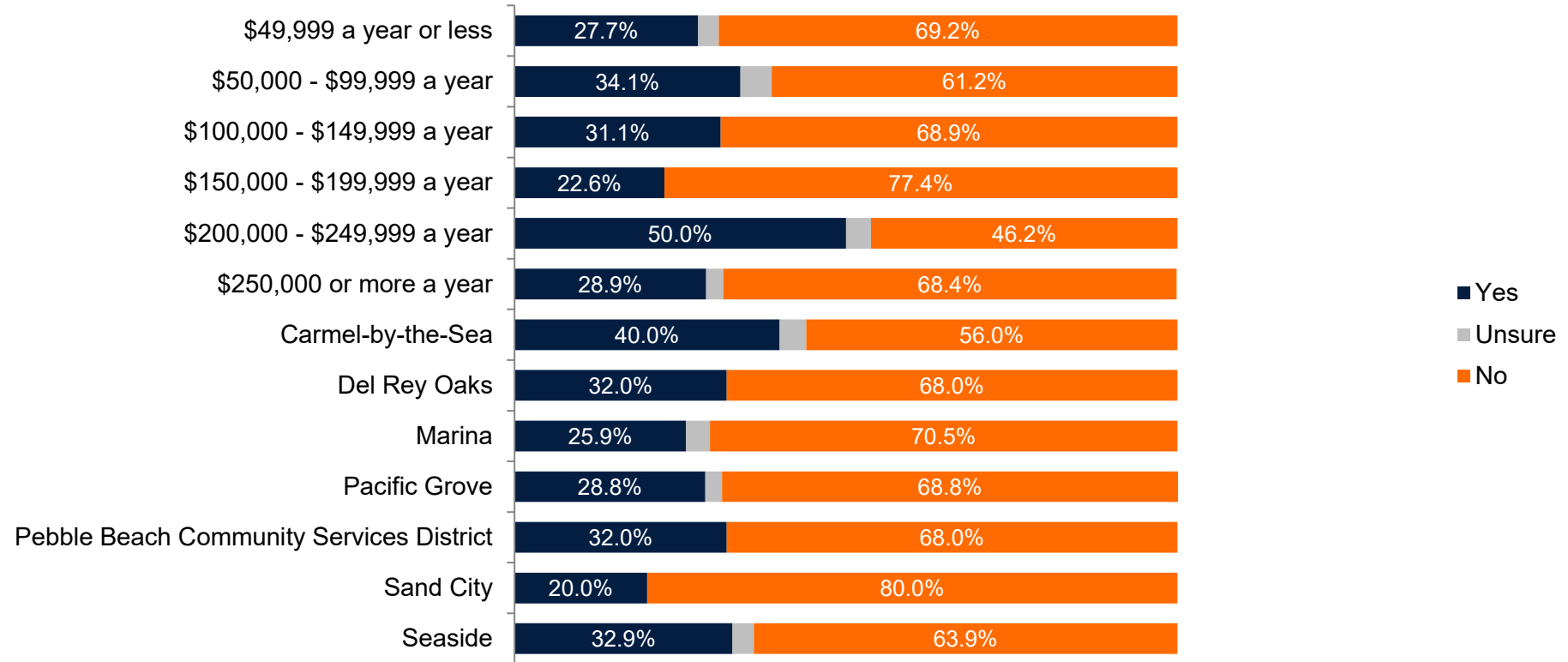


Results by gender, age group, and home type

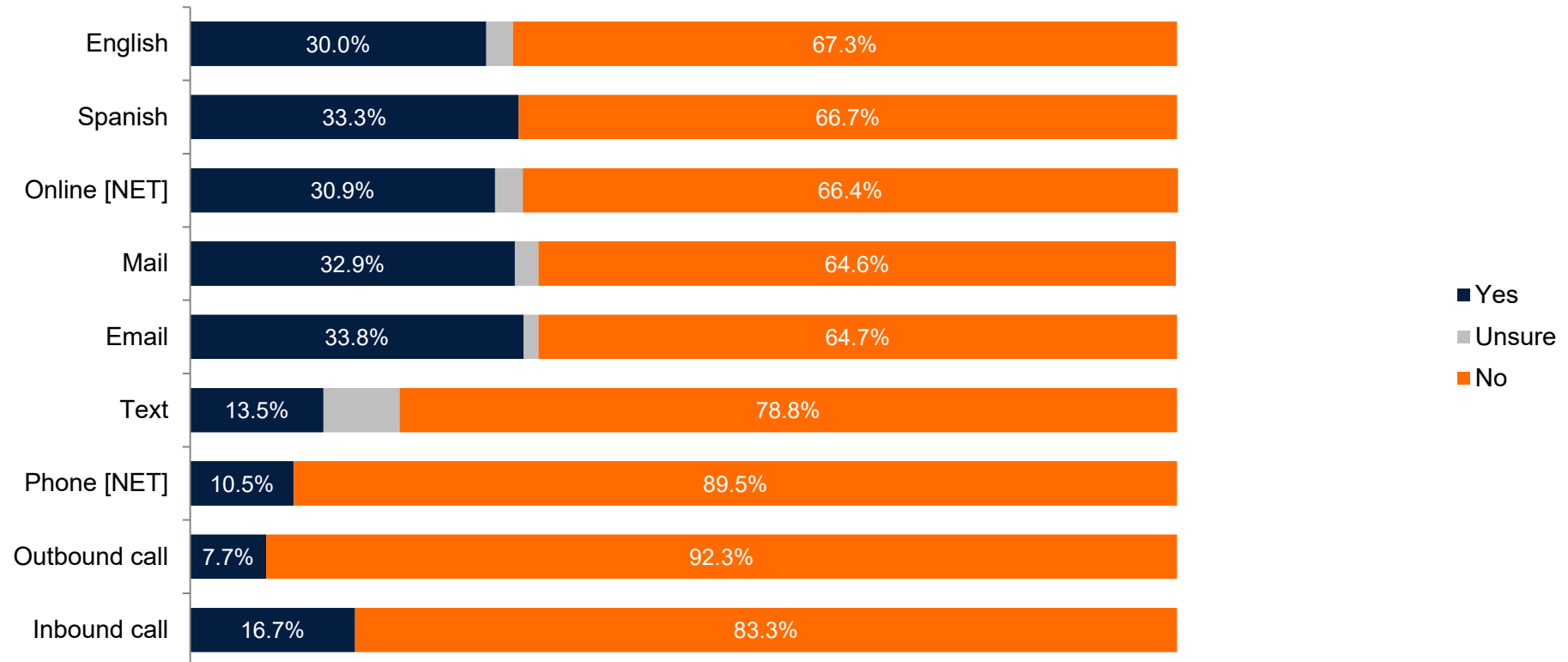
Question 5: Have you contacted GreenWaste Recovery customer service in the past 12 months?



Results by household income and Jurisdiction

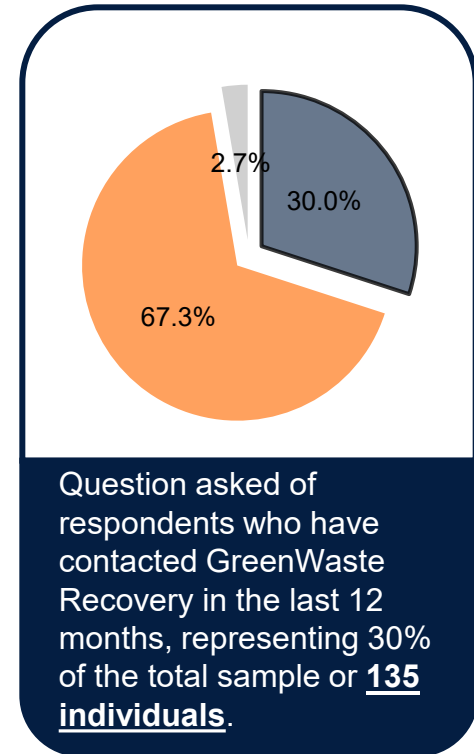
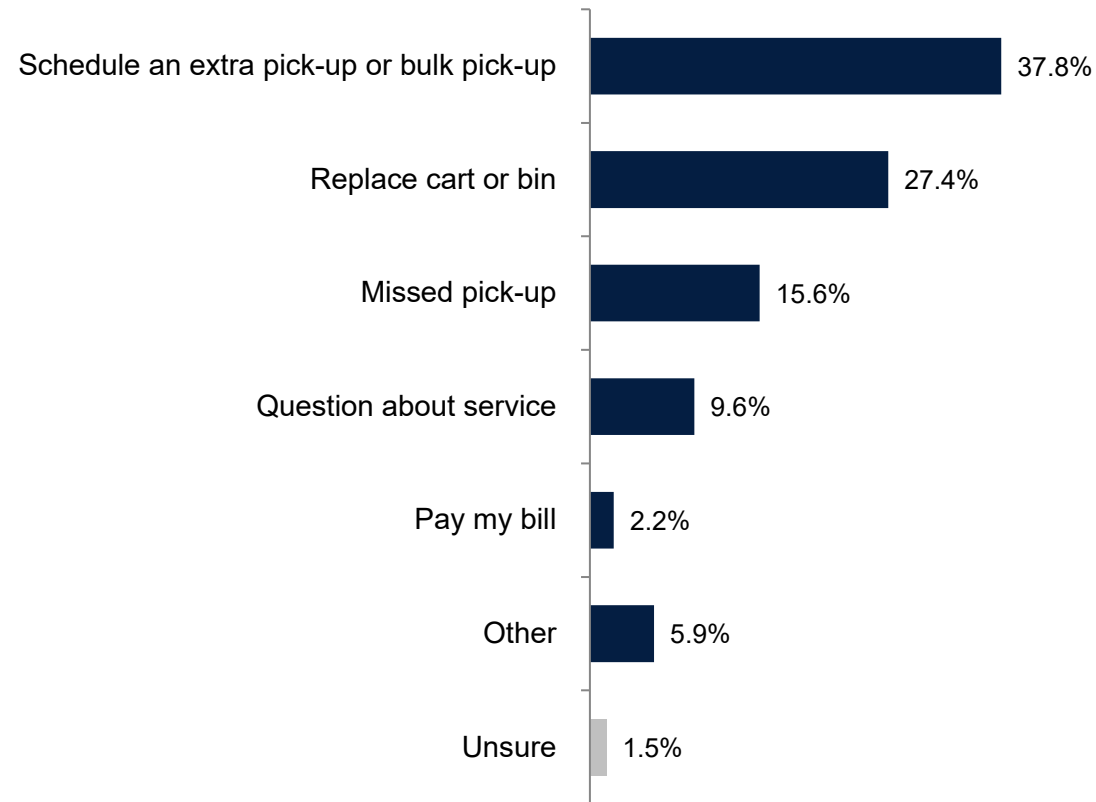


Results by survey language and survey mode



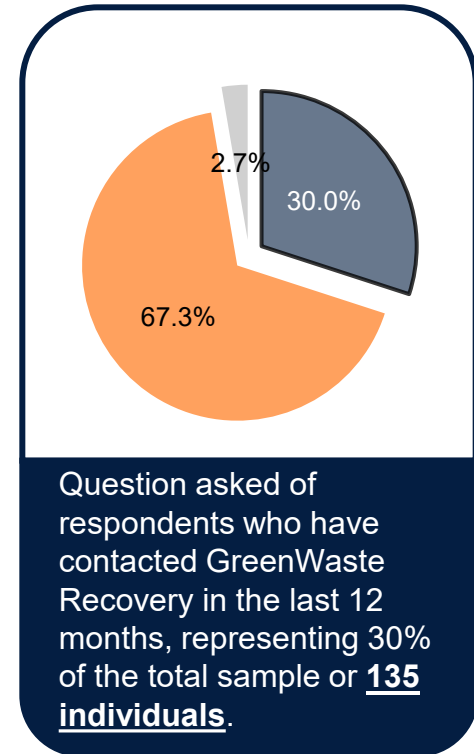
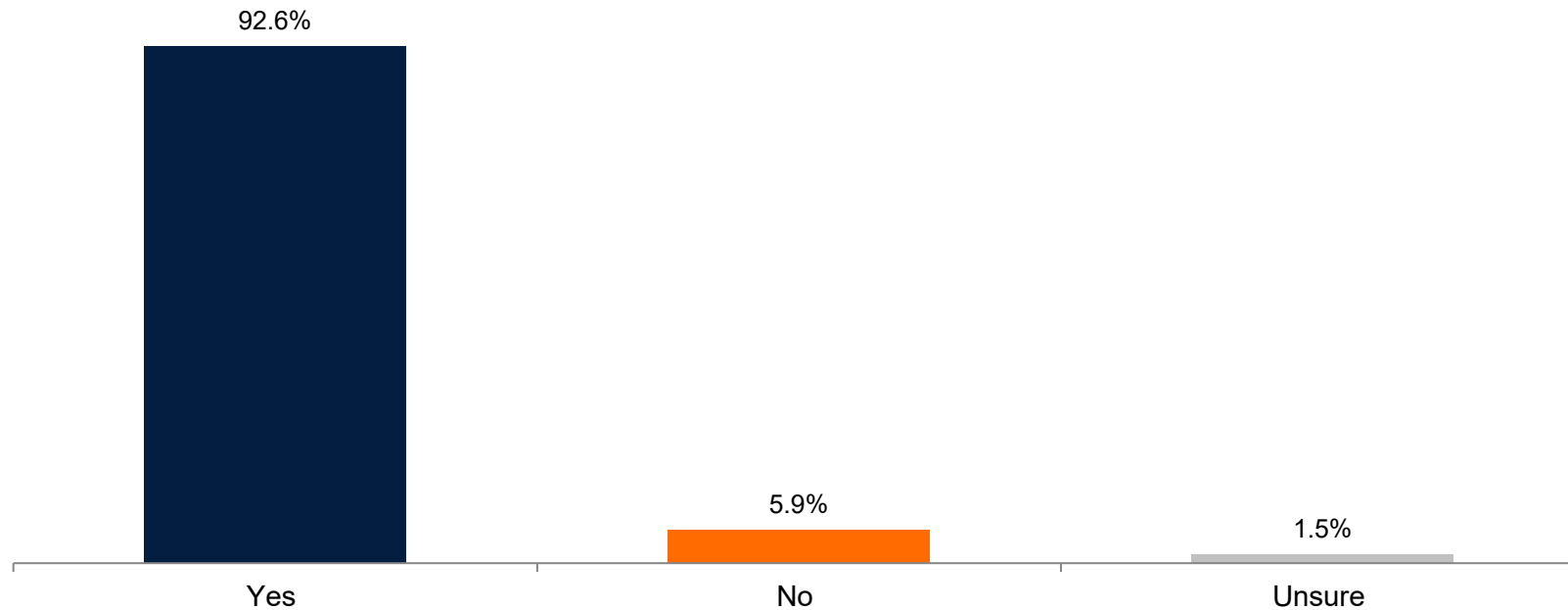
Extra pick-ups and cart replacements are the top reasons residents contact GreenWaste

Question 6: What was the reason for your last call to GreenWaste Recovery customer service?
 [IF ANSWERED YES TO Q5]



93% report their issue was resolved during their first contact with GreenWaste

Question 7: Was your concern resolved with the first call or contact to GreenWaste Recovery customer service?
[IF ANSWERED YES TO Q5]

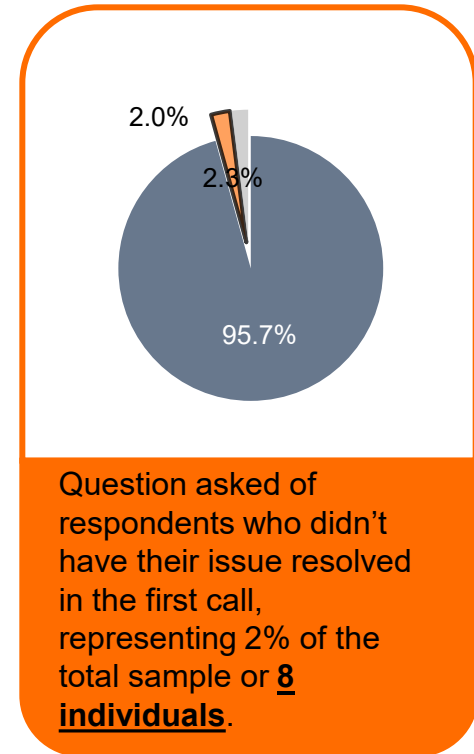
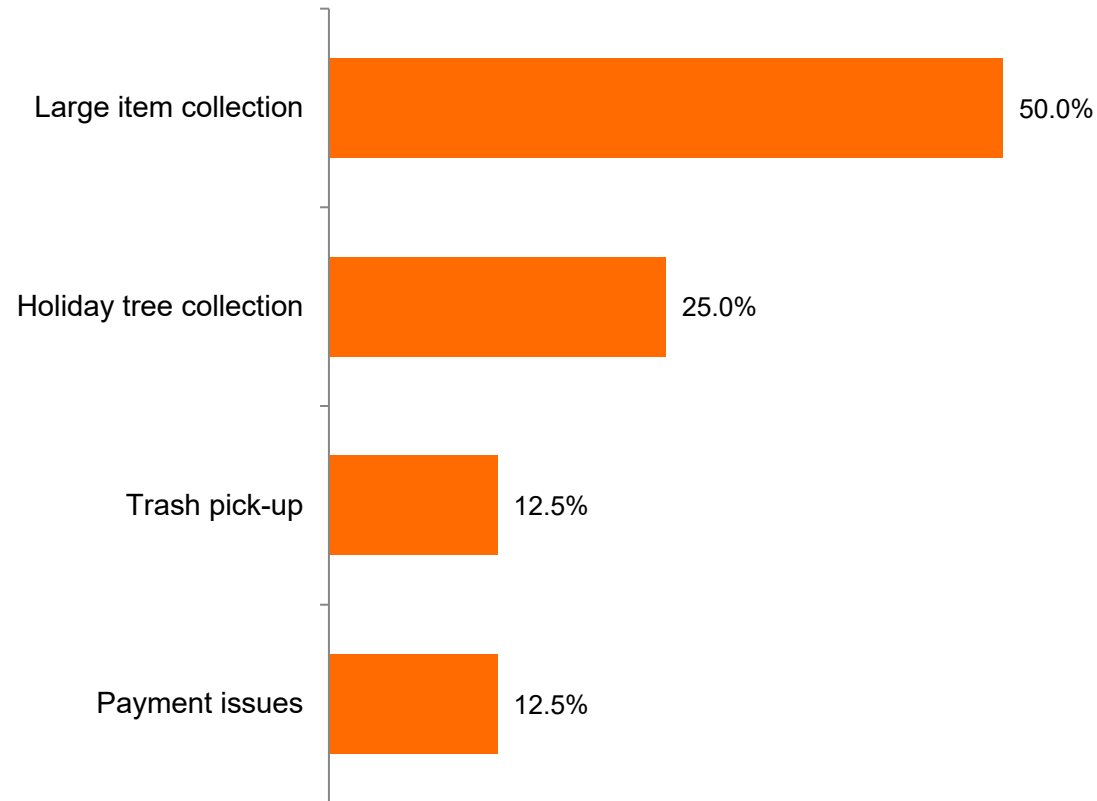


Among unresolved cases (8), large item collection is the most frequently mentioned issue

Question 8: What was not resolved in your first call or contact with GreenWaste Recovery?

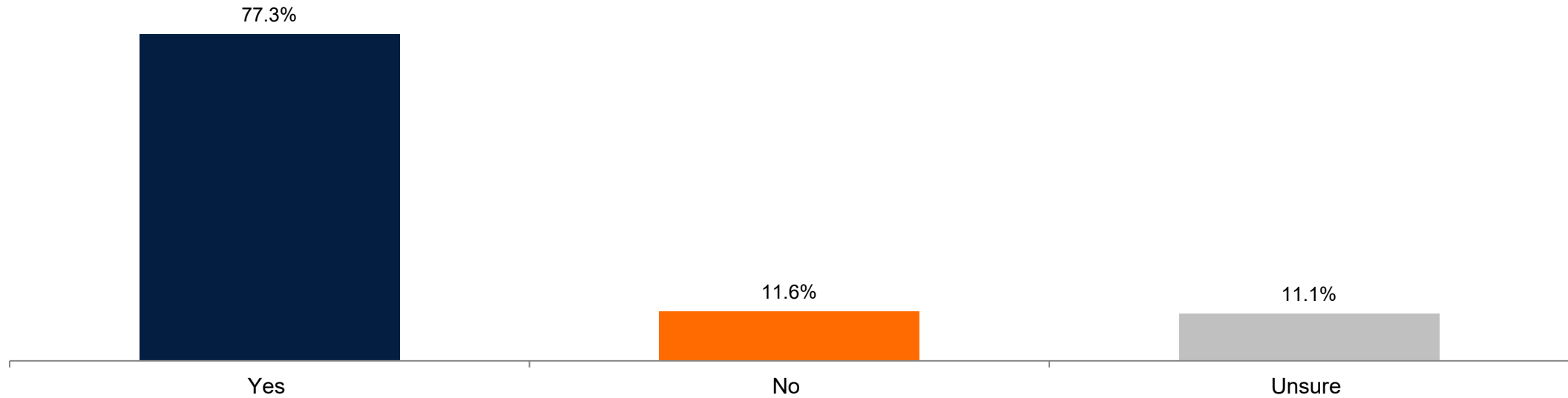
[IF ANSWERED NO TO Q7]

[OPEN-ENDED QUESTION]



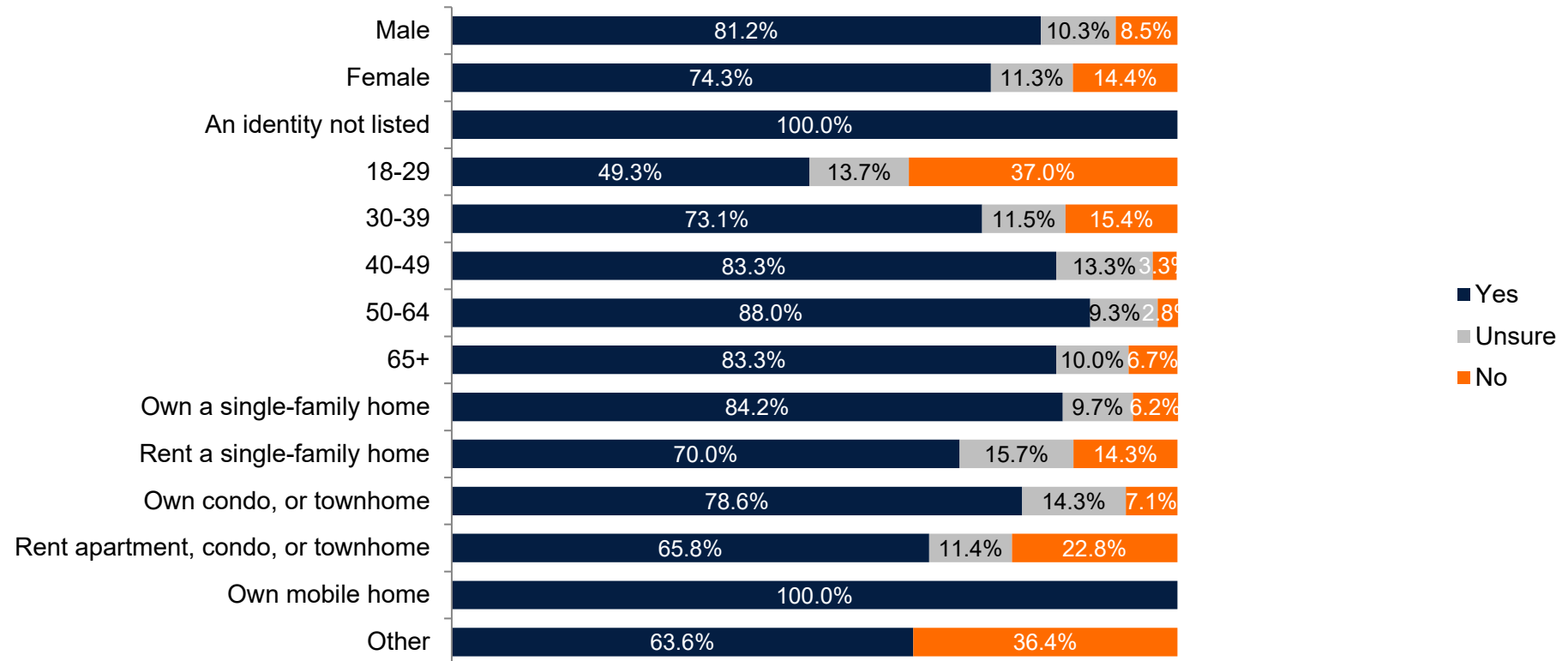
77% remember receiving information or educational material from GreenWaste

Question 9: Have you received any information or educational material about garbage, recycling, or organics from GreenWaste Recovery?

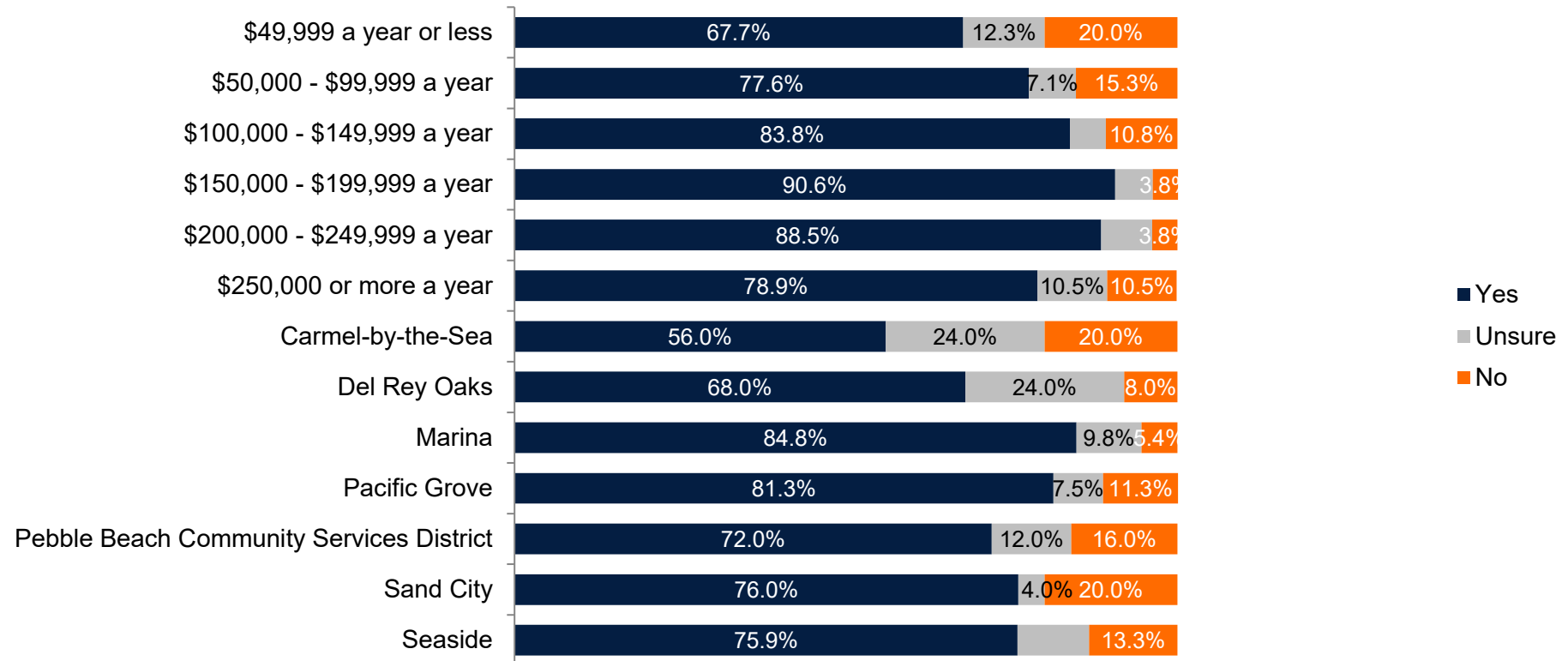


Results by gender, age group, and home type

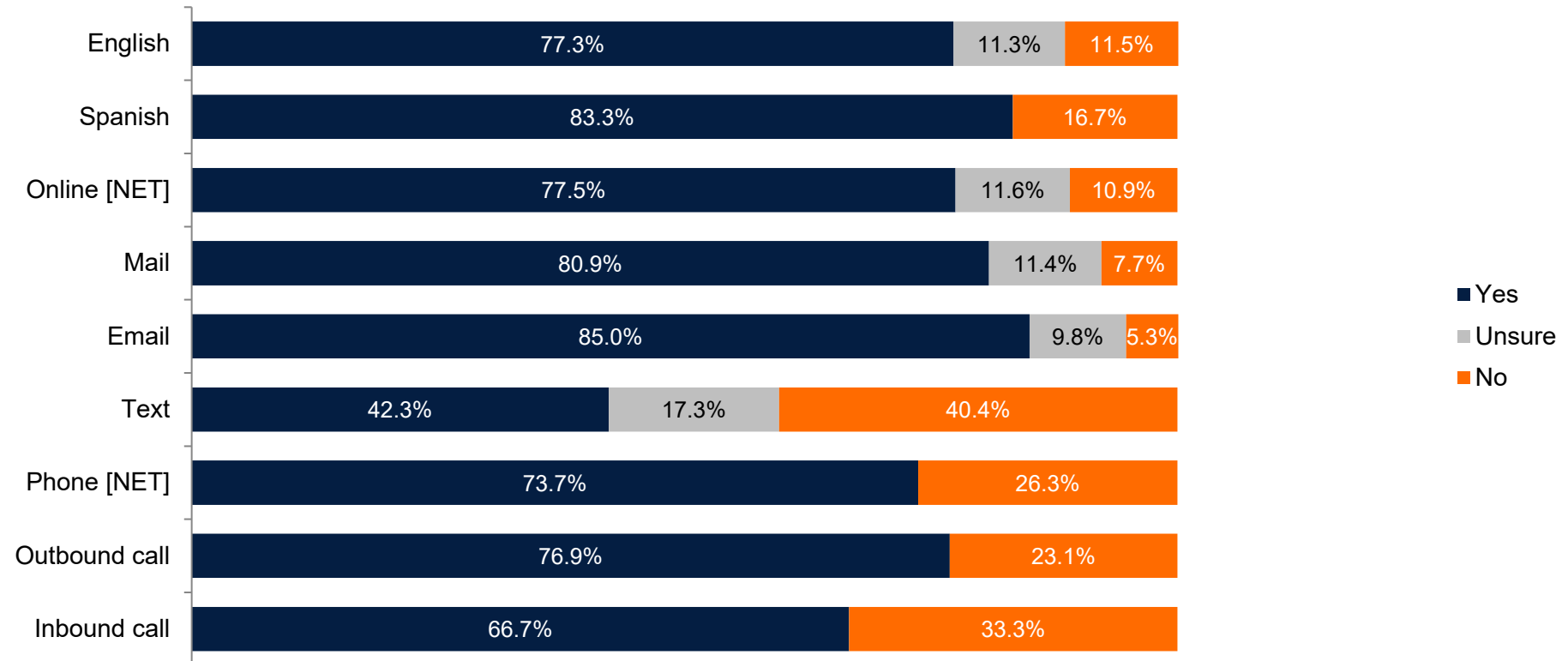
Question 9: Have you received any information or educational material about garbage, recycling, or organics from GreenWaste Recovery?



Results by household income and Jurisdiction

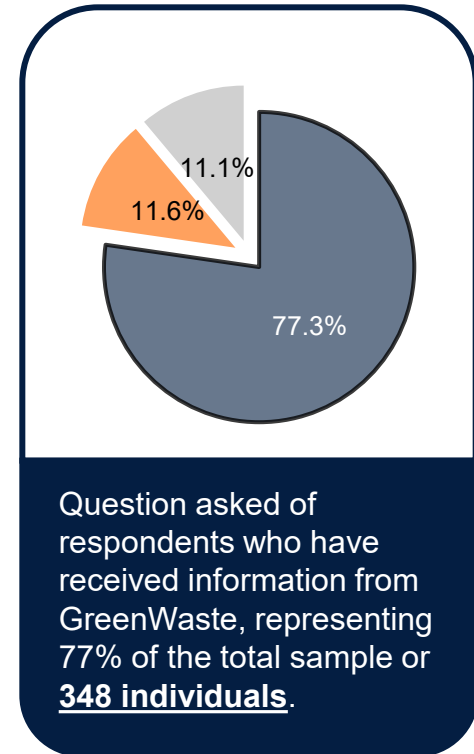
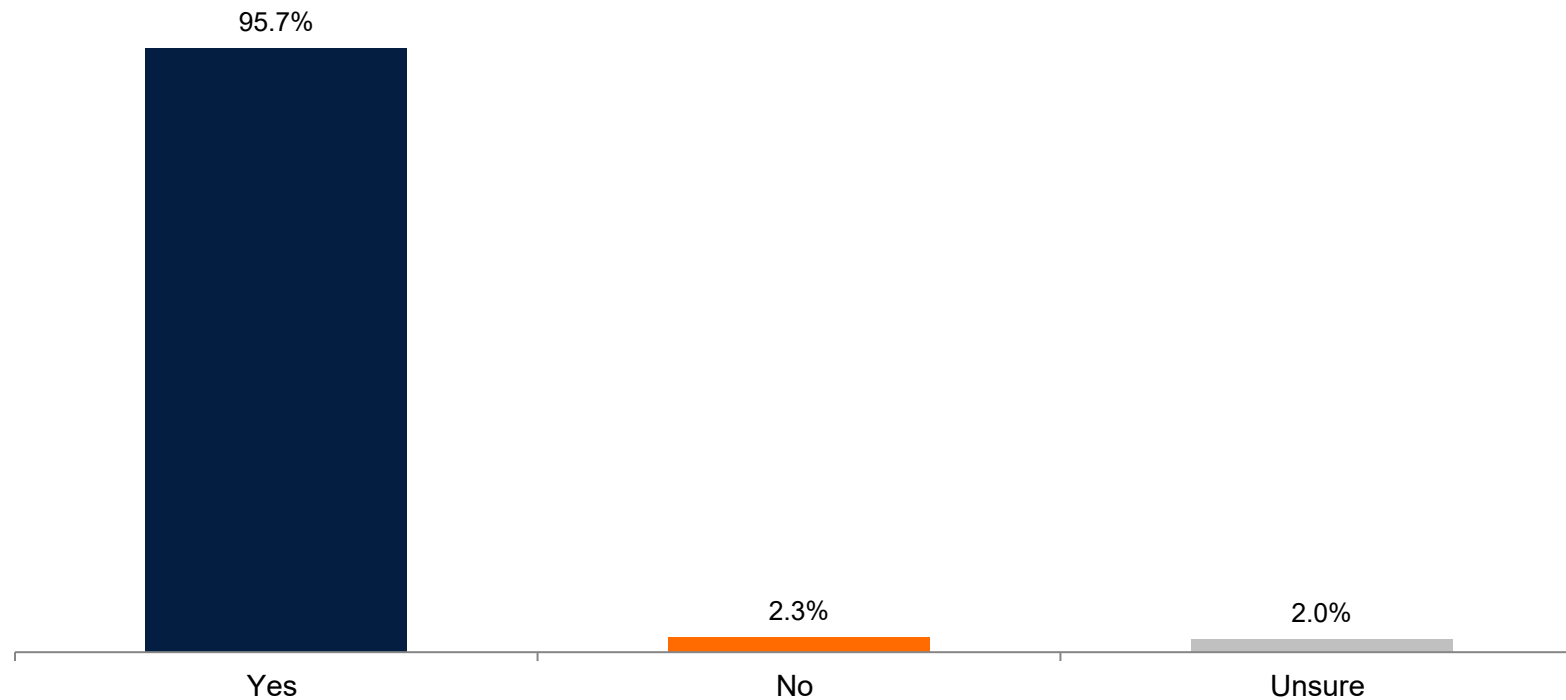


Results by survey language and survey mode



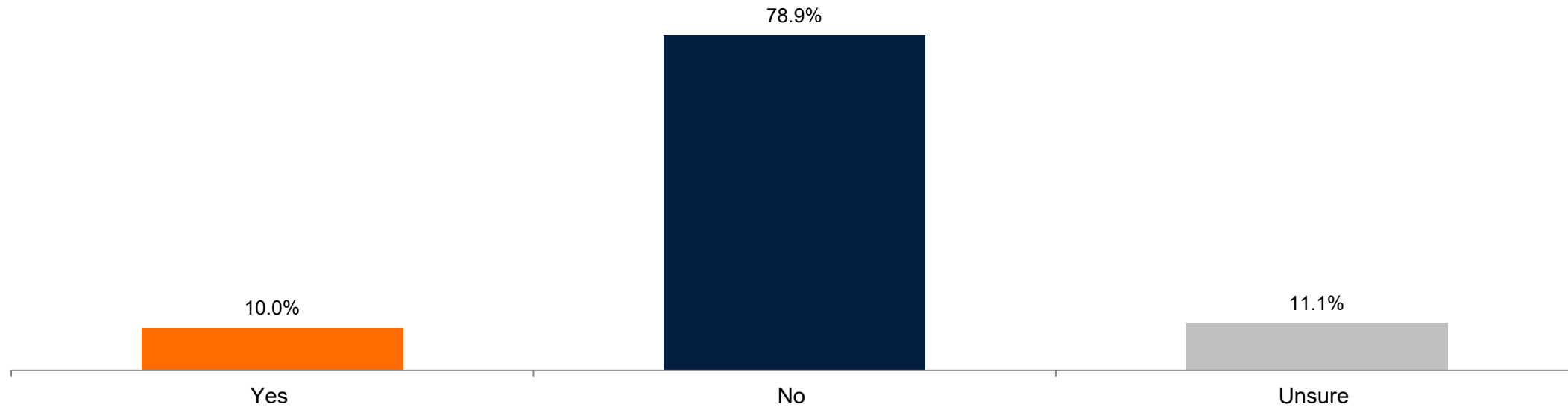
96% say the information was clear, educational, and easy to understand

Question 10: Was the information about garbage, recycling, or organics from GreenWaste Recovery clear, educational, and easy to understand?
[IF ANSWERED YES TO Q9]



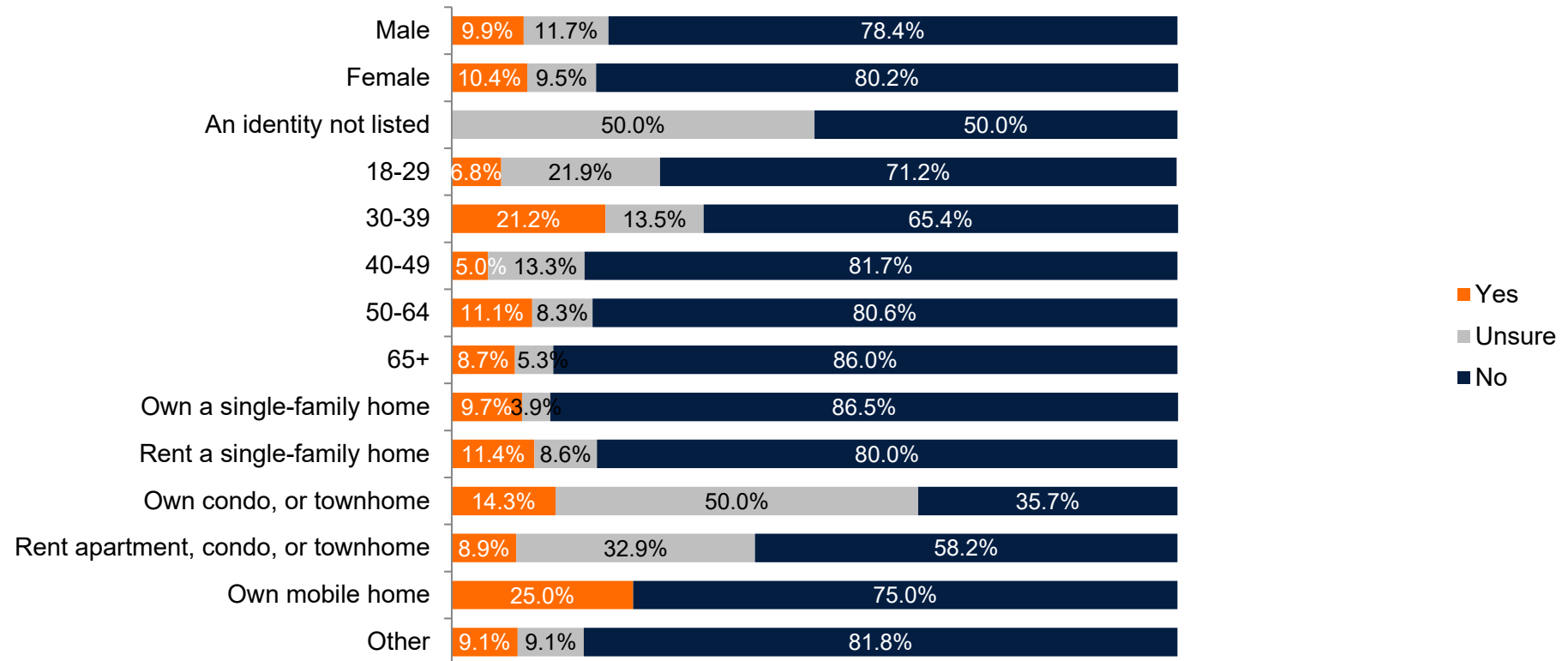
79% have had their carts emptied on their regularly scheduled collection day every time during the past 12 months

Question 11: Excluding holidays where service is delayed by one day, during the past 12 months, was there a time when GreenWaste Recovery did not empty any of your containers on your regularly scheduled collection day?

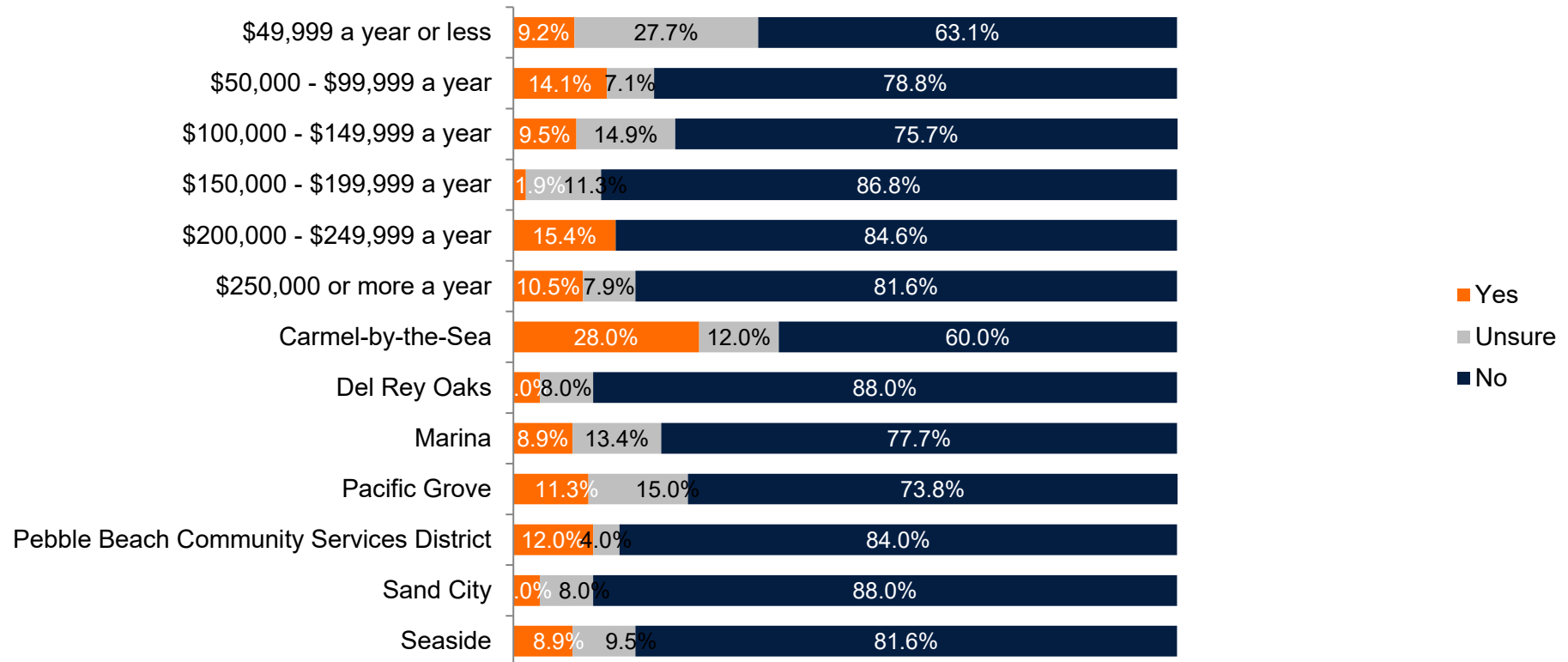


Results by gender, age group, and home type

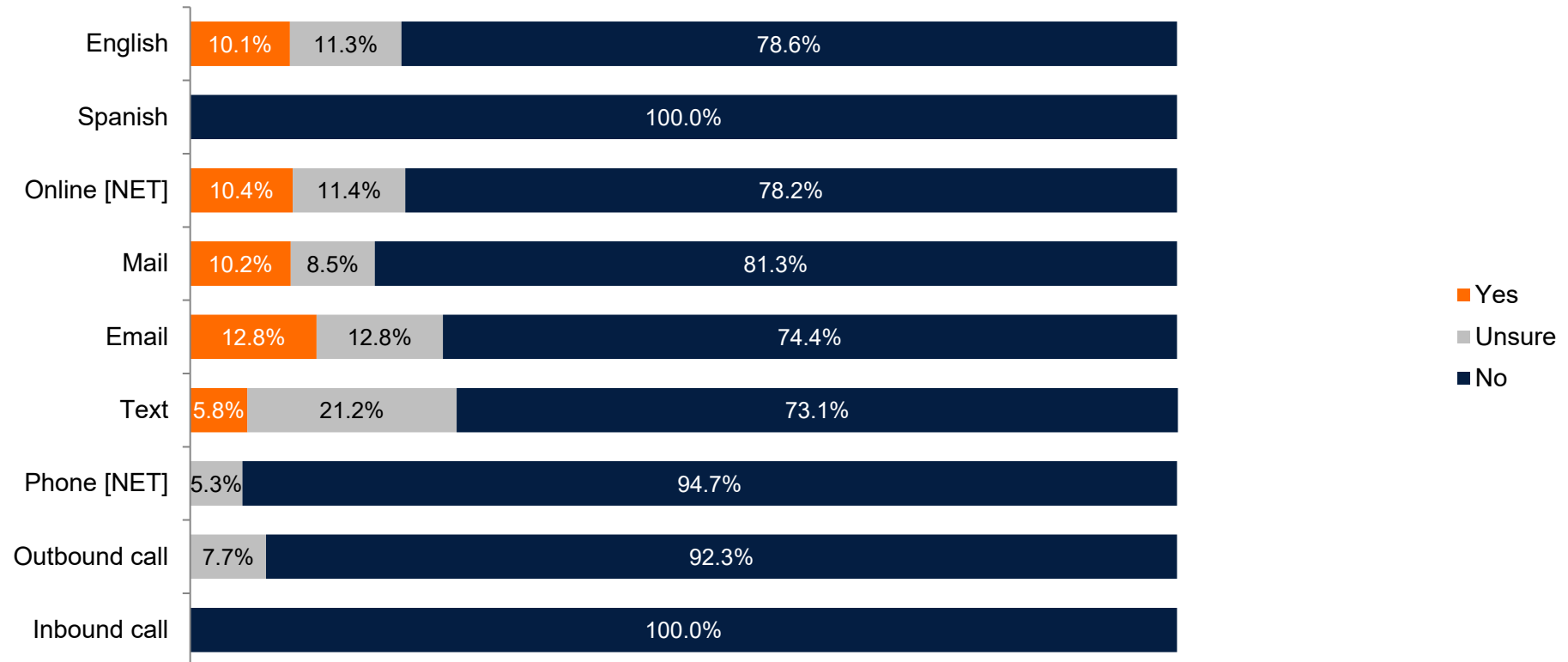
Question 11: Excluding holidays where service is delayed by one day, during the past 12 months, was there a time when GreenWaste Recovery did not empty any of your containers on your regularly scheduled collection day?



Results by household income and Jurisdiction

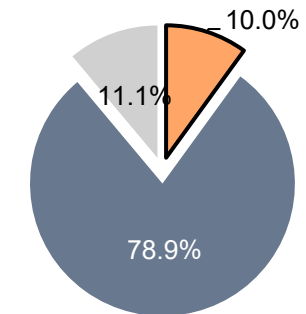
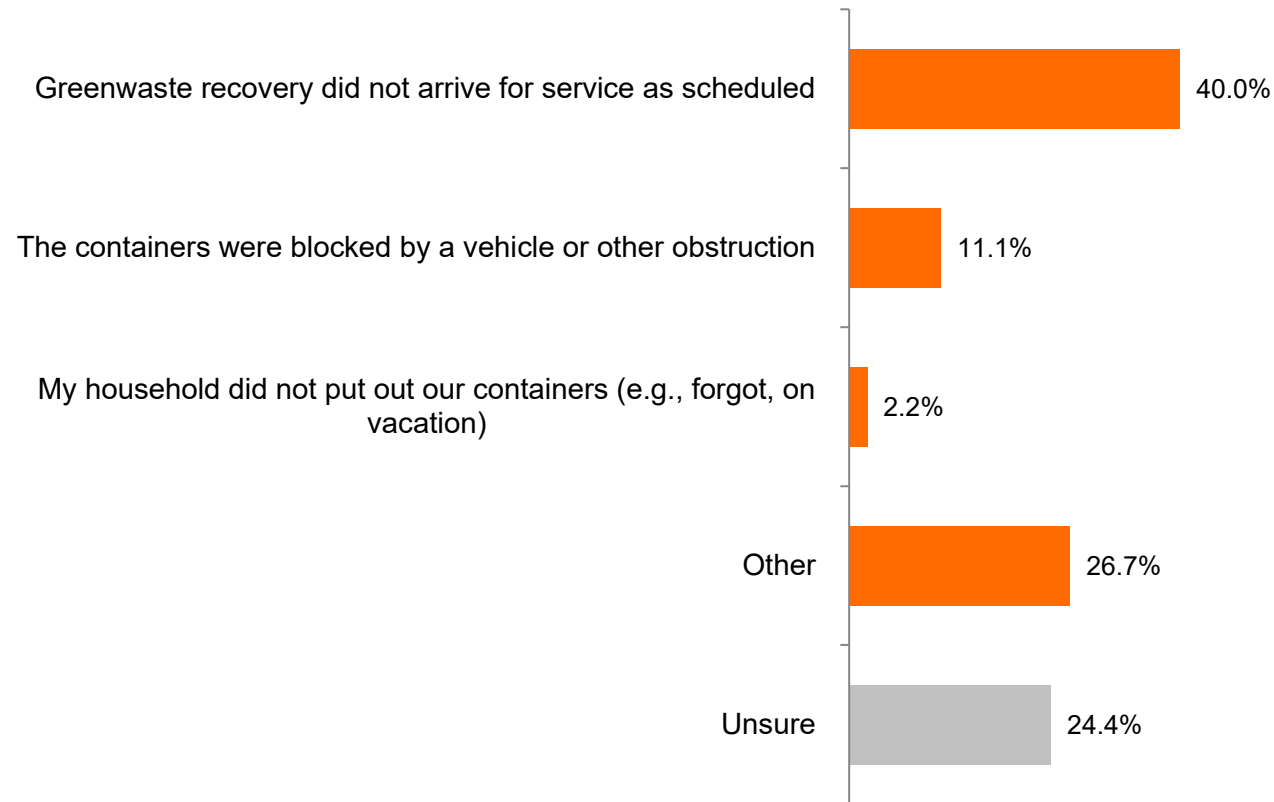


Results by survey language and survey mode



Among missed collections, the top reason reported is service not arriving as scheduled

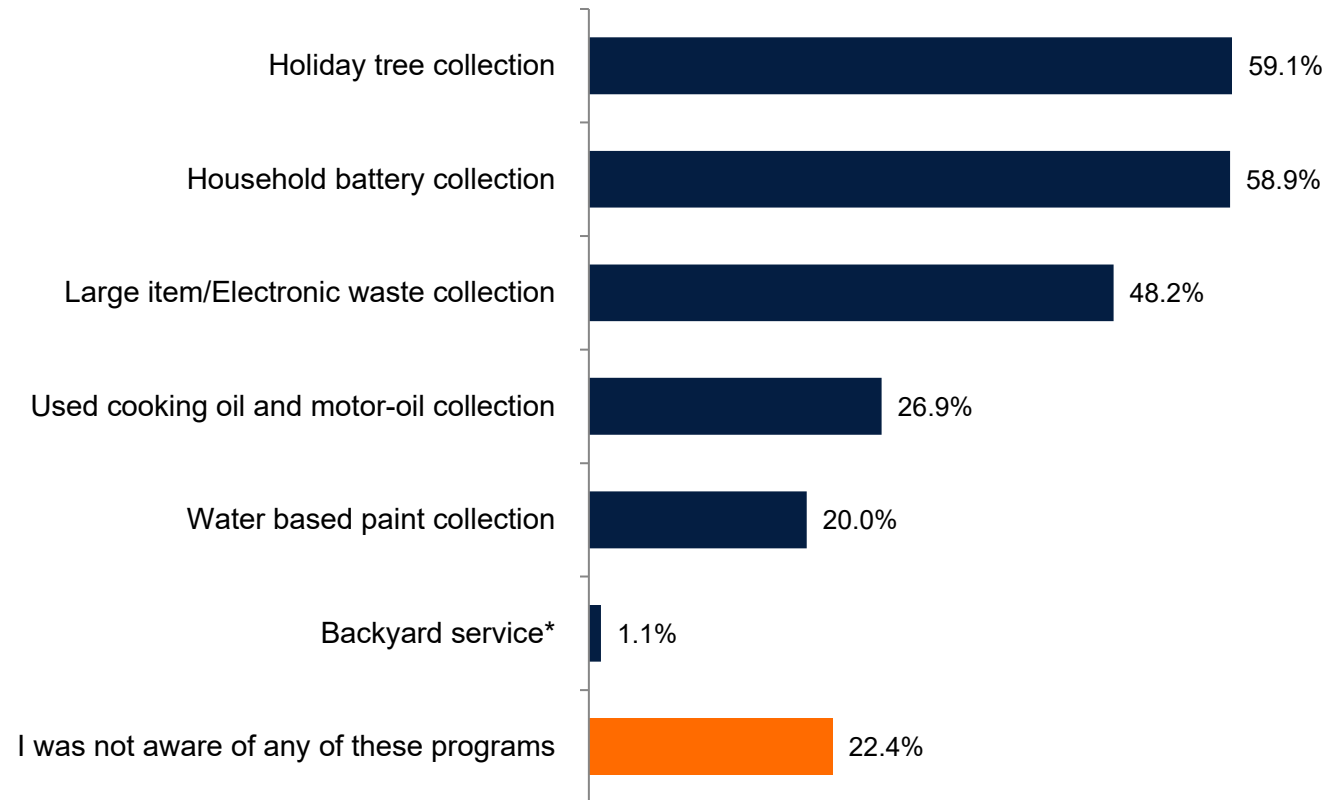
Question 12: What was the reason your containers were not emptied by GreenWaste Recovery on their scheduled collection day? Select all that apply.
[IF ANSWERED YES TO Q11]



Question asked of respondents who reported that their container was not emptied on their scheduled day, representing 10% of the total sample or **45 individuals**.

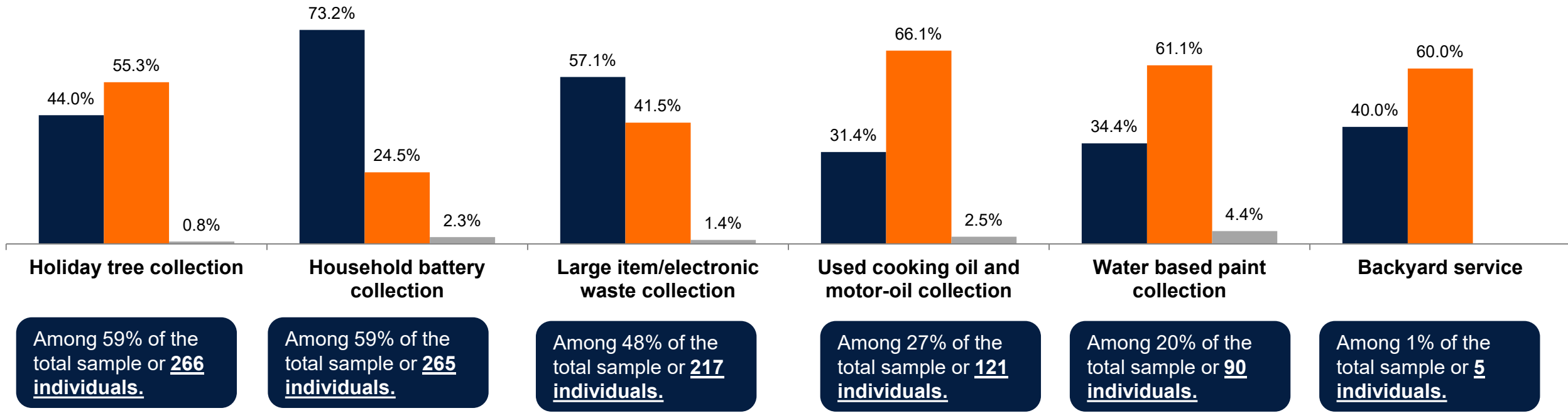
Holiday tree and battery collection are the most recognized programs

Question 13: GreenWaste Recovery offers a variety of programs to customers. Prior to taking this survey, which services were you aware of? Select all that apply.

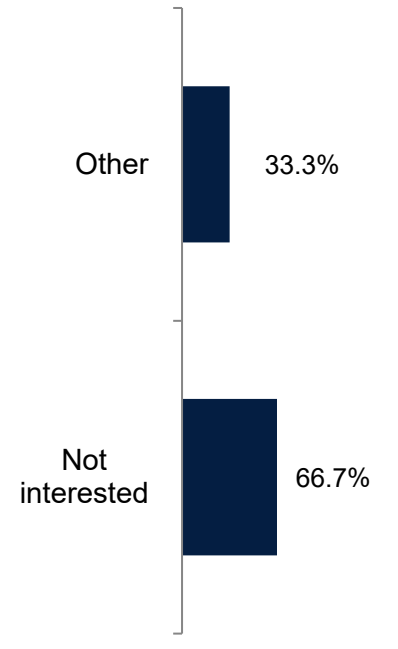
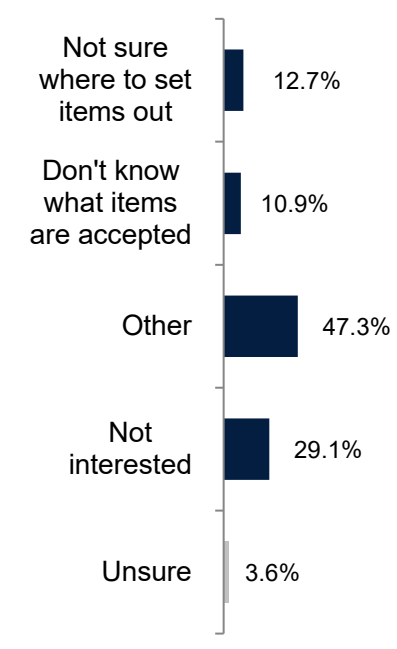
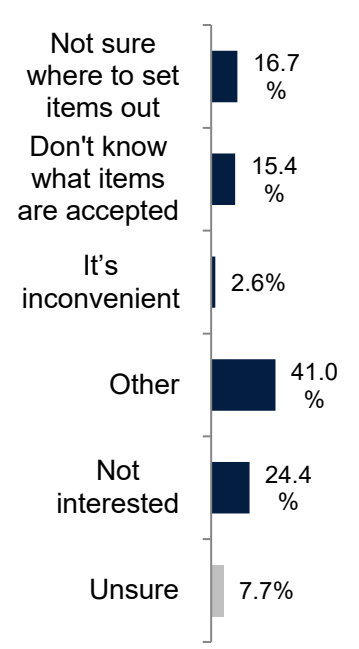
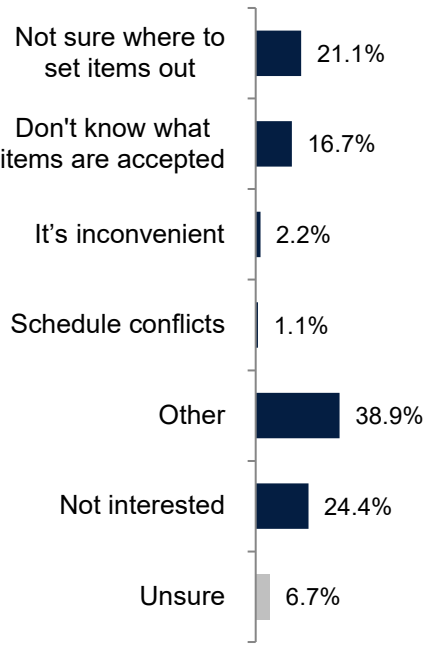
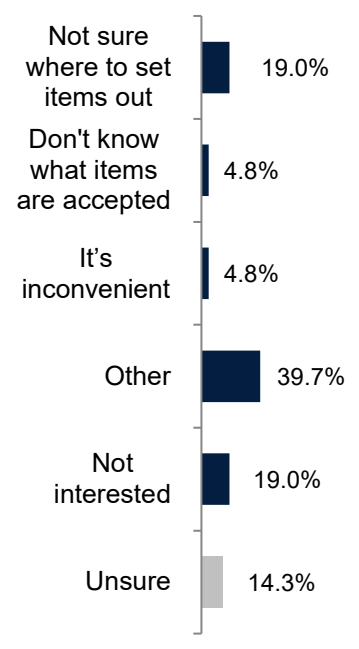
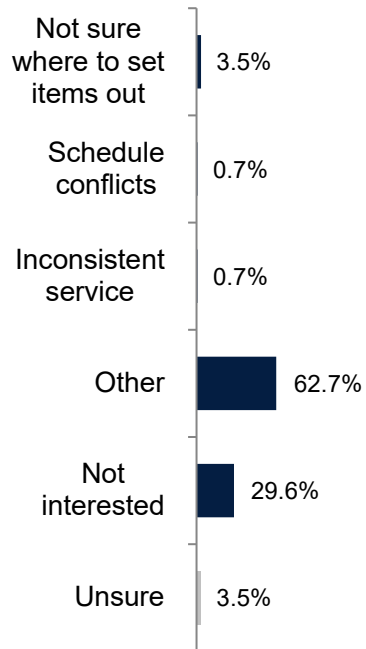


Question 14: Has your household ever utilized _____?
 [PROGRAMS SELECTED IN Q13]

■ Yes ■ No ■ Unsure



Question 15: What prevents your household from participating in _____?
 [PROGRAMS SELECTED IN Q13]
 [IF ANSWERED NO TO Q14]



Holliday tree collection

Household battery collection

Large item/electronic waste collection

Used cooking oil and motor-oil collection

Water based paint collection

Backyard service

Among 32% of the total sample or **142 individuals.**

Among 14% of the total sample or **63 individuals.**

Among 20% of the total sample or **90 individuals.**

Among 17% of the total sample or **78 individuals.**

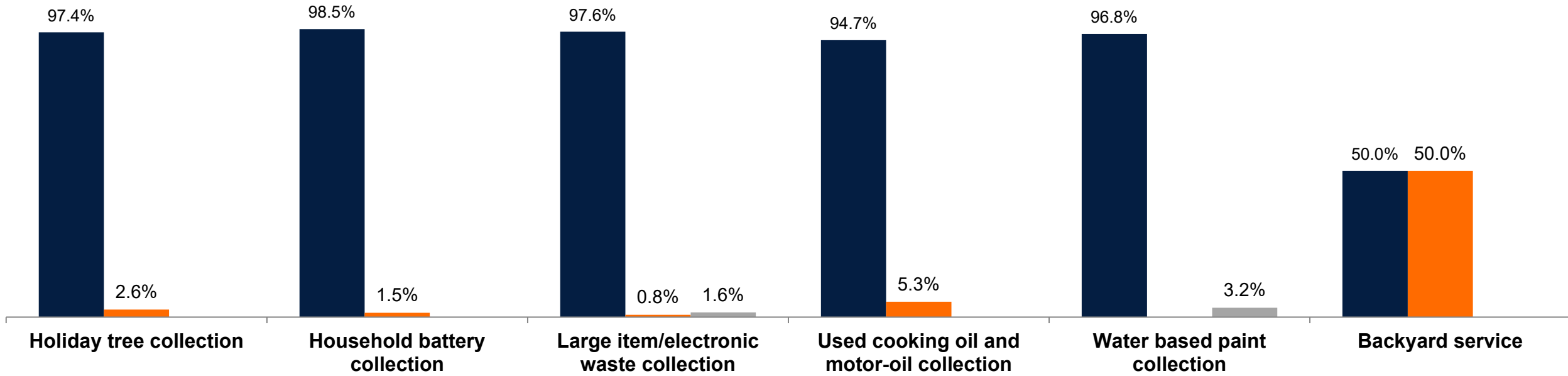
Among 12% of the total sample or **55 individuals.**

Among 1% of the total sample or **3 individuals.**



Question 16: Were you satisfied or dissatisfied with _____?
 [PROGRAMS SELECTED IN Q13]
 [IF ANSWERED YES TO Q14]

■ Satisfied ■ Dissatisfied ■ Unsure



Among 26% of the total sample or **117 individuals.**

Among 43% of the total sample or **194 individuals.**

Among 28% of the total sample or **124 individuals.**

Among 8% of the total sample or **38 individuals.**

Among 7% of the total sample or **31 individuals.**

Among <1% of the total sample or **2 individuals.**



Question 16: Why are you dissatisfied with _____?
 [PROGRAMS SELECTED IN Q13]
 [IF ANSWERED DISSATISDIED TO Q15]

Holiday tree collection

Too short

The dates that were given to remove the tree was not accurate or they just didnt p/u my tree?

They didn't pick up our tree this year or last year.

Household battery collection

I FOUND THE BAGGED BATTERIES ON THE STREET AFTER THE TRUCK LEFT.

We can't put button-cell batteries with regular alkaline batteries on top of our recycling bin. I've been told that we have to take them to the recycling station.

Don't like having to use a plastic baggie

Large item/electronic waste collection

They didn't pick up the items.

Used cooking oil and motor-oil collection

Do not always receive a replacement oil filter bag for the one I put out.

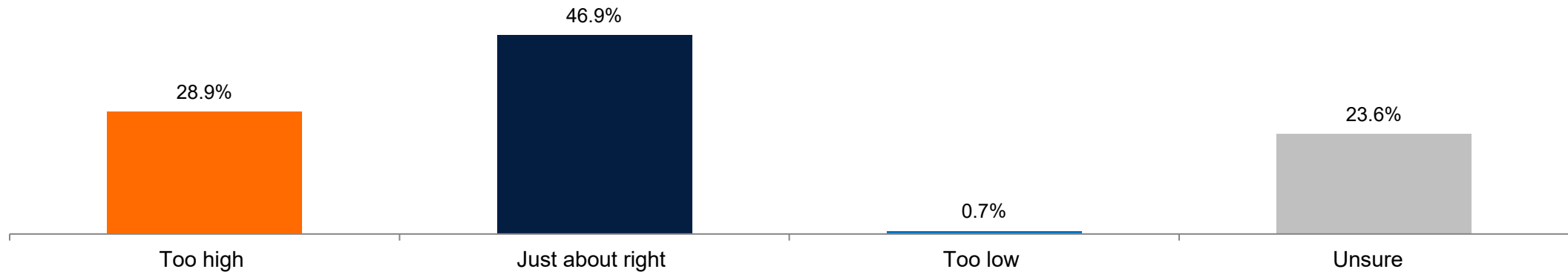
they used to leave a container: SWAP OUT. No, I have to call and container seems to always be oily on the outside

Backyard service

There were many occasions when the truck broke many tree and bush branches on their way up the driveway. They also broke the raised asphalt were we park our car at the top of the driveway. The company did eventually repair it but took almost a year to do so. The truck also did cause erosion of the asphalt driveway although we do realize that this was not the fault of the driver but rather the weight of the truck itself.

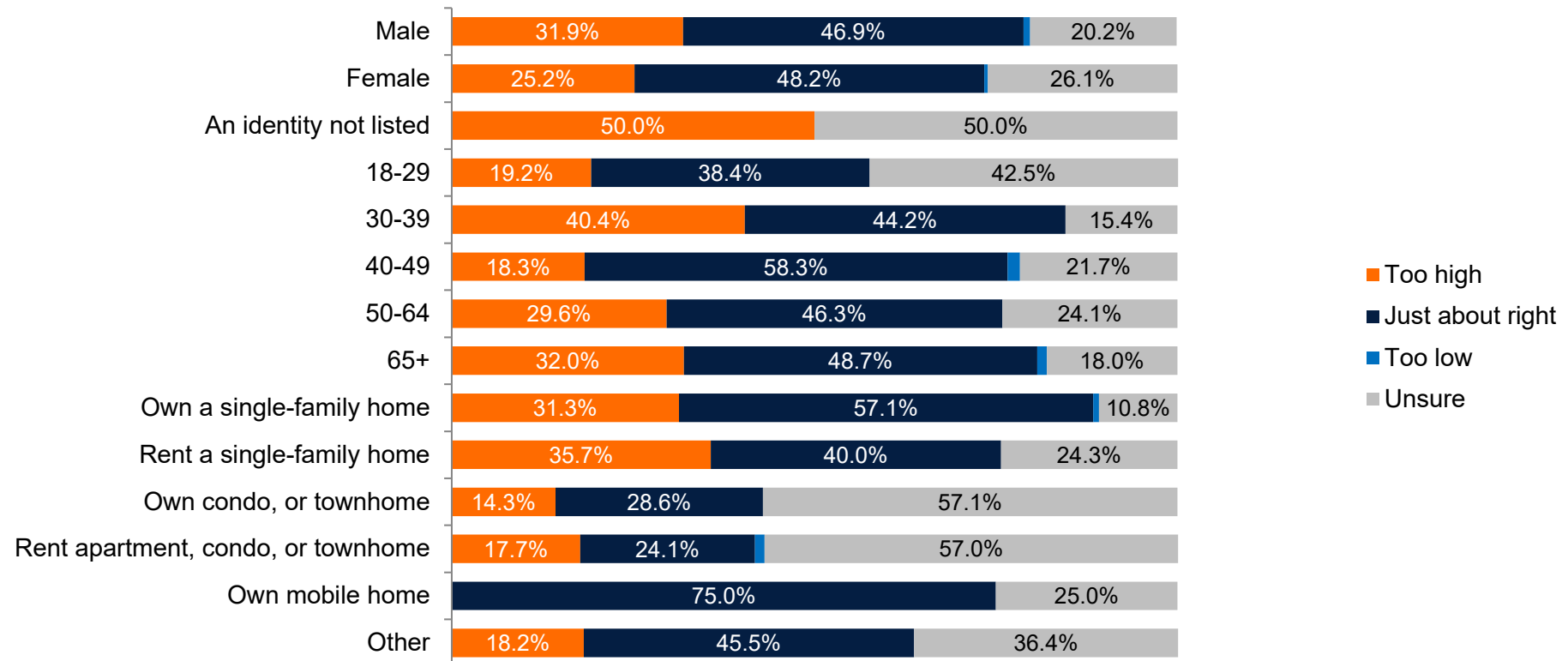
47% think their garbage and recycling bill is just about right

Question 18: Thinking about your quarterly garbage and recycling bill, would you say the amount you pay is:

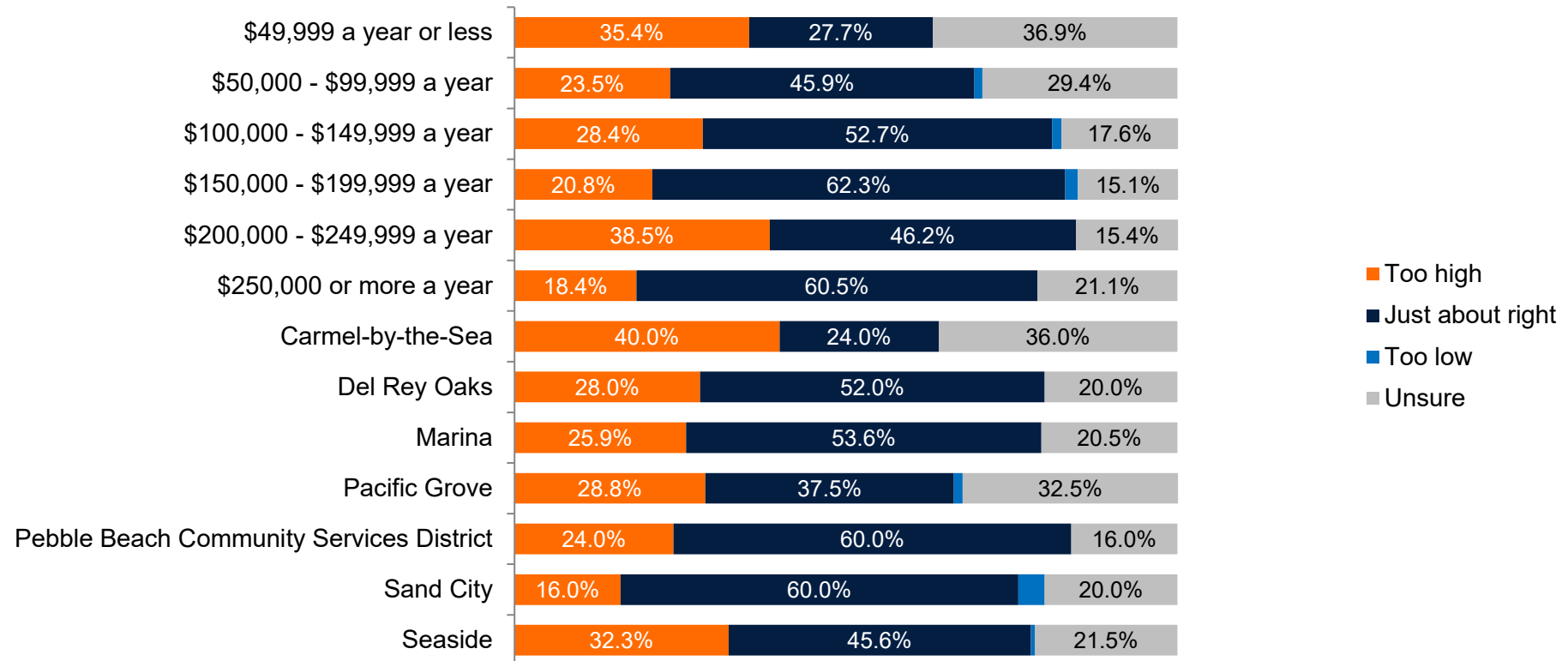


Results by gender, age group, and home type

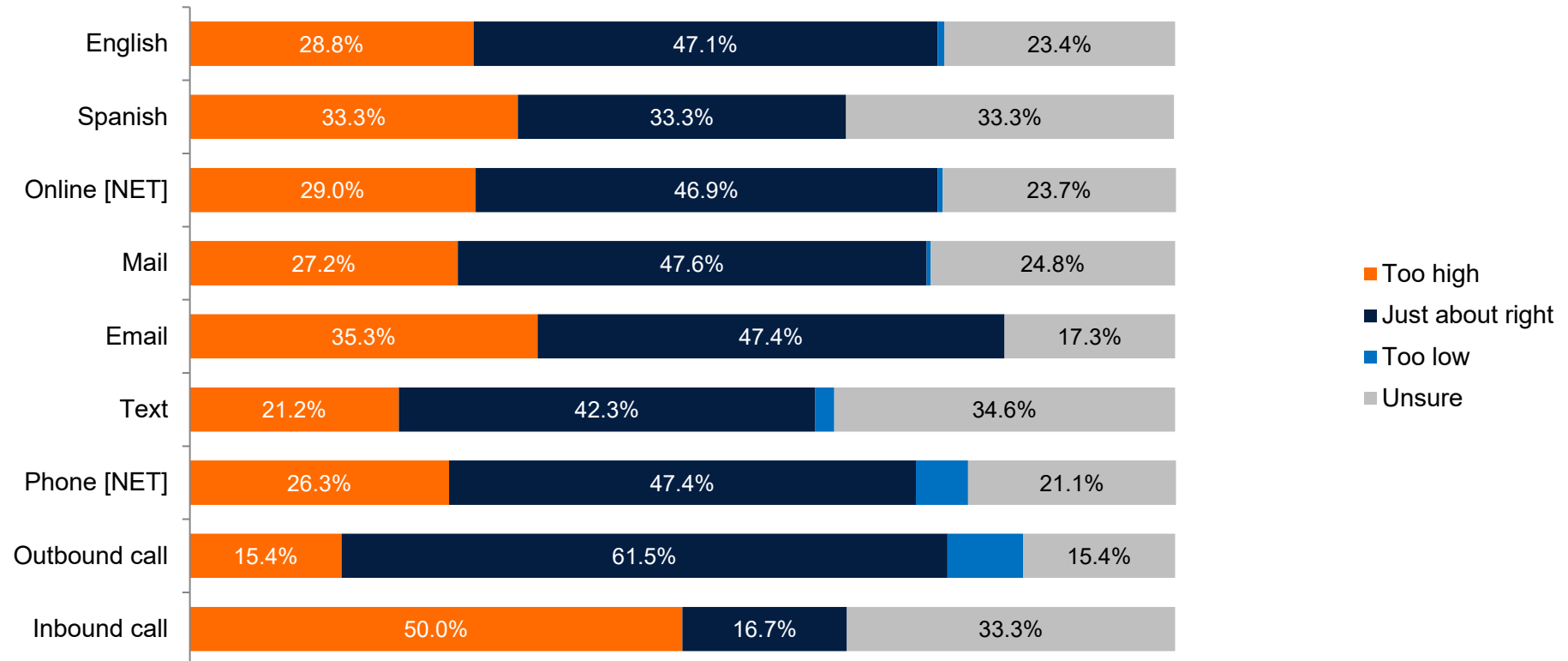
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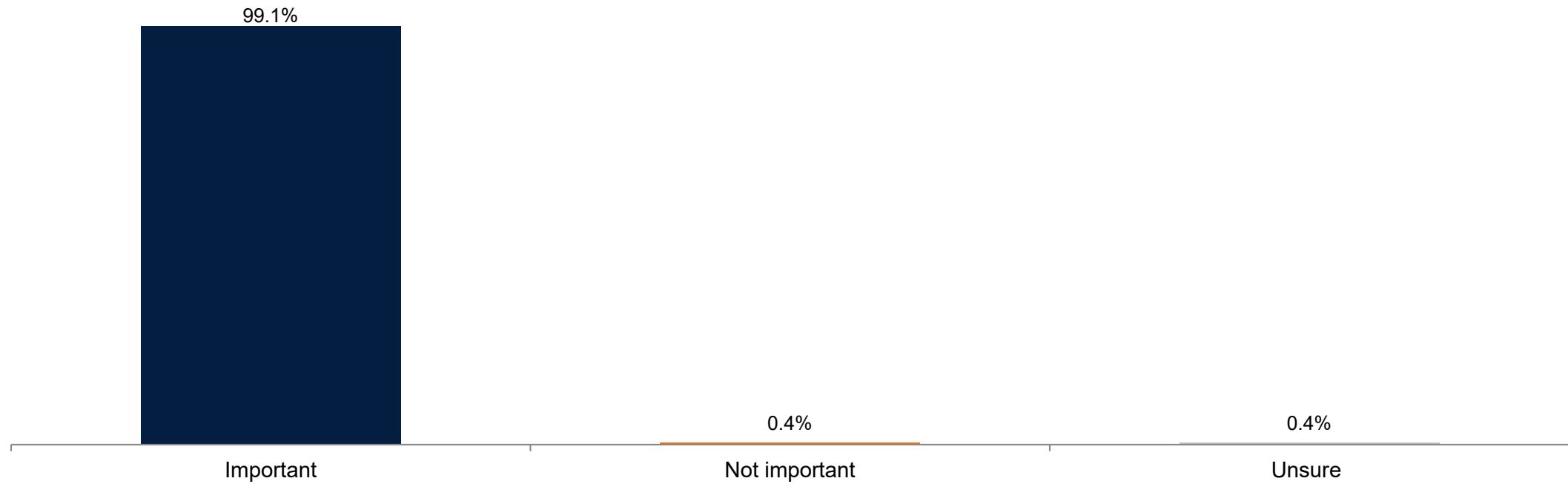
Results by household income and Jurisdiction



Results by survey language and survey mode



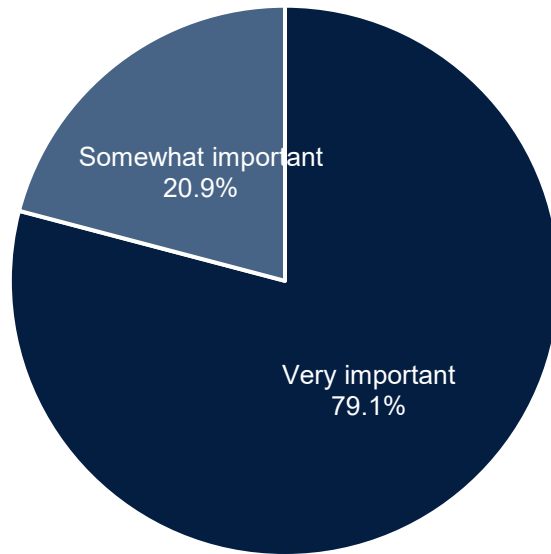
99% say affordability is important



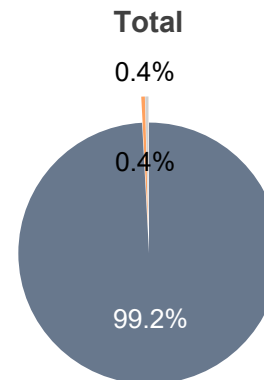
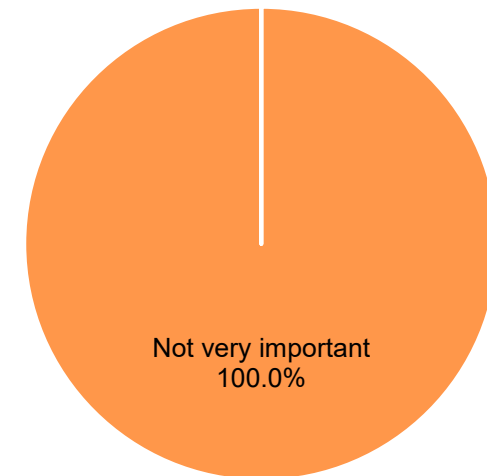
Among those who say important, 79% say very important

Question 19: How important are each of the following community values when thinking about your garbage and recycling services? **Affordability**

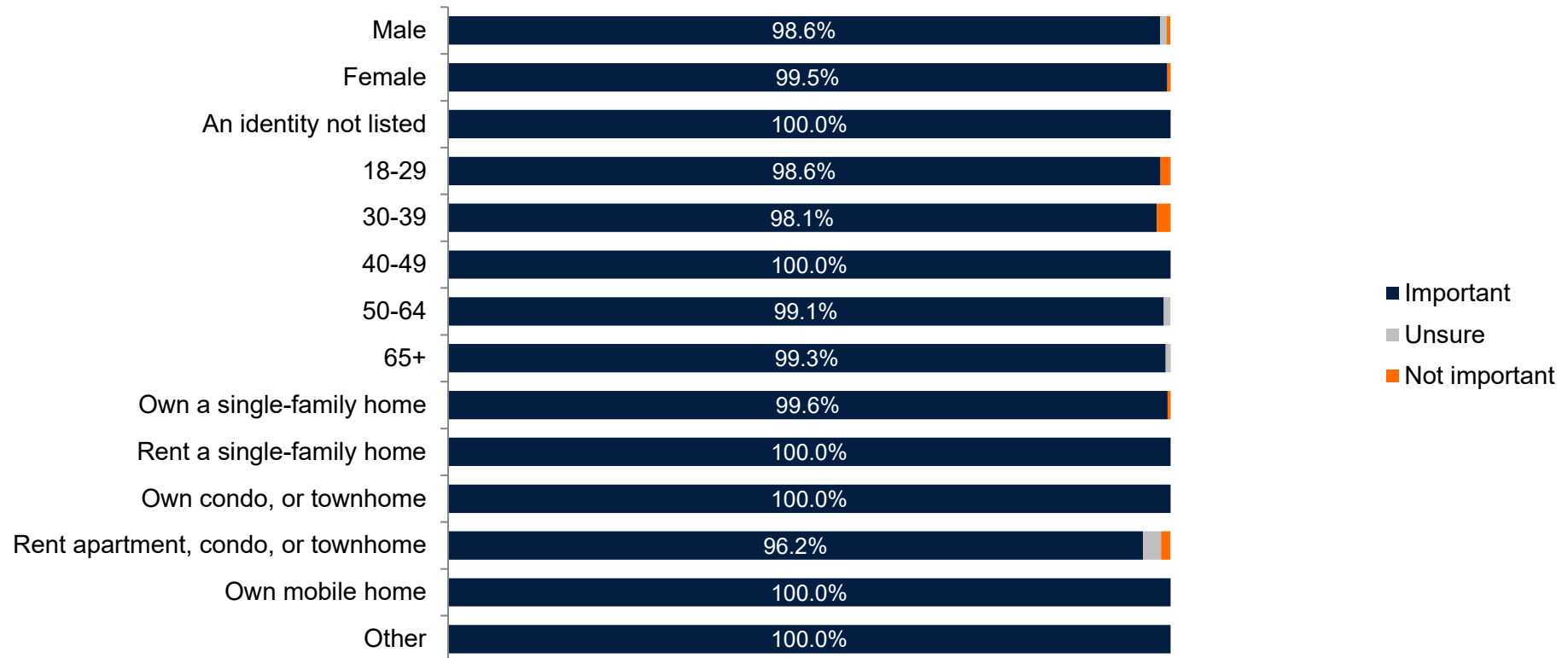
Among those who said important



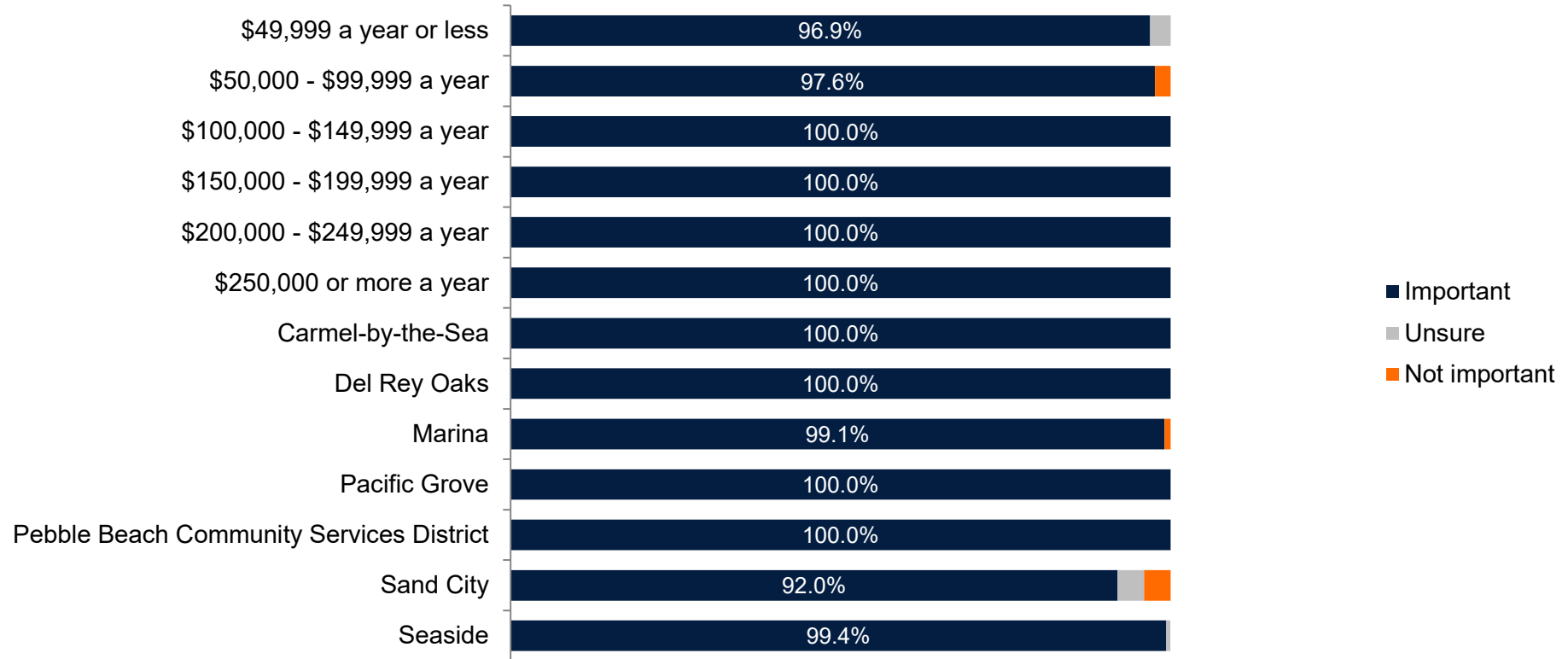
Among those who said not important



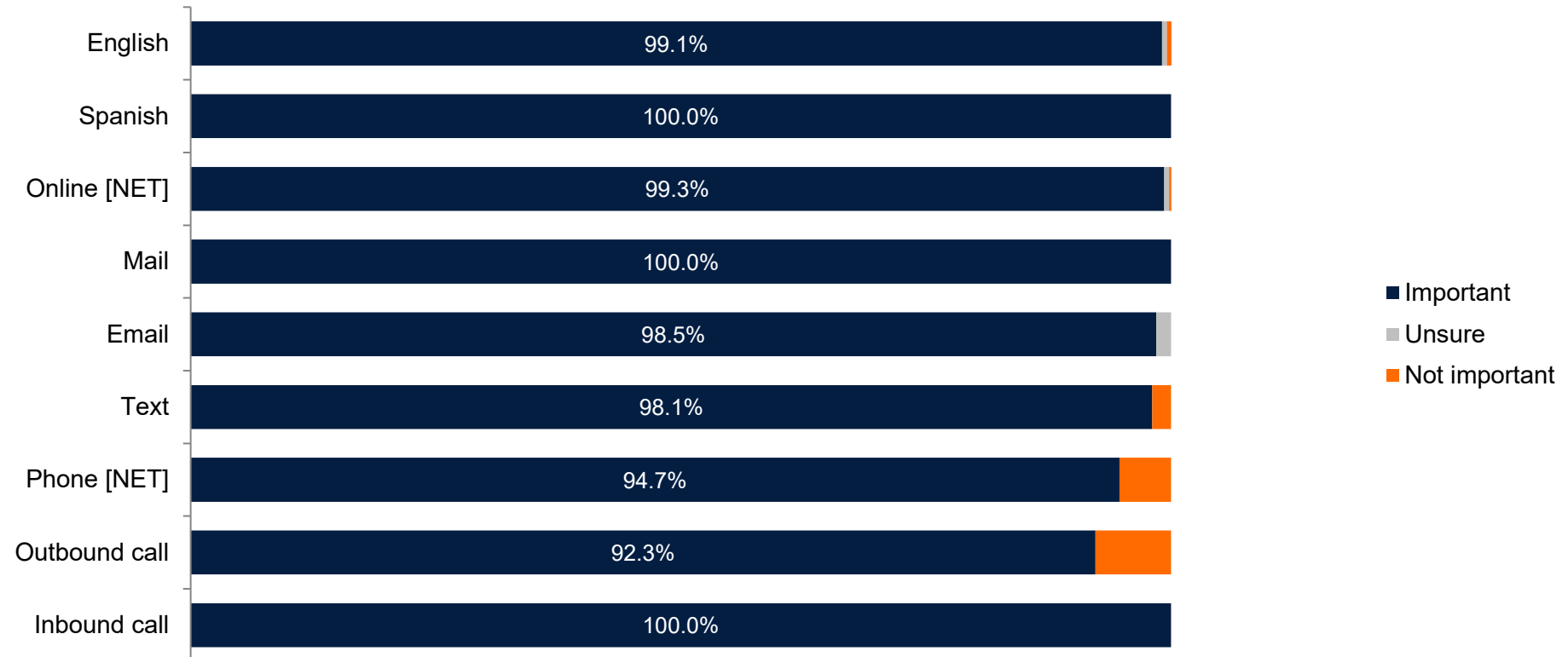
Results by gender, age group, and home type



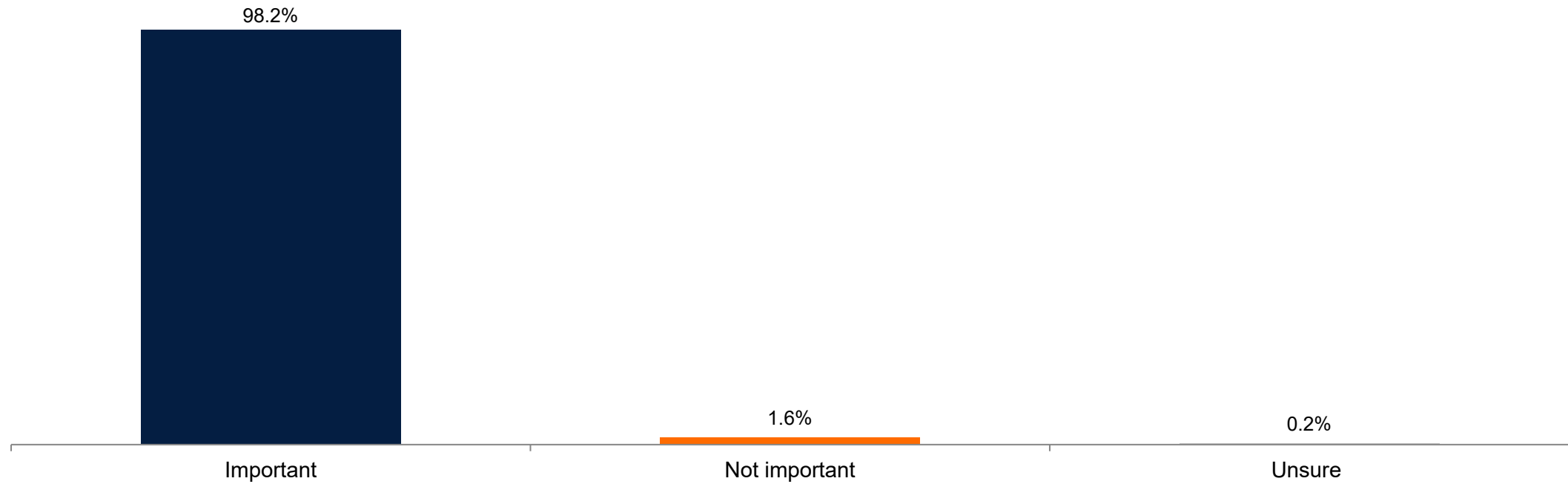
Results by household income and Jurisdiction



Results by survey language and survey mode



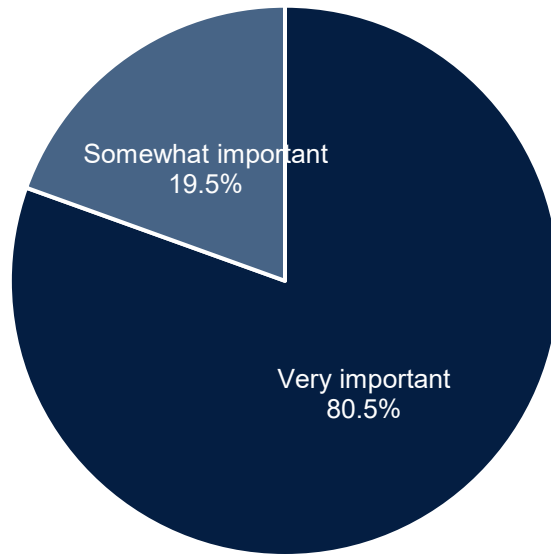
98% say convenience for residents is important



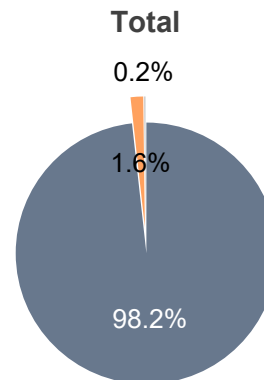
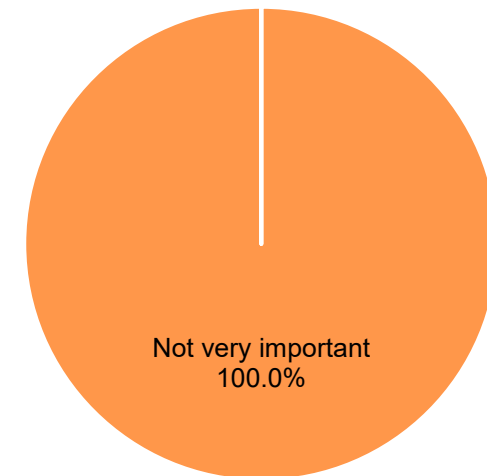
Among those who say important, 81% say very important

Question 20: How important are each of the following community values when thinking about your garbage and recycling services? **Convenience for residents**

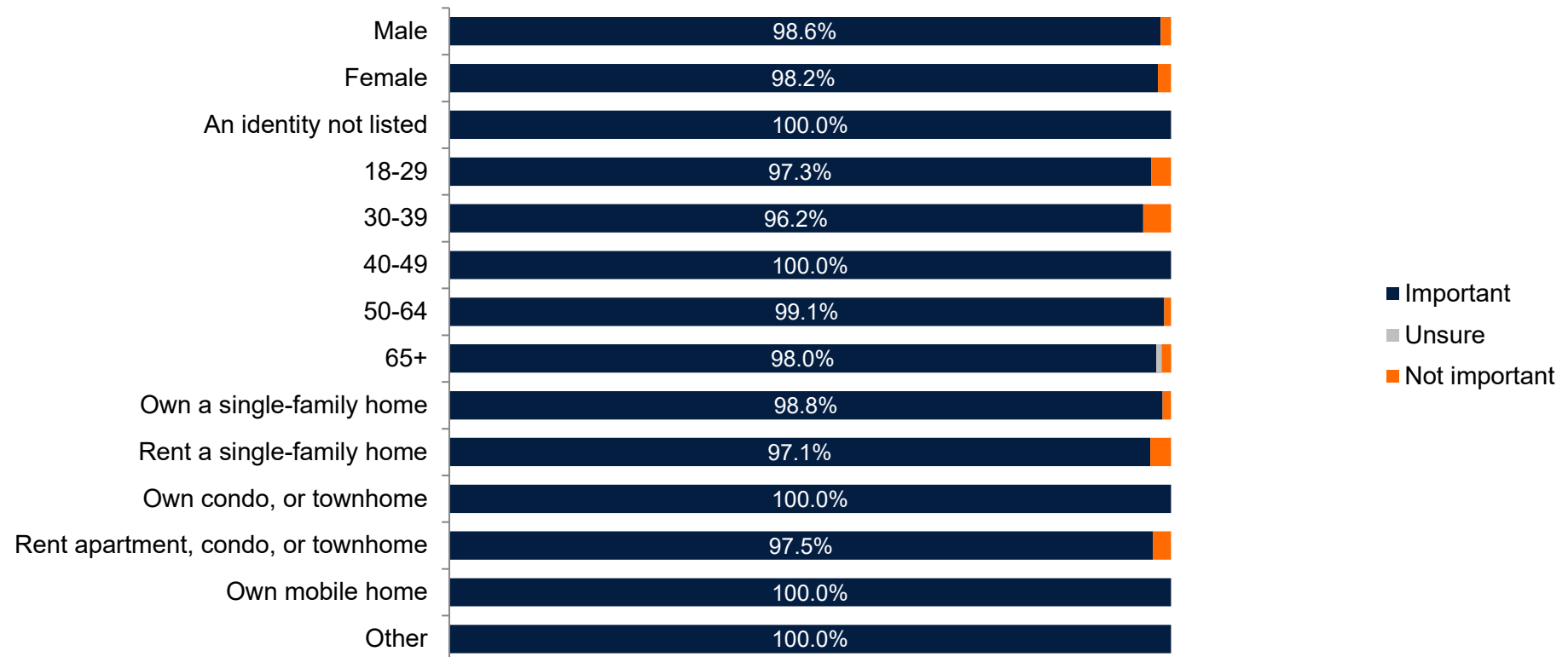
Among those who said important



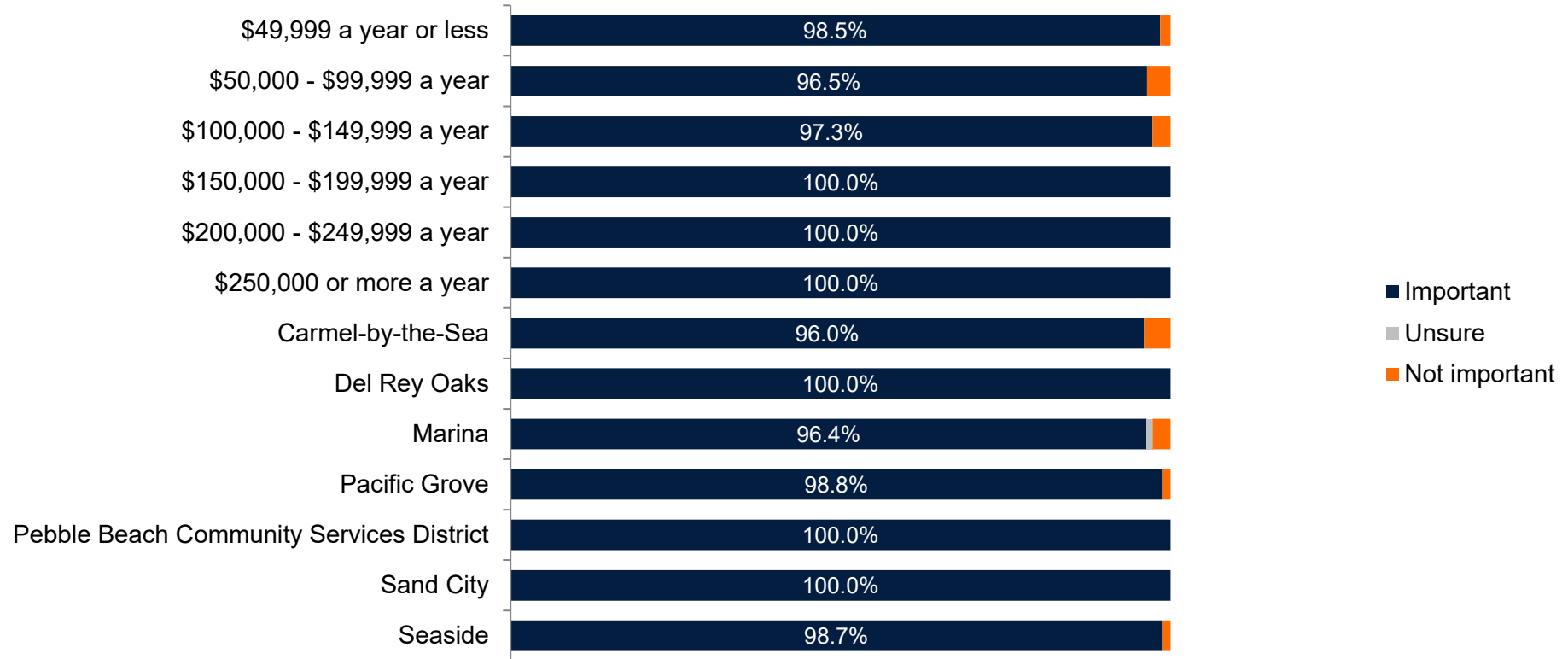
Among those who said not important



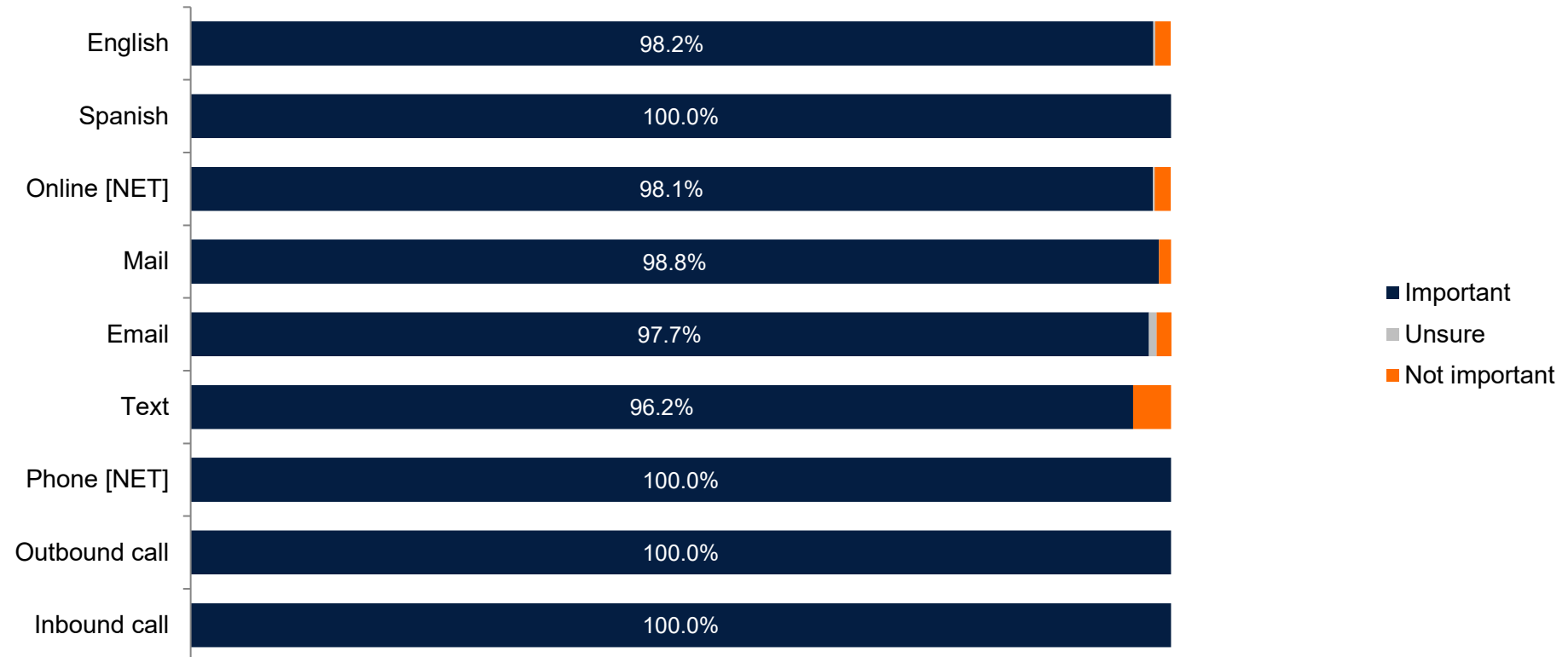
Results by gender, age group, and home type



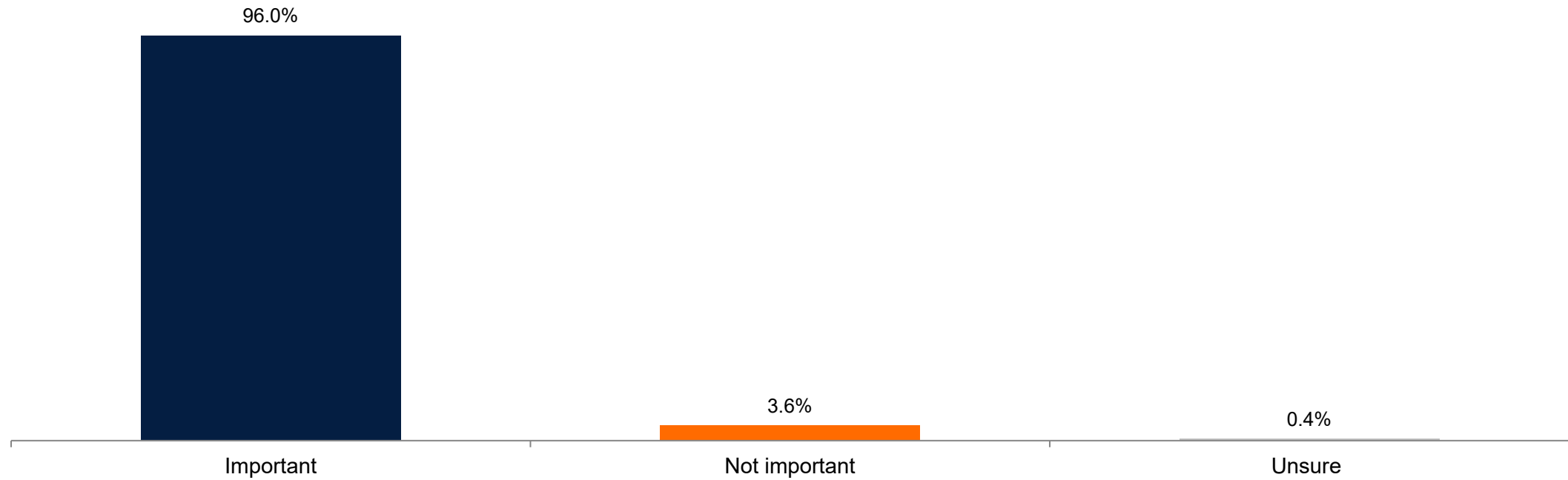
Results by household income and Jurisdiction



Results by survey language and survey mode



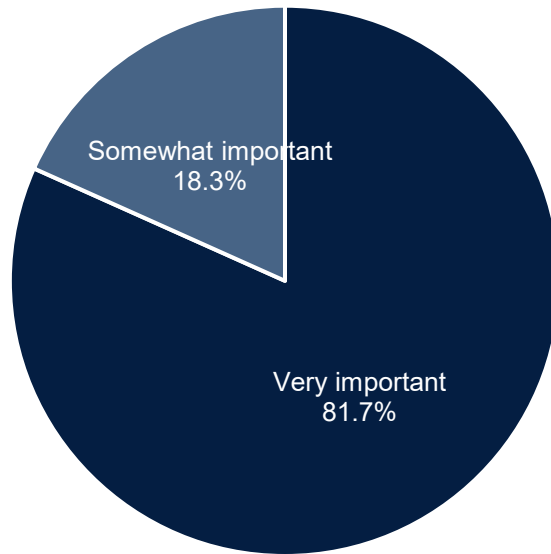
96% say environmental impact is important



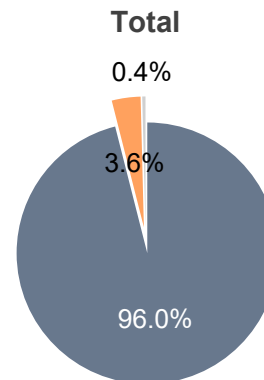
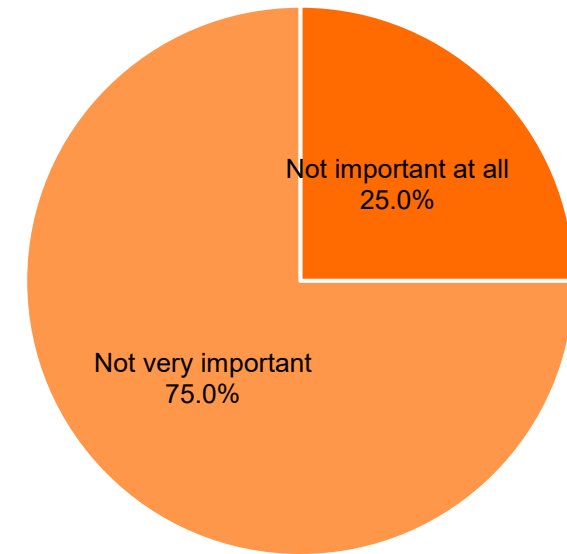
Among those who say important, 82% say very important

Question 21: How important are each of the following community values when thinking about your garbage and recycling services? **Environmental impact**

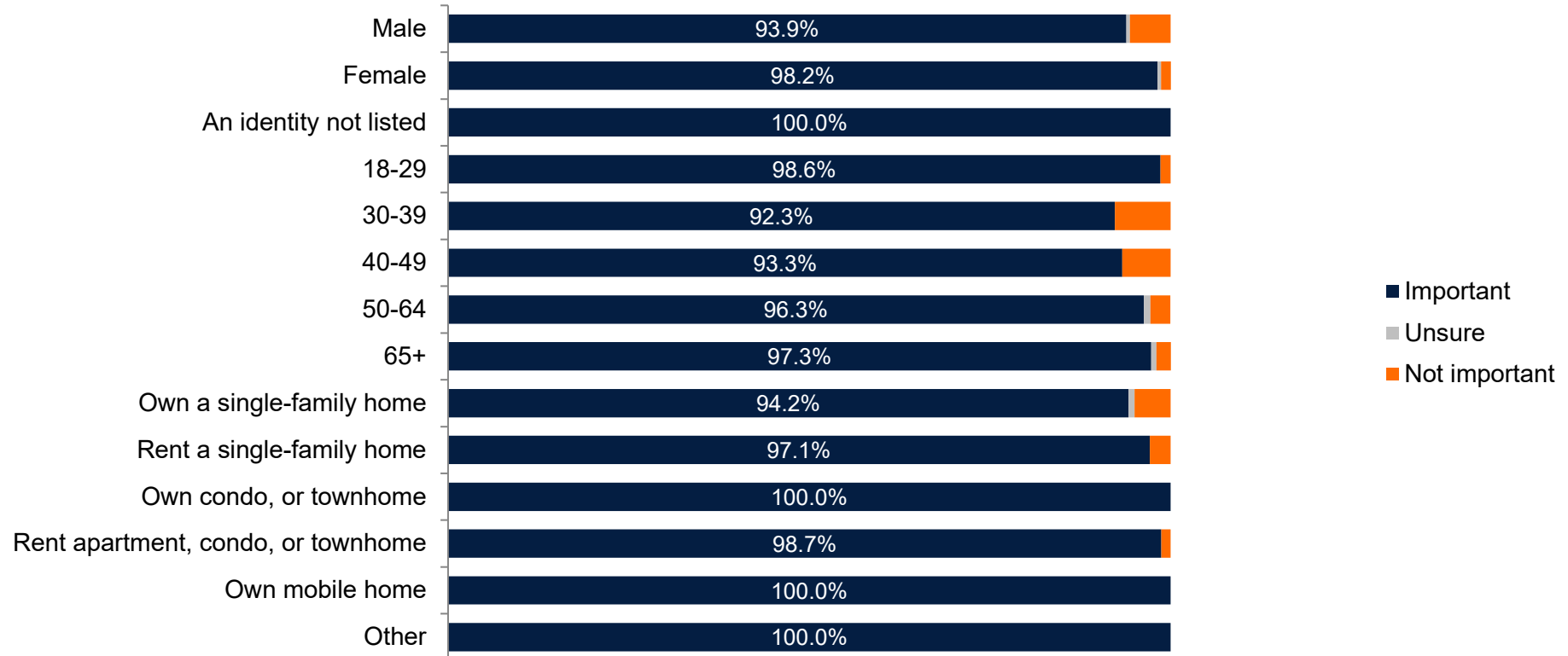
Among those who said important



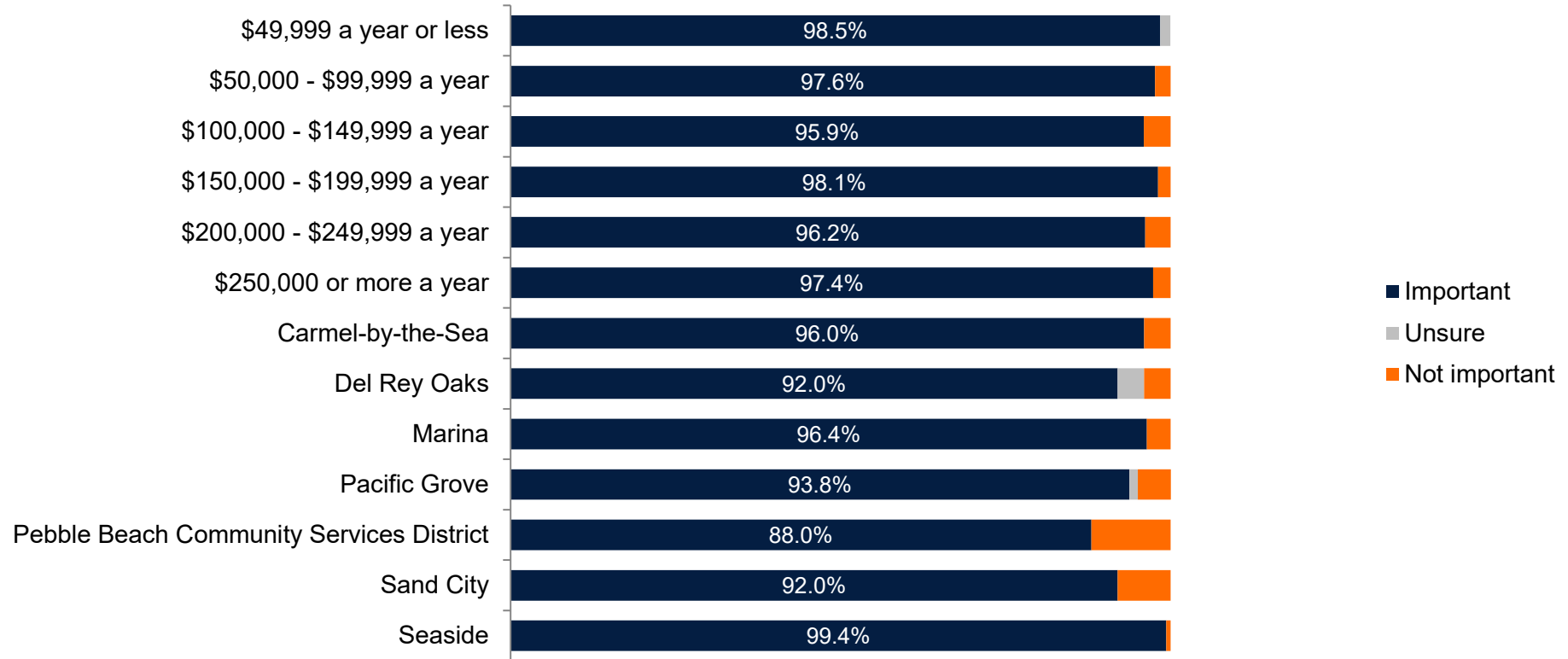
Among those who said not important



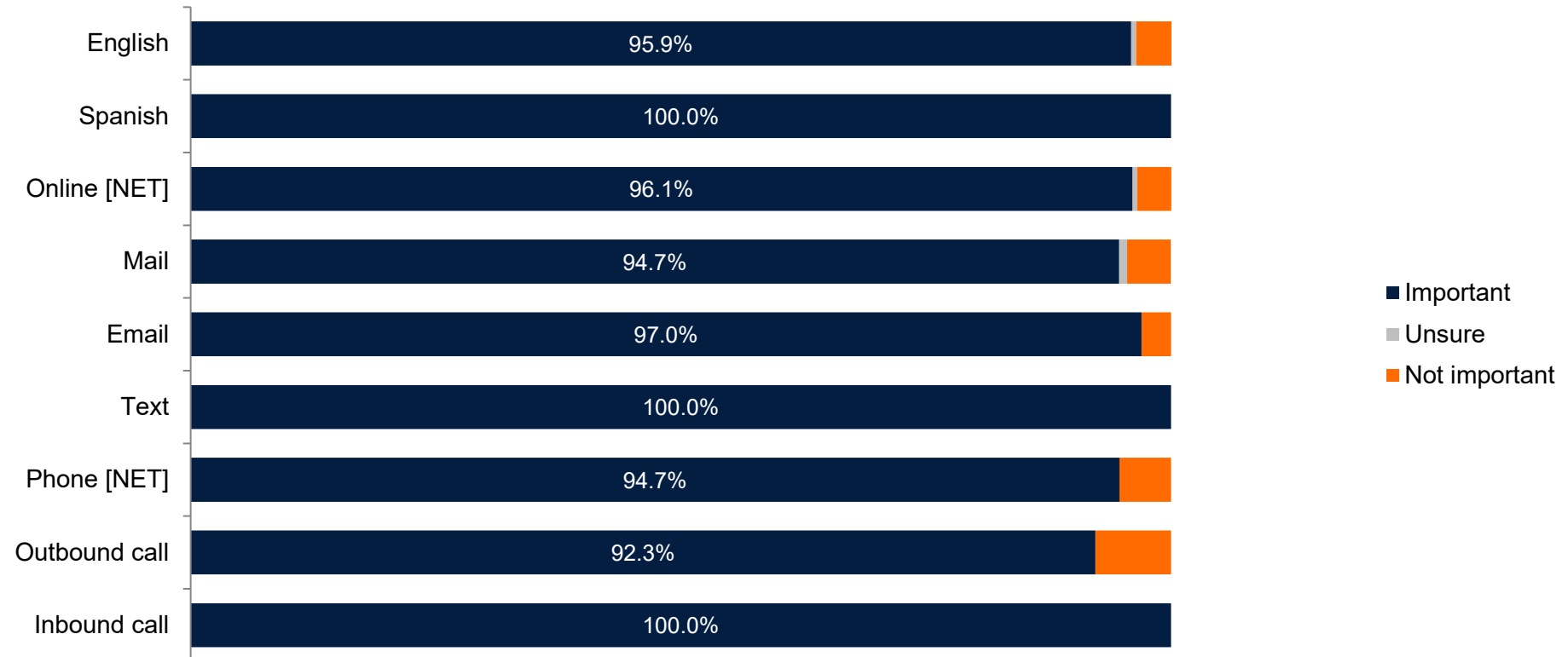
Results by gender, age group, and home type



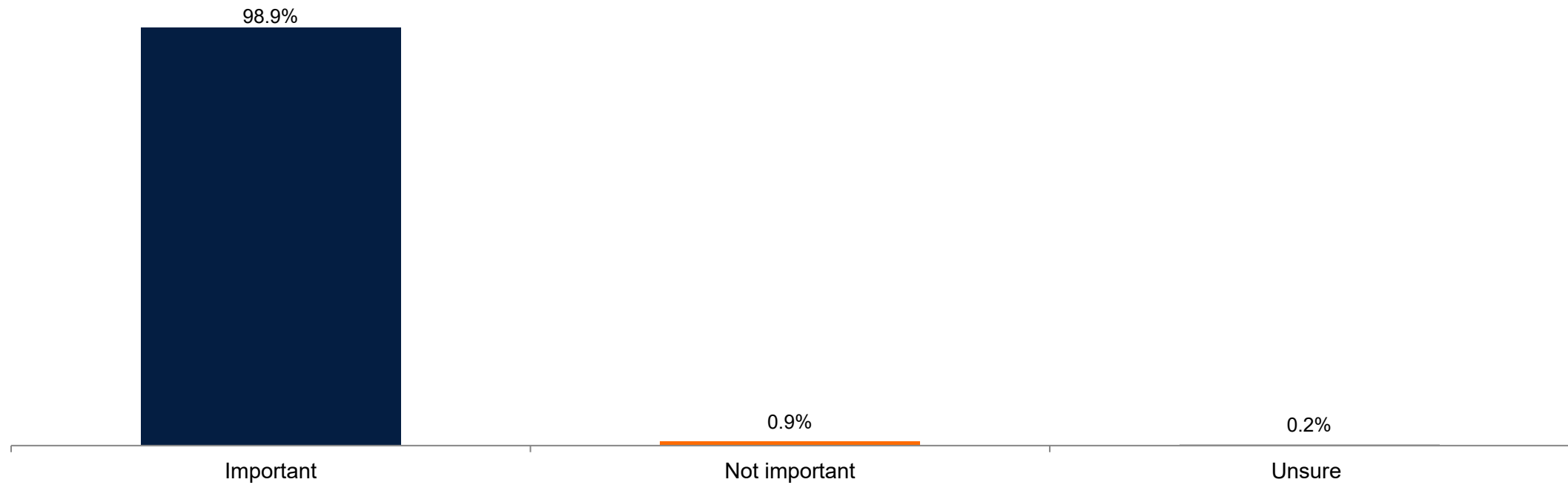
Results by household income and Jurisdiction



Results by survey language and survey mode

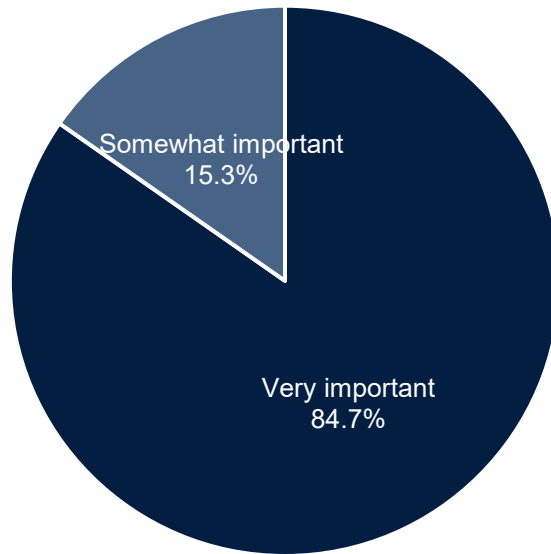


Question 22: How important are each of the following community values when thinking about your garbage and recycling services? **Quality of service**

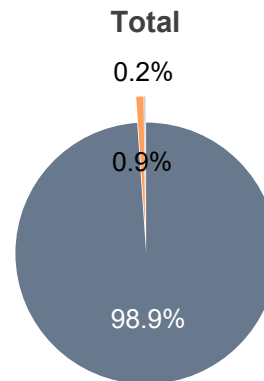
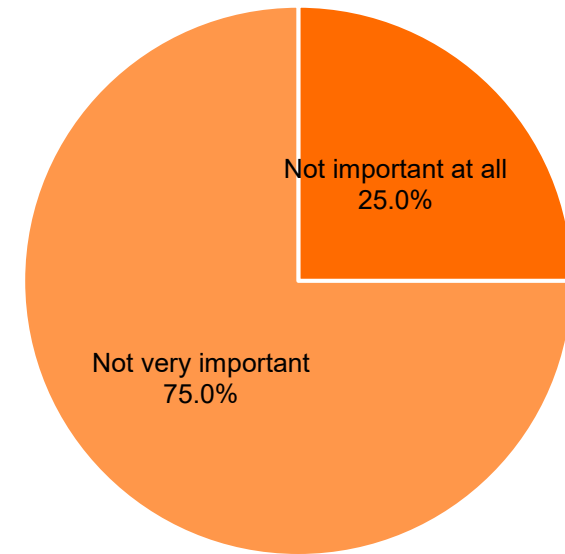


Among those who say important, 85% say very important

Among those who said important

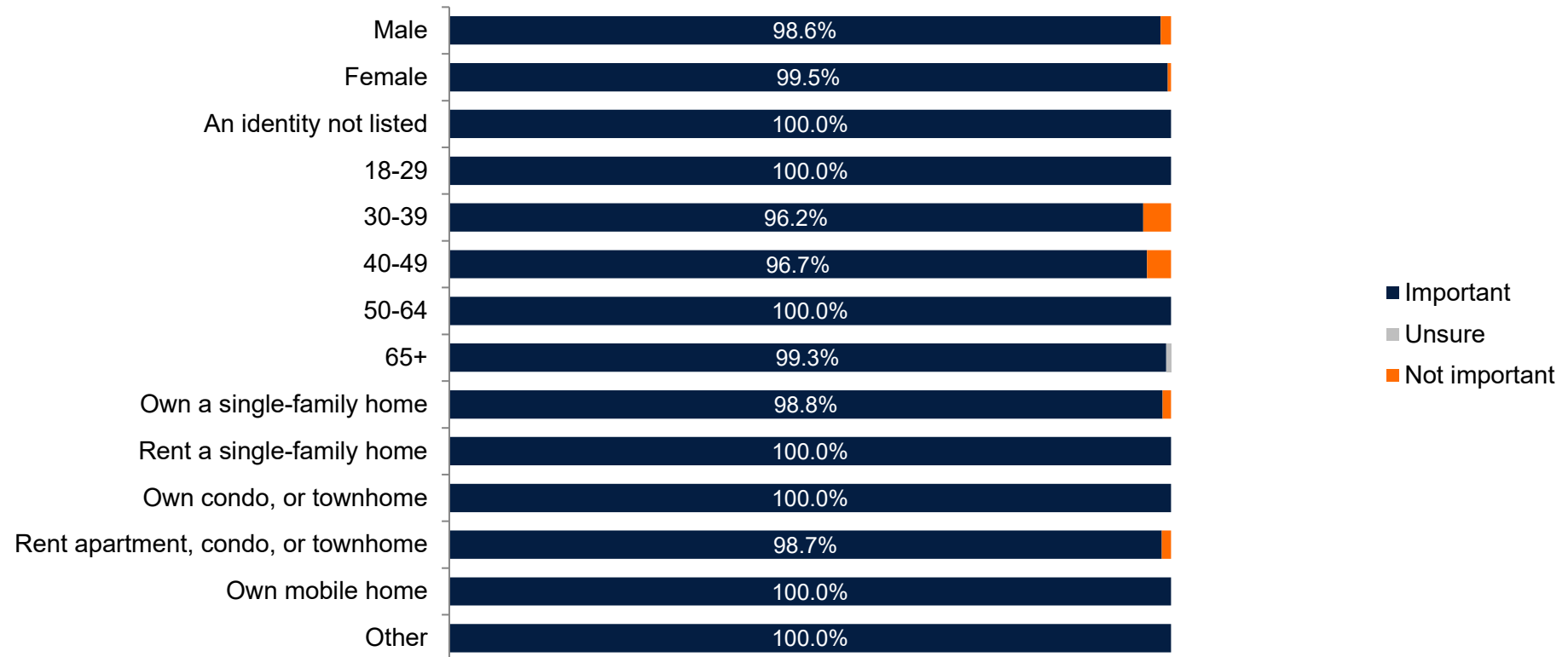


Among those who said not important

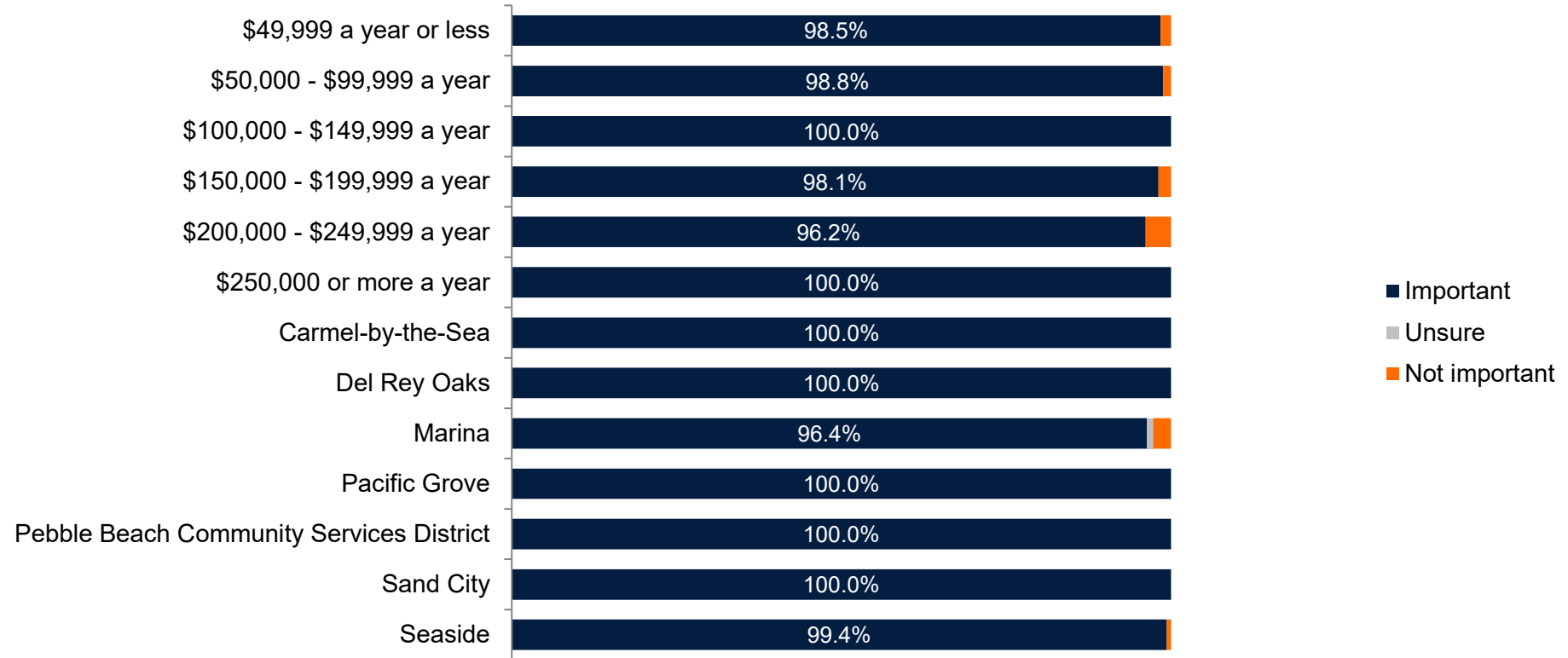


Results by gender, age group, and home type

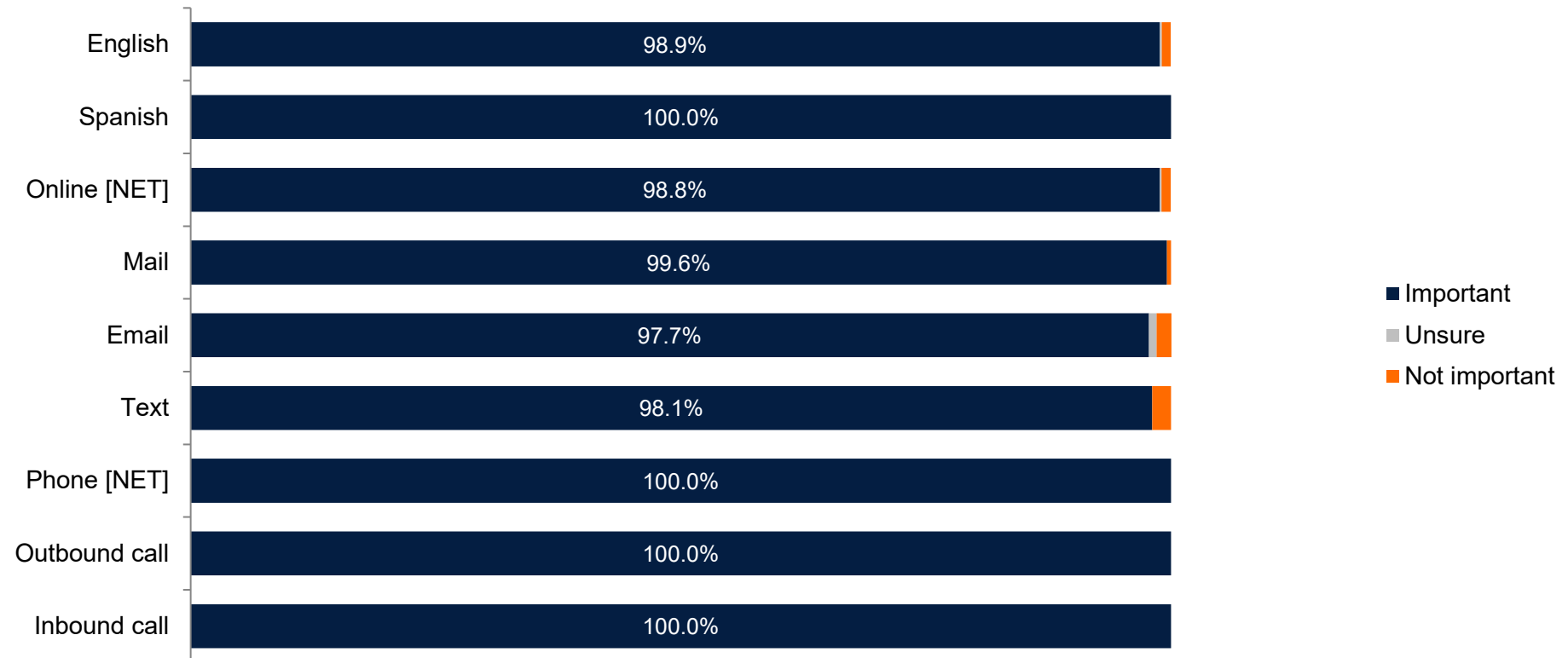
Question 22: How important are each of the following community values when thinking about your garbage and recycling services? **Quality of service**



Results by household income and Jurisdiction

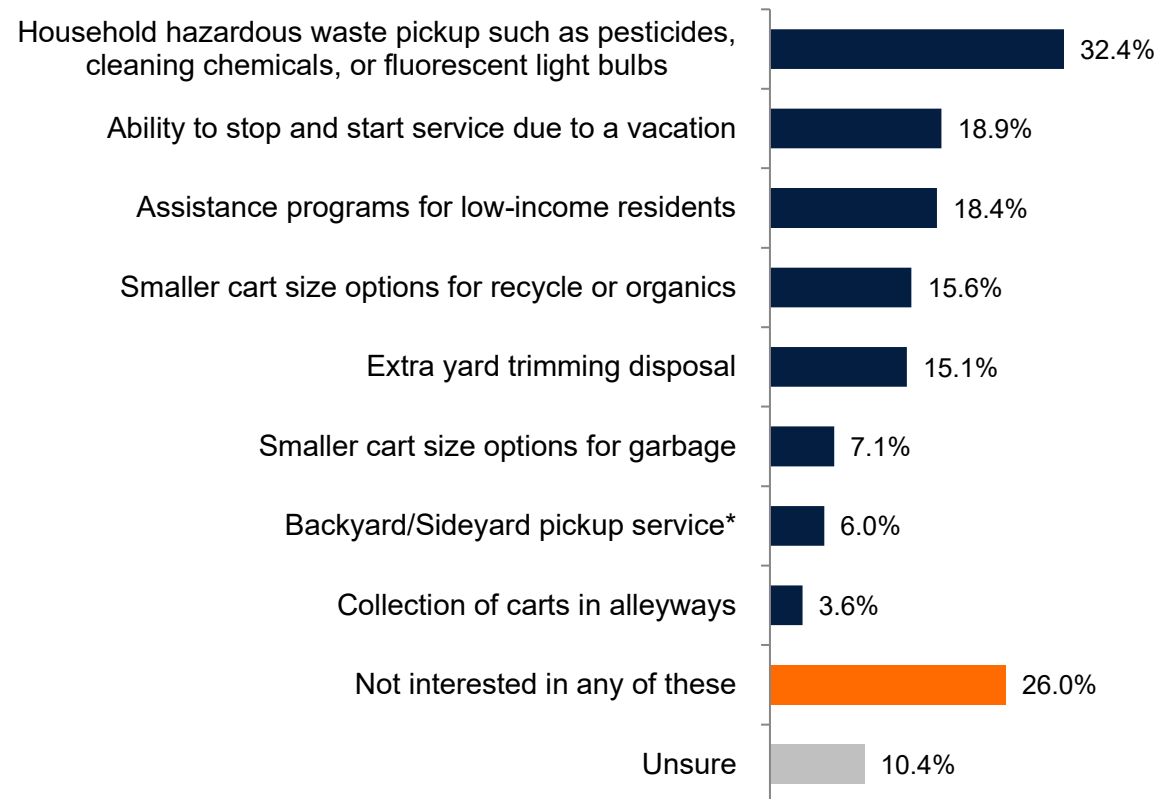


Results by survey language and survey mode



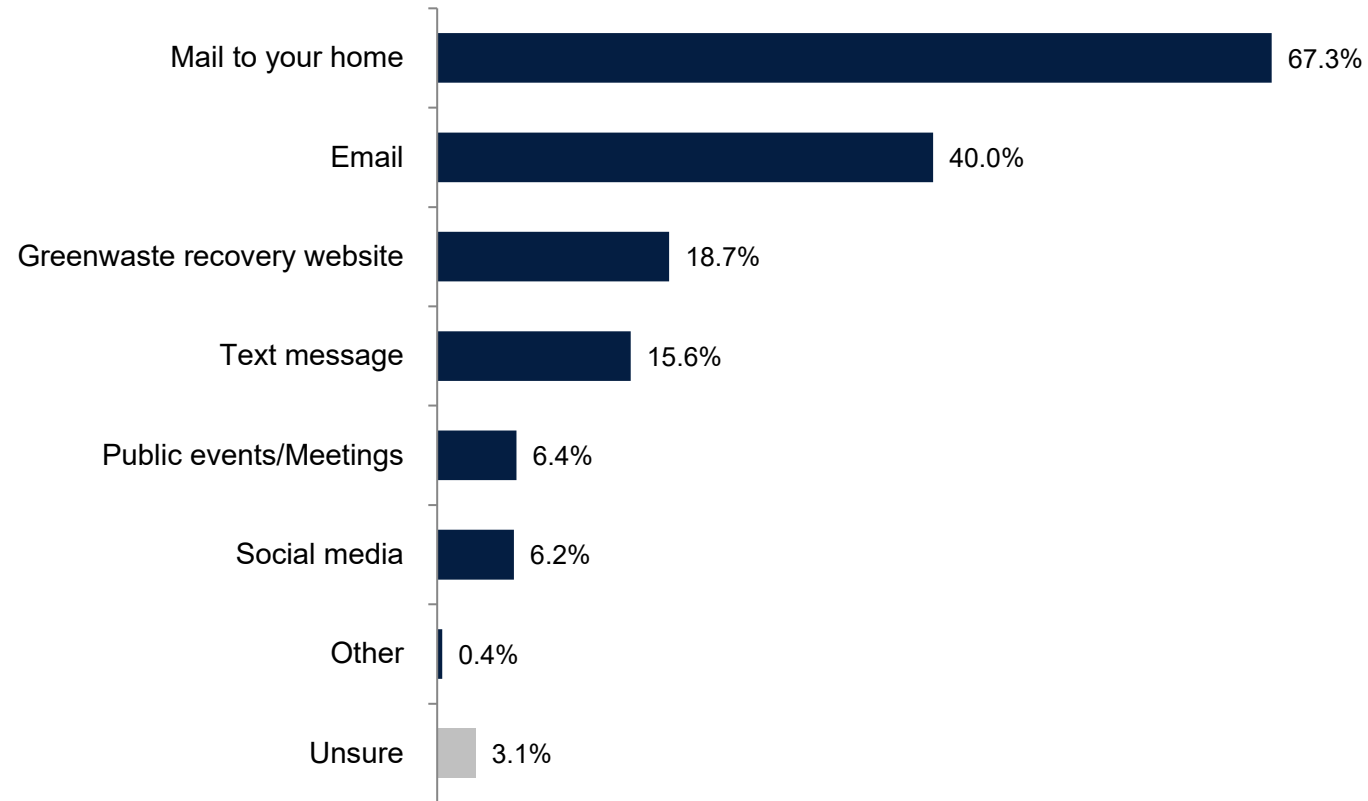
Residents show greatest interest in household hazardous waste pickup among potential new services

Question 23: GreenWaste Recovery may offer additional services that would come at an increased cost. Please indicate which of the following services you would be interested in. Select all that apply.



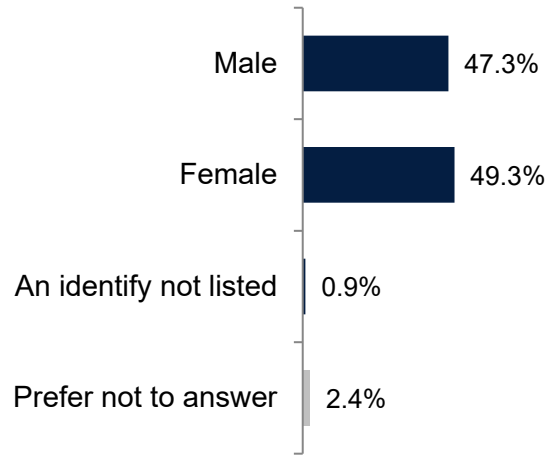
Residents prefer receiving program information by mail, followed by email

Question 35: How would you prefer to receive information about garbage and recycling programs? Select all that apply.

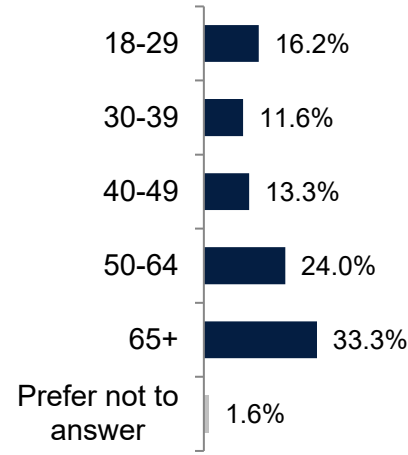


Demographics

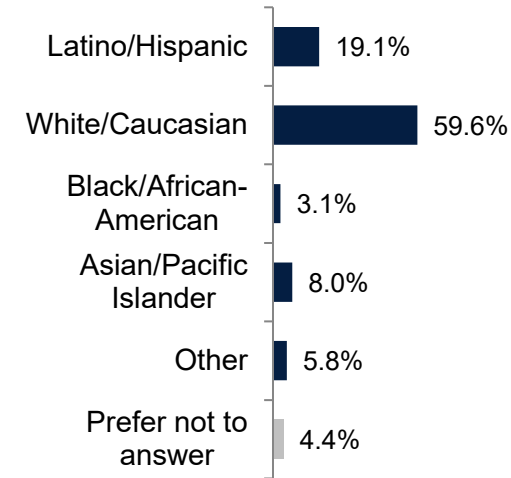
Gender



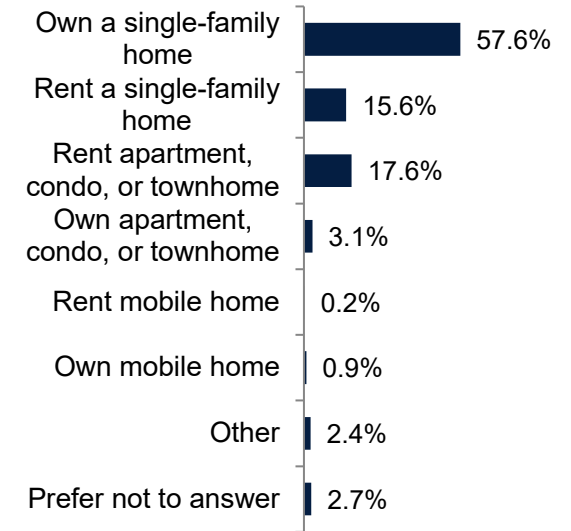
Age Group



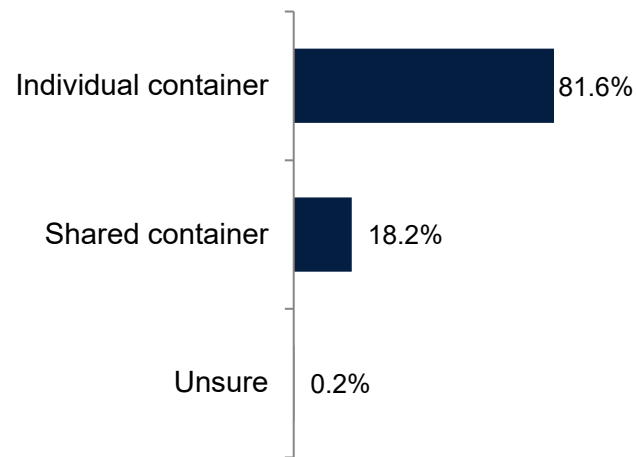
Ethnicity



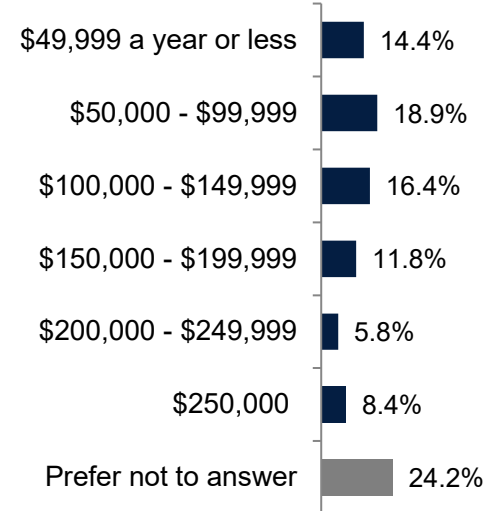
Home type



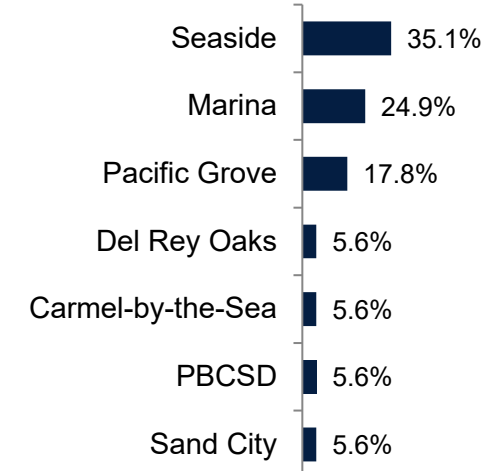
Container type



Income



City



Questions?

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**Opinion Research on
Elections and Public Policy**



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Attachment B: Residential Community Meetings

METHODOLOGY

HF&H hosted three virtual community meetings to solicit feedback on current service satisfaction, identify community priorities, and gauge interest in additional services not currently provided for Member Agency residents. To support broad participation, HF&H developed bilingual (English/Spanish) outreach materials for distribution by ReGen and the Member Agencies. To accommodate varying schedules and convenience, HF&H hosted the virtual meetings at two different times across three separate days:

- Tuesday, February 24, 2026 from 5:30 p.m. to 6:30 p.m.
- Wednesday, February 25, 2026 from 12:00 p.m. to 1:00 p.m.
- Thursday, February 26, 2026 from 5:30 p.m. to 6:30 p.m.

To support Spanish-speaking residents, Spanish-language interpretation was provided during the February 26 meeting. Each meeting included a brief overview of the agenda, purpose, and background information before moving into an anonymous poll. This poll was followed by an open discussion period where participants could share what is working well—or not—with current solid waste, recycling, and organics collection service programs, identify which services matter most to residents moving forward, and indicate how they would prioritize value for these services.

RESULTS AND ANALYSIS

Seventeen residents participated across all three meetings and, of those, 13 submitted answers to the anonymous poll.

Residents indicated generally high satisfaction levels with their current collection services during the community meetings and in their poll responses, with 69% of participants satisfied with GreenWaste's collection services and 69% satisfied with the helpfulness and professionalism of its customer service team. However, residents also expressed interest in targeted improvements. Although 67% reported receiving educational materials, 62.5% of those recipients found the information could have been clearer, and 25% of residents who provided additional input requested more education and outreach on available programs. Additionally, 17% expressed interest in greater service customization, such as the ability to choose cart sizes or types. During open discussion, several residents also expressed sensitivity to rate increases, noting concerns that recent rate increases were not always accompanied by perceived service improvements and emphasizing the importance of avoiding large, across-the-board increases that could disproportionately affect community members. These results indicate that, while GreenWaste is largely meeting community needs, opportunities remain to enhance education, service customization, and overall customer experience.

Attachment C: Multi-Family Engagement

METHODOLOGY

To support multi-family dwelling (MFD) engagement, a comprehensive information list of all MFDs was requested from GreenWaste, including their addresses and contact information, within the Member Agency service area. Priority MFDs were identified by Member Agency staff to support targeted outreach, while ensuring appropriate representation across participating Member Agencies.

A standardized set of questions was developed for property managers to assess satisfaction with current collection services, identify priorities for a future collection agreement, evaluate outreach effectiveness, and gauge awareness of the bulky item collection program. Outreach was conducted with the objective of engaging at least one property manager within each participating Member Agency. Where available, property managers were surveyed by phone; when unavailable, follow-up outreach was conducted through voicemail, email, or in-person visits, as appropriate.

RESULTS AND ANALYSIS

Forty-six MFDs were engaged and, of those, seven provided responses to the developed questions.

Approximately 85% of the MFDs surveyed are satisfied with GreenWaste's services. GreenWaste had performed outreach at approximately 66% of the surveyed MFDs, but none of them knew about the bulky program. The property managers were interested in a bulky program to collect large items when residents move out. Overall, many MFDs expressed that GreenWaste has reliable and consistent collection services with responsive customer service. However, property managers identified several service-related concerns, including challenges with container lid closure, service conditions classified as "difficult to service," occasional missed pickups, and damaged containers. Issues that could be readily addressed were generally resolved by customer service in a timely manner. Looking ahead, MFD property managers identified quality of service, customer service responsiveness, and low rates as their highest priorities for a future collection agreement.

Attachment D: Commercial Engagement

METHODOLOGY

To support commercial sector engagement, the TAC Subgroup sought to engage business and sustainability associations within the Member Agency service area to gather insight into current and future collection services. A comprehensive list of commercial businesses, including addresses and contact information was compiled. Priority commercial businesses were identified through coordination with GreenWaste and participating Member Agencies to support targeted outreach and ensure appropriate representation across jurisdictions. The outreach list was refined based on these prioritizations and agency representation.

A standardized set of questions was developed for business owners and managers to assess satisfaction with current collection services, identify key priorities for a future collection agreement, evaluate the cost and value of existing services, and assess the effectiveness of outreach efforts. Outreach was conducted with the objective of engaging at least one commercial business within each participating Member Agency. Where available, interviews were conducted by phone. When a business owner or manager was unavailable, follow-up outreach was conducted through voicemail messages or email correspondence, as appropriate.

RESULTS AND ANALYSIS

Thirty-four commercial businesses were engaged and, of those, 15 provided responses to the developed questions.

Approximately 60% of the commercial businesses surveyed are satisfied with GreenWaste's services, but only 40% of them thought GreenWaste's rates are reasonable. GreenWaste had performed outreach at approximately 58% of the commercial businesses surveyed. Overall, many businesses expressed that GreenWaste has reliable and consistent recycling and solid waste services with responsive customer service. However, many businesses also expressed frustration regarding GreenWaste's immediate increases in price after they took over for WM in 2015, coupled with GreenWaste's additional charges for non-curbside service, pushing and/or pulling containers, opening gates, and extra organics carts. In Pacific Grove, downtown businesses are unhappy with GreenWaste's charges for bundles of cardboard and lack of assistance to help maximize space for extra containers. For a future collection agreement, most commercial businesses selected quality of service and low rates as their top priorities. They also expressed interest in additional services such as free cardboard pickup, container cleaning services, and everyday collection.

Attachment E: Industry Engagement

METHODOLOGY

To better understand industry capacity, market interest, and potential considerations associated with future collection services, the TAC Subgroup, with support from HF&H, conducted targeted outreach to private solid waste collection service providers active in California and similar regional markets. A list of firms that had either previously expressed interest in providing collection services within the Member Agency service area or were identified by the Subgroup as relevant potential proposers based on market presence and experience.

Each identified service provider was invited to participate in a formal in-person presentation to the TAC Subgroup. Presentations were structured to allow approximately 20 minutes for each company to present its qualifications, business model, and perspective on operating within the Member Agency service area, followed by a 30-minute question-and-answer session with Subgroup members. This format was intended to support a consistent, transparent exchange of information and allow for direct dialogue regarding operational considerations, infrastructure readiness, and potential partnership models.

Five service providers participated in the industry engagement presentations:

- Mid Valley Disposal
- Recology
- Republic Services
- Waste Connections
- Waste Management

In addition, GreenWaste was invited to present to the Subgroup to provide perspective on its experience serving the region and its interest in future service arrangements.

RESULTS AND ANALYSIS

Across all presentations, industry participants expressed interest in future partnerships within the Member Agency service area. Multiple presenters characterized the region as an attractive and operationally viable market due to its service density, established customer base, and publicly owned infrastructure. All service providers noted that ReGen's ownership of key facilities—including collection yards and processing and disposal infrastructure—creates a turnkey operational environment that reduces barriers to entry and enhances market competitiveness.

GreenWaste Recovery expressed enthusiasm for continuing to provide service to the community and indicated openness to negotiating a future agreement under a sole-source approach. During preliminary discussions, GreenWaste shared an estimated range of potential future rate impacts associated with continuing service under a non-competitive negotiation. GreenWaste also noted that

CITY OF CARMEL-BY-THE-SEA FRANCHISE PROCUREMENT PROCESS INTEGRITY POLICY

City of Carmel-by-the-Sea is currently in the process of drafting a new franchise agreement for the collection and processing of solid waste, recyclables, and organics, and procuring vendor(s) to provide the franchised services. The intent of this City of Carmel-by-the-Sea Process Integrity Policy ("Policy") is to provide a fair opportunity for all Respondents to compete to provide franchised services, create an impartial climate during the procurement proceeding, streamline the procurement process, and achieve favorable terms of service for the public.

The City of Carmel-by-the-Sea City Council, City of Carmel-by-the-Sea staff, and City of Carmel-by-the-Sea consultants involved in the franchise procurement intend to employ careful, uniform, and equitable application of this Policy and the franchise procurement process and procedures (including Request for Proposal [RFP] deadlines and requirements) developed by City of Carmel-by-the-Sea to advance the agency's purposes and the public interest.

A sample schedule of this Policy is attached as a reference tool; the actual timeframe, sequence, and steps are subject to change.

All references herein to "Respondents" includes respondents and prospective respondents to a RFP or a request for sole source negotiations related to franchise agreement(s), and all employees, agents, consultants, lobbyists, and other entities or individuals acting on their behalf.

I. Campaign Contributions

Under state law Government Code section 84308, City of Carmel-by-the-Sea City Council Members cannot accept from Respondents, and Respondents cannot provide, campaign contributions **greater than \$250** in the aggregate while the franchise procurement proceeding is pending and for 12 months after the City Council makes the final decision in the franchise proceeding.

The City of Carmel-by-the-Sea franchise procurement proceeding is pending from the date this Policy is adopted until the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding). Note that City of Carmel-by-the-Sea may award franchise agreements sequentially over the course of the proceeding; the proceeding is expected to be complete when the City Council awards the final franchise agreement. Because the franchise procurement proceeding may be pending for two or more years, more than one election cycle may be affected. If a candidate accepts the

\$250 contribution limit from a Respondent in one election cycle, they may not be able to accept a contribution of any amount from the Respondent in the next election cycle.

State law provides certain opportunities for City Council Members to cure; if the City Council Member returns at least the portion of the campaign contribution that exceeds \$250 within 30 days from the time the City Council Member knows, or should have known, about the contribution and the franchise procurement proceeding, the City Council Member would be permitted to participate in the franchise procurement proceeding.

The state law limit on campaign contributions applies to any person that is not a current City of Carmel-by-the-Sea City Council Member but is running for City Council and that is appointed to the City of Carmel-by-the-Sea City Council after their election. Candidates that are newly appointed to the City of Carmel-by-the-Sea City Council may need to promptly return campaign contributions greater than \$250 that were received from a Respondent within the last 12 months in order to participate in a City of Carmel-by-the-Sea franchise decision.

In summary, to assist City Council Members and Respondents in complying with Government Code section 84308:

Respondents: (a) shall not make campaign contributions greater than \$250 in the aggregate to any City of Carmel-by-the-Sea City Council Member from the date of the adoption of this Policy until 12 months after the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding); and (b) shall disclose on the record of the franchise procurement proceeding any contribution greater than \$250 made to a City of Carmel-by-the-Sea City Council Member within the 12 months before a City Council decision in the franchise procurement proceeding.

City of Carmel-by-the-Sea City Council Members: (a) should not accept campaign contributions greater than \$250 in the aggregate from any Respondent from the date of the adoption of this Policy until 12 months after the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding); and (b) if a City Council Member has received a campaign contribution greater than \$250 from a Respondent within 12 months prior to a

decision on a franchise agreement, the City Council Member must disclose receipt of the campaign contribution on the record, and will be disqualified from participating in the franchise proceeding, unless the City Council Member returns the portion of the campaign contribution that exceeds \$250 within 30 days from the time the City Council Member knows, or should have known, about the contribution and the franchise procurement proceeding.

Candidates for City Council: if appointed to the City of Carmel-by-the-Sea City Council, should be prepared promptly to return campaign contributions greater than \$250 from a Respondent received within 12 months prior to the candidate's participation in a decision on a franchise agreement.

This Policy is intended to provide guidance to City Council Members and Respondents on how the state law is expected to apply to City of Carmel-by-the-Sea's franchise procurement proceeding; to the extent of any inconsistency, state law governs over summaries or interpretations provided in this Policy.

II. **Gifts.**

Under state law Government Code sections 81000 et seq. (the "Political Reform Act"), and the City of Carmel-by-the-Sea Conflict of Interest Code, City of Carmel-by-the-Sea City Council Members, City of Carmel-by-the-Sea staff and certain consultants that make or participate in making decisions for City of Carmel-by-the-Sea must report on their Form 700 "Gifts" (as defined in the Act) from a single reportable source of \$50 to \$590 (in the aggregate), and may not accept Gifts from a single reportable source totaling more than \$590 (in the aggregate) in a calendar year (2023-2024 dollar thresholds; subject to change under state law).

This Policy prohibits Gifts **of any value** from a Respondent to a City of Carmel-by-the-Sea City Council Member, staff, or consultant involved in the franchise procurement from the date this Policy is adopted and for 12 months after the City Council makes the final decision in the franchise proceeding (or the agency formally terminates the franchise procurement proceeding). Thus, this Policy is intended to be **more restrictive** than state law.

New appointees to the City of Carmel-by-the-Sea City Council should be prepared promptly to return upon appointment to the City of Carmel-by-the-Sea City Council any Gifts that were received from

a Respondent after the date of adoption of this Policy.

City of Carmel-by-the-Sea intends to apply the Fair Political Practices Commission regulations, interpretations, and other guidance on matters such as defining what constitutes a Gift, exceptions to the definition of Gift, determining the source of a Gift, and determining whether a payment is a behested payment.

In summary:

Respondents: shall not make Gifts of any value to City of Carmel-by-the-Sea City Council Members, or City of Carmel-by-the-Sea staff or consultants involved in the franchise procurement, from the date of the adoption of this Policy until 12 months after the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding).

City of Carmel-by-the-Sea City Council Members: should not accept Gifts of any value from any Respondent from the date of the adoption of this Policy until 12 months after the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding).

City of Carmel-by-the-Sea Staff and Consultants Involved in the Franchise Procurement: shall not accept Gifts of any value from any Respondent from the date of the adoption of this Policy until 12 months after the date the City Council awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding).

Nothing in this Policy is intended to relieve City of Carmel-by-the-Sea City Council Members, staff, or consultants from complying with the provisions of the Political Reform Act, the agency's Conflict of Interest Code, or other applicable law.

III. Communications

Respondents, City of Carmel-by-the-Sea City Council Members, and City of Carmel-by-the-Sea staff and consultants involved in the franchise procurement are expected to adhere to the communications protocols described here.

This Policy applies to communications regarding the franchise procurement

proceeding and the future provision of franchise solid waste, recycling, or organics services in City of Carmel-by-the-Sea's jurisdiction. This Policy does not apply to casual social communications, communications regarding the current franchise agreements, or communications unrelated to the new franchise procurement process or the provision of future franchise services. This Policy does not apply to oral communications made on the record at open and noticed public meetings, or written communications submitted to the full City Council and that are part of the public record of City of Carmel-by-the-Sea. The Policy does not apply to communications at meetings organized by City of Carmel-by-the-Sea staff with Respondents.

A. Prior to Release of Procurement Documents

From the date of adoption of this Policy until the date City of Carmel-by-the-Sea first releases procurement documents for some or all future franchise services (e.g., RFP or request for sole source negotiations), communication between Respondents and City Council Members about the franchise procurement process or provision of any future services in City of Carmel-by-the-Sea's jurisdiction is permitted, subject to the disclosure requirements set forth herein.

Communications, oral or written, between Respondents and City Council Members about the franchise procurement process or provision of any future franchise services in City of Carmel-by-the-Sea's jurisdiction, shall either (1) be disclosed orally by the City Council Member to the City Council at the next City Council meeting, or (2) be disclosed in writing to the City Clerk prior to the next City Council meeting; the City Clerk shall maintain such written disclosures as part of the public record of the City of Carmel-by-the-Sea and promptly provide copies of the written disclosure to the other City Council Members. The disclosure shall apprise the City Council and the public of the content of the communication.

B. After Release of Procurement Documents

After the date City of Carmel-by-the-Sea first releases procurement documents for some or all future franchise services, communications about the franchise procurement process or provision of any future services in City of Carmel-by-the-Sea's jurisdiction shall be made only through a person or persons designated by the Executive Director as the point of contact for the agency.

The procurement documents will provide instructions for Respondents to make requests for clarification, object to the structure or content of the RFP,

ask questions about the procurement, and make other inquiries, and the process City of Carmel-by-the-Sea will follow to respond to such communications.

Note that City of Carmel-by-the-Sea may release procurement documents for franchise services sequentially over the course of the proceeding; this section III.B applies when the first procurement documents in the proceeding are released. This communication protocol will expire when the Board awards the final franchise agreement in the proceeding (or the agency formally terminates the franchise procurement proceeding).

C. Civility

To preserve civility in the franchise procurement proceeding, City of Carmel-by-the-Sea requests that Respondents focus their communications on the positive aspects of their company, proposal, and offered services, and refrain from engaging in disparaging communications about other Respondents. In extreme cases, (e.g., slander, libel) publicly engaging in such disparaging communications may result in the City of Carmel-by-the-Sea disqualifying a Respondent from award of a franchise.

IV. Further Restrictions for City of Carmel-by-the-Sea Consultants

City of Carmel-by-the-Sea consultants involved in the franchise procurement shall not do any work for any Respondent in connection with this City of Carmel-by-the-Sea franchise procurement process from the date of the adoption of this Policy (or the date they are retained, whichever is later) until the consultant is no longer involved in the City of Carmel-by-the-Sea franchise procurement.

V. Application

Respondents: By participating in the procurement, Respondents agree to adhere to this Policy, and are responsible for ensuring compliance with this Policy on behalf of their employees, agents, consultants, lobbyists, or other entities or individuals acting on their behalf. A Respondent's failure to adhere to any section of this Policy may result in the City of Carmel-by-the-Sea disqualifying the Respondent from award of a franchise.

City of Carmel-by-the-Sea City Council Members: A City of Carmel-by-the-Sea City Council Member's failure to adhere to any section of this Policy may result in the City Council Member being disqualified from participating in any franchise decisions.

Staff and Consultants: Staff and consultants who do not adhere to the Policy

may be disqualified from working on the franchise procurement, and City of Carmel-by-the-Sea staff who do not adhere to the Policy may be subject to discipline.

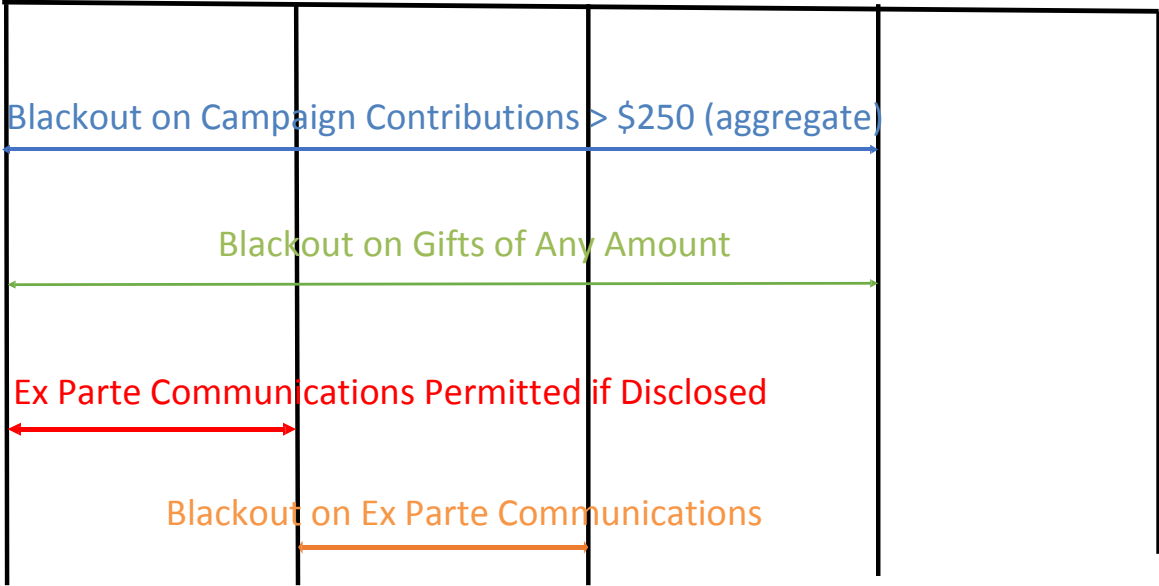
All federal, state, and local laws (and any updates to those laws) continue to apply. To the extent that a member agency of the City of Carmel-by-the-Sea has adopted campaign contribution laws that are more restrictive than state law or this Policy, this Policy is not intended to supersede those more restrictive laws.

Attachments:

- Sample Schedule

Sample Schedule and Application of Process Integrity Policy

* Actual Timeframes, Sequence, and Steps Subject to Change *



Process Integrity Policy Adopted	Collection RFP Released	Collection FA Awarded	12 Months After Collection FA Awarded	New FA Begins
April/May 2026	2027	2028	2029	2030



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

May 5, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Jayme Fields, Finance Manager

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: Receive the Fiscal Year 2026-2027 Recommended Budget

RECOMMENDATION:

Receive the Fiscal Year 2026-2027 Recommended Budget.

BACKGROUND / SUMMARY:

Assumptions and Proposed Policy Changes

In early 2025, the Financial Stewardship Workgroup (FSW) was stood up by the Council to work with staff through the creation of the FY25/26 budget. As a product of those meetings, this draft budget continues to represent a notable change in how it was constructed, including revenue and expense assumptions, salary projections, and the application of new financial policies. The following is intended to give Council an overview of the budget numbers and the assumptions in order to highlight the challenges that will need consideration.

The Draft FY25/26 Operating and Capital Outlay Budget

In accordance with Carmel Municipal Code Section 3.06.020, prior to the beginning of each fiscal year, the City Administrator shall prepare and submit to the City Council a proposed operating and capital budget for the forthcoming fiscal year. The proposed budget, referred to as the Fiscal Year 2026-2027 (FY 26-27) Recommended Budget of \$41.3 million is submitted for Council's consideration.

- The proposed **expenditures** total \$41.3 million and include the General Fund operating budget (\$29.3 million), debt service (\$519,000), pension unfunded liability (\$3.0 million), and capital budget (\$8.5 million).
- The proposed **revenues** total \$39.1 million include property taxes (\$9.7 million), sales tax (\$11.2 million), transient occupancy tax (\$9.7 million), and other revenue (\$8.5 million).
- The FY 26-27 Recommended Budget requires the use of \$2.3 million in prior years' **fund balance** in order to balance, unless additional reductions are made.
- This means that the operating budget is **balanced**, but total expenditures require tapping into the City's unassigned fund balance.

The challenge that the City faces in this and future budgets is that current revenues are not sufficient to cover current operating levels and fully fund the capital projects plan.

FY26-27 Adopted Revenues	\$39,052,739
General Fund Expenditures	29,295,802
Debt Service Expenditures	518,900
Pension Unfunded Liability Mitigation Expenditures	2,972,561
Capital Outlay Expenditures	8,503,680
FY26-27 Adopted Expenditures	\$41,290,943
Use of Fund Balance for Capital Projects	\$2,238,204

Note, Capital Outlay Expenditures above are for new projects and do not include \$2.1 million of projects that will not be finalized by year-end. These unfinished projects are being carried over from the 2025-2026 fiscal year and will be paid for out of reserved fund balance heldover from the previous years' CIP budget.

According to current City policy, Operational Expenses and Capital Expenses are to be funded wholly from the City's projected revenues at a split of 90% and 10%, respectively ("90/10 Policy"). Revenue is an important part of this policy equation. The amount of services and projects that the City is capable of completing is directly tied to how much revenue is projected. It is important to remember that the projection methodologies for revenue are more aggressive now than they have been in the past. At the same time, the long-term plan for nearly \$100MM in deferred

maintenance significantly exceeds the current revenue budgets, and the policy of 10% dedicated to CIP does not fully fund those maintenance needs.

Since aggressive revenue calculations don't cover deferred maintenance needs, it was necessary for staff to also look seriously at cutting operating expenditures in order to work toward Council's budget goals. Based on the budgeted revenues of \$39.1 million, in order to meet the 90/10 Policy, the goal for this year's Operating Expenses would be \$35.1 million or less, and Capital Expenses would be \$3.9 million or more. Given the fact that the City has no new revenue sources this year to increase the projected revenue of \$39.1M, City Administration and Department Leadership looked for ways to cut costs and control spending. Thanks to this thoughtful scrutiny of department operations, the proposed budget reflects operating expenses equal to 84% of revenues (compared to the 90% maximum per the policy).

Said more directly, thanks to the hard work of City Administration and Department Leaders, this draft budget outperforms the budget policy of 90/10 and even the potential target that Council discussed in March of an 85/15 split. The actual calculated breakdown is as follows:

Budget Policy	Policy Amount	Policy Percentage	Budgeted Amount	Budget Percentage
Operational Expenditures to be no more than 90% of Revenue	35,147,465	90%	32,787,263	84%
Capital Outlay Expenditures to be at least 10% of Revenue	3,905,274	10%	8,503,680	22%

As we see above, Operating Expenditures are 84% of revenue, compared to 91.6% in the prior year's budget. This decrease is due to a focused effort on behalf of the City to look for ways to reduce operating costs in order to leave more funding for Capital Outlays. While staff is confident that this proposed draft budget will allow effective operation of the City, it is still important to consider the potential ramifications of these cuts. Highlights of the cuts made within this year's Operating Expenditure budget include:

- Slowing down upgrading and modernization projects, like digitizing files
- Trimming back the tree program to only slightly more than a maintenance-level of effort
- Reducing landscaping expenditures
- Scaling back climate action initiatives
- Decreasing holiday event expenditures
- Asking Departments to review all contracts with direction to reduce those contract

amounts by 10%.

In addition to the above cuts and cost savings, the fundamental assumptions used in the budgeting process continue to be more aggressive than in prior years:

- Projected Salaries: no new cost of living adjustments to salaries. The only increases to salary costs are those built-in salary steps that employees would achieve in FY25/26 (and not the top step, as in prior years). Included in these salary costs are two new positions: Capital Program Manager (to manage the CIP plan) and IT Analyst (to better support IT operations). **(Attachement 2)**.
- Vacant Positions: salary costs estimate that it will take an average of 3 to 4 months to fill vacant positions, thereby reducing the budget for the cost of those salaries during the hiring process. This assumption reflects the City's experience of reassessing underlying operations before filling vacant positions. This year, the City operated with an average vacancy of 8.
- TOT Revenue: In previous years, TOT was budgeted based on the previous year's budgeted amount (not actuals). This was a conservative approach, as regularly the TOT actual amounts came in above budget. This year, the TOT assumption was based on FY25/26 *projected* actual, with an expectation of growth instead of basing the budget on the prior year's conservative budget. Thus, the City is much less likely to see more revenue than expected and will be more susceptible to volatility in the travel industry. This is important, as TOT is one of the three "legs" of the City's revenue "stool".

Fund Balance

The current unassigned fund balance is estimated to be approximately \$18 million at the end of FY 25-26. The City Council has the authority to tap into the unassigned fund balance as it sees fit and the proposed budget does so.

One amount that does not show under Operating Expenditures or Capital Outlays is contributions to the 115 Pension Trust. Such contributions are simply reflected as a restriction of unassigned fund balance, leaving less available that could be used for operating expenditures and capital outlay. After five years of contributions to the 115 Unfunded Pension Liability Trust, the City is proposing that the \$1 million that had in the past been contributed to the trust instead be Committed by the City Council to a Housing Trust.

Financial Stewardship Workgroup (FSW)

The FSW and City staff have been working together to analyze budget assumptions and forecast operating returns. It has been a very fruitful collaboration. We have learned that there is a high degree of uncertainty across taxing agencies for the coming year and tourism industry groups are forecasting continued uncertainty as well. Thus, for the primary revenues of the City of Carmel by the Sea, the budget assumes minimal growth in property, sales and transient occupancy taxes.

Likewise, operating costs have been closely scrutinized by Administration and the FSW. Throughout the City's operations, several projects have been put on hold and current operating levels have been scrutinized. The City has worked to "trim the fat" and scrutinize every aspect of the City's budget to not only more precisely budget expenses and revenues, but also to look at assumptions and what the fiscal future might hold for the City.

As a result of these efforts, the budgeted amounts for revenue and operating expenses have very little room for uncertainty, and any significant changes caused by unforeseen circumstances will need to be brought back to the City Council. Although the City is able to prepare an operationally balanced budget, it once again requires the use of unassigned fund balance to fund capital outlays in excess of the revenues collection. This will not be a sustainable tactic into the future, given the City's capital outlay needs.

In future years, contract obligations and pressure from vendors will put pressure on the 90/10 split and the significant backlog of deferred maintenance will continue to create shortfalls which will likely grow. Whether all the suggested cuts remain or are increased, the City Administration will be exploring additional measures over the coming years to help maintain this goal of a 90/10 split and fund capital outlay needs, including:

- Looking deeper into operational expenses for additional savings and cost reductions
- Exploring opportunities to increase fees by more effective fee collection strategies
- Reducing the costs of ongoing contract services
- Researching other more permanent revenue opportunities
- Continue to explore grant opportunities

At this time, CIP expenditures are able to be funded from previously set-aside fund balance. It is critical to note that in future years, fund balance will have been utilized and the CIP budget will be limited to the amount of revenue that is available after

expenditures for operations.

Next Steps

Staff will provide a brief overview of the budget as part of the May 5, 2026 Council meeting. Subsequent to presentation of the draft, a budget workshop is scheduled for May 12, 2026. Staff will present a detailed review of the budget during the workshop, present responses to any questions received in advance of the meeting and receive preliminary direction from Council on the budget. This direction will be incorporated into the FY 26-27 Recommended Budget, which will be considered for adoption by Council on June 2, 2026.

FISCAL IMPACT:

There is no fiscal impact associated with receiving the FY 26-27 Recommended Budget. Forthcoming direction by Council may change the planned expenditures in Fiscal Year 26-27.

PRIOR CITY COUNCIL ACTION:

Council participated in a Priorities Workshop on January, 2026 and received a presentation regarding the Five-Year Forecast and CIP on March 24, 2026.

ATTACHMENTS:

- 1. Attachment 1) FY26-27 Recommended Budget Book
- 2. Capital Program Manager
- 3. IT Analyst



FISCAL YEAR 2026-2027

RECOMMENDED BUDGET

CITY OF CARMEL-BY-THE-SEA



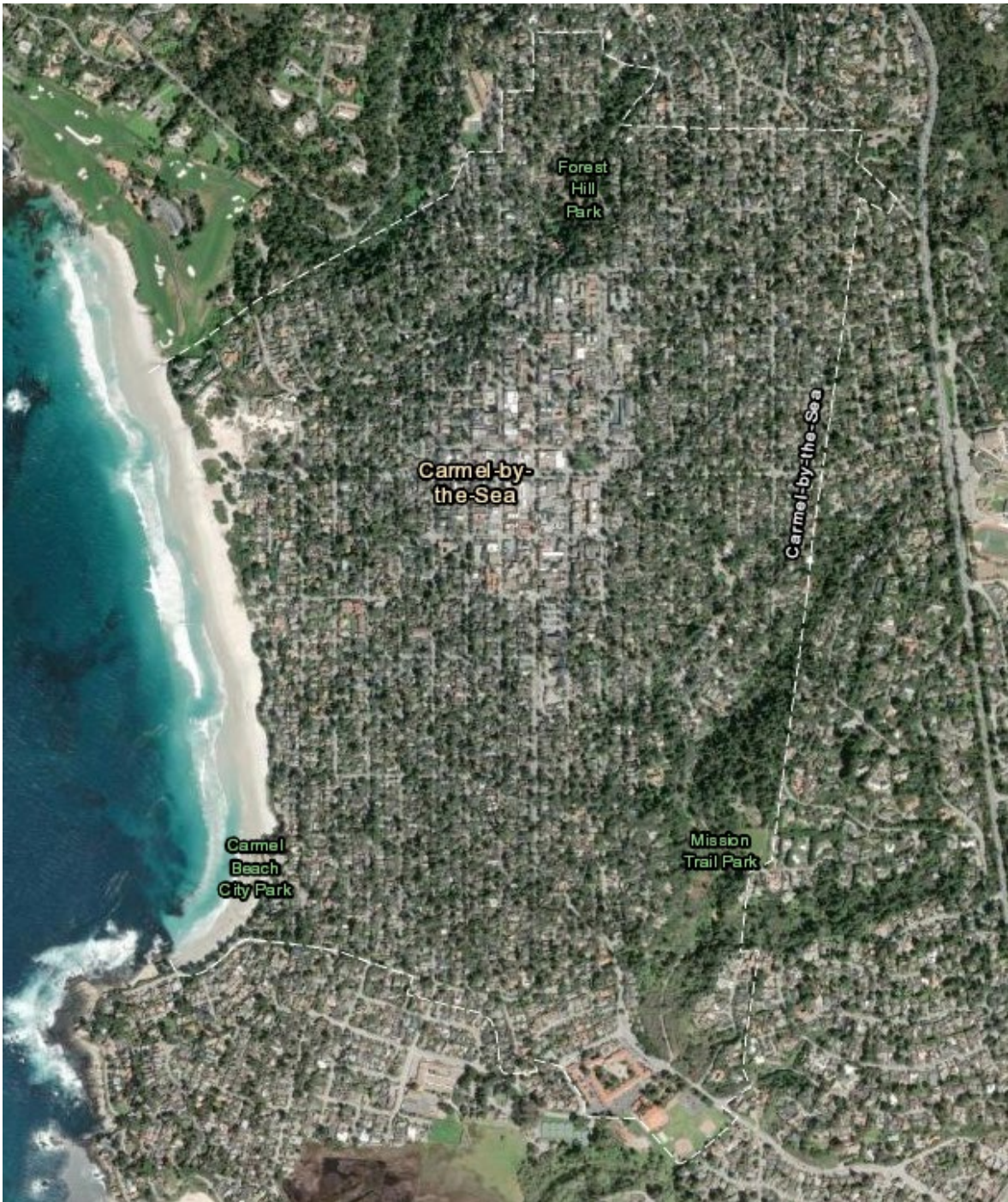
CITY OF CARMEL-BY-THE-SEA
P.O. BOX CC, CARMEL-BY-THE-SEA, CA 93921
T: (831) 620-2000
www.ci.carmel.ca.us

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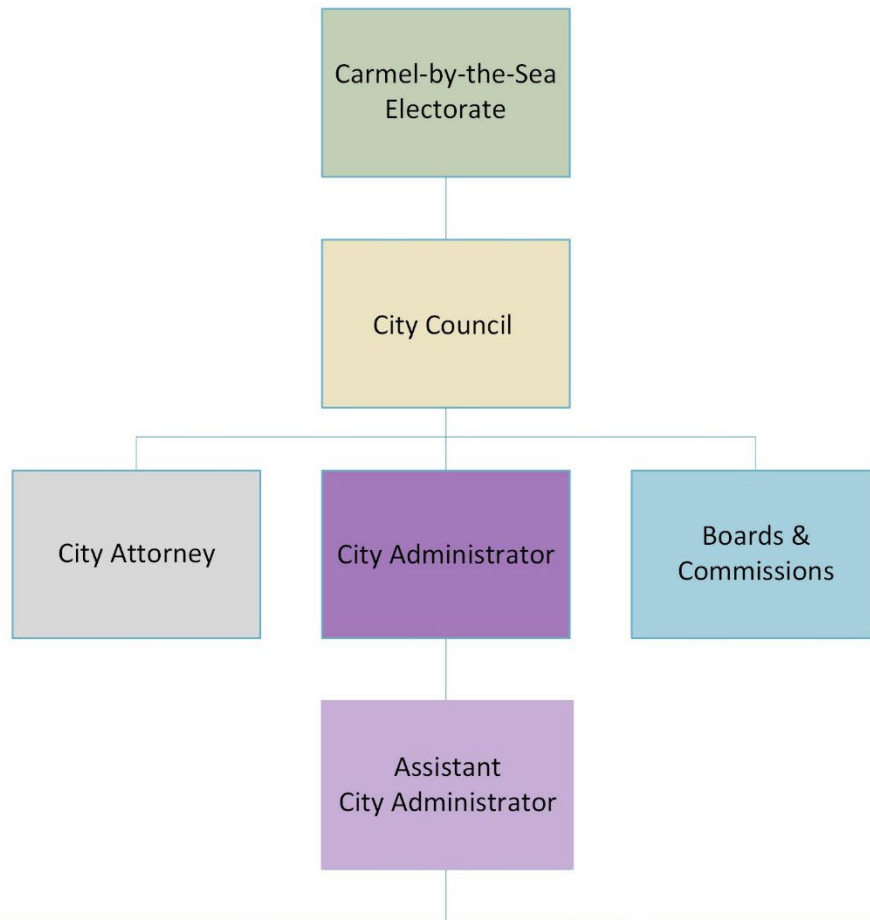
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INTRODUCTION

City Boundaries Map



City Organizational Chart



ADMINISTRATION	LIBRARY	COMMUNITY PLANNING & BUILDING
<ul style="list-style-type: none"> •Administration •City Clerk •Finance •Human Resources •Information Technology 	<ul style="list-style-type: none"> •Administration •Circulation •Youth •Reference •Local History 	<ul style="list-style-type: none"> •Administration •Planning •Building Safety •Code Compliance
PUBLIC SAFETY	COMMUNITY ACTIVITIES	PUBLIC WORKS
<ul style="list-style-type: none"> •Police •Fire •Ambulance 	<ul style="list-style-type: none"> •Community Activities 	<ul style="list-style-type: none"> •Administration •Streets Maintenance •Facilities Maintenance •Environmental Compliance •Project Management •Forest, Parks & Beach

City Council



**DALE BYRNE,
MAYOR**



**BOB DELVES,
MAYOR PRO TEMPORE**



**JEFF BARON,
COUNCILMEMBER**



**HANS BUDER,
COUNCILMEMBER**



**ALISSANDRA DRAMOV,
COUNCILMEMBER**

Department Heads

ACTING CITY ADMINISTRATOR – Brandon Swanson

ACTING ASSISTANT CITY ADMINISTRATOR – Marisa Bermudez

CITY ATTORNEY – Brian Perik

POLICE CHIEF – Todd Trayer

DIRECTOR OF PUBLIC WORKS – Ken Wysocki

DIRECTOR OF PLANNING & BUILDING – Anna Ginette

LIBRARY DIRECTOR – Heather Cousin

Boards, Committees & Commissions

City Board and Commissions advise and assist the City Council with specific projects, policies and issues.

Terms of office are 4 years, with the exception of the Harrison Memorial Library Board of Trustees who serve 3-year terms. Terms run through May 30th. Vacancies occur on a rotating basis each year and the City recruits to fill these vacancies each year in March or whenever an unscheduled vacancy occurs.



CITY OF CARMEL-BY-THE-SEA PROFILE

Located about 120 miles south of San Francisco on the Monterey Peninsula, Carmel-by-the-Sea is a world-renowned coastal village spanning just one square mile. Despite its small footprint, it is home to 3,049 residents and an impressive urban forest of over 10,000 public trees, including Monterey pines, live oaks, and Monterey cypress. Visitors and residents alike enjoy its signature white sand beach, natural parklands, and a walkable downtown famous for its unique architecture, dining, and shopping. The community is further enriched by cultural hubs like the Sunset Center and the outdoor Forest Theater, alongside beloved local events such as the Sandcastle Contest, the City Halloween Parade, and the annual Pumpkin Roll.

Established on October 31, 1916, Carmel-by-the-Sea operates as a General Law City with a Council-City Manager form of government. All legislative authority rests with a five-member City Council, which includes a Mayor serving a two-year term and four Councilmembers serving four-year terms. This Council acts as the ultimate policy-making body, responsible for adopting the annual budget, enacting local laws, and approving major contracts or acquisitions. To manage the city's daily affairs, the Council appoints a City Administrator to act as the chief administrative officer. This individual is tasked with enforcing ordinances, executing Council orders, maintaining city records, and overseeing the day-to-day operations of departments like Public Works, Public Safety, and Community Planning and Building.

The City provides a wide variety of services to ensure the village remains a safe and beautiful place for everyone. This includes everything from building safety and planning functions to law enforcement and crime prevention through the Police department. While many services are handled internally, fire and ambulance are provided through a contract with the City of Monterey. The Public Works department maintains the village's vital infrastructure, including streets, sidewalks, and the iconic shoreline and urban forest. The City also manages two library branches and organizes a variety of community activities and special events.

The true soul of Carmel-by-the-Sea is found in its residents, who stand as the City's most precious resource. Their unwavering pride and dedication are the driving forces that preserve the unique, historic character of our one-square-mile community. It is the commitment of our residents that keeps the village's legendary charm and natural beauty alive for everyone to enjoy.



CITY OF CARMEL-BY-THE-SEA STATISTICS

AS OF JUNE 30, 2025

3

Population:
3,049

Median Age:
68.9

Median Household Income:
\$115,729

Percent with Bachelor's Degree:
76%

Unemployment Rate:
4.30%

Average Annual High Temperature:
65°F

Average Annual Low Temperature:
48°F

Annual Precipitation:
15 inches

Average Hotel Occupancy:
68.9%

Hotel Rooms Available:
981

Average Room Rate:
\$373

Miles of Paved Streets:
27

Parking Lots:
3

City Fleet Vehicles:
46

Restaurants:
58

Police Calls for Service:
10,602

Fire Calls for Service:
924

Public Works Calls for Service:
7,140

Parks:
10

Playgrounds:
1

Tennis Courts:
2

Library Facilities:
2

Circulation of library materials:
156,306

Reference Questions:
20,622

FINANCIAL SUMMARIES

BUDGET MESSAGE

The City Administrator’s message will be included following the upcoming community meetings and discussions at which the budget is being developed.

The draft budget can be summarized as follows:

FY26-27 Adopted Revenues	\$39,052,739
General Fund Expenditures	29,295,802
Debt Service Expenditures	518,900
Pension Unfunded Liability Mitigation Expenditures	2,972,561
Capital Outlay Expenditures	8,503,680
FY26-27 Adopted Expenditures	\$41,290,943
Use of Fund Balance for Capital Projects	\$2,238,204
Funded Full Time Equivalent (FTE) positions	92.0

This budget is crafted based on the City’s budget policies, which include a policy that requires that no more than 90% of revenues be used to fund operations and that at least 10% of revenues be used to pay for the capital improvement plan (“CIP”).

Based on the budgeted revenues of \$39.1 million, the goal for this year’s Operating Expenses to meet the 90%/10% policy would be \$35.1 million or less, and Capital Expenses would be \$3.9 million or more. That being said, the forecast 5-Year CIP plan total costs, which focus on deferred maintenance, are \$9M - \$12M per year. Given the fact that the City has no new revenues sources to increase the projected \$39.1M revenue, City Administration and Department Leadership has been looking for ways to cut costs and control spending. Thanks to this thoughtful scrutiny of department operations, the proposed budget on the following pages results in operating expenses equal to 84% of revenues (compared to the 90% maximum per the policy).

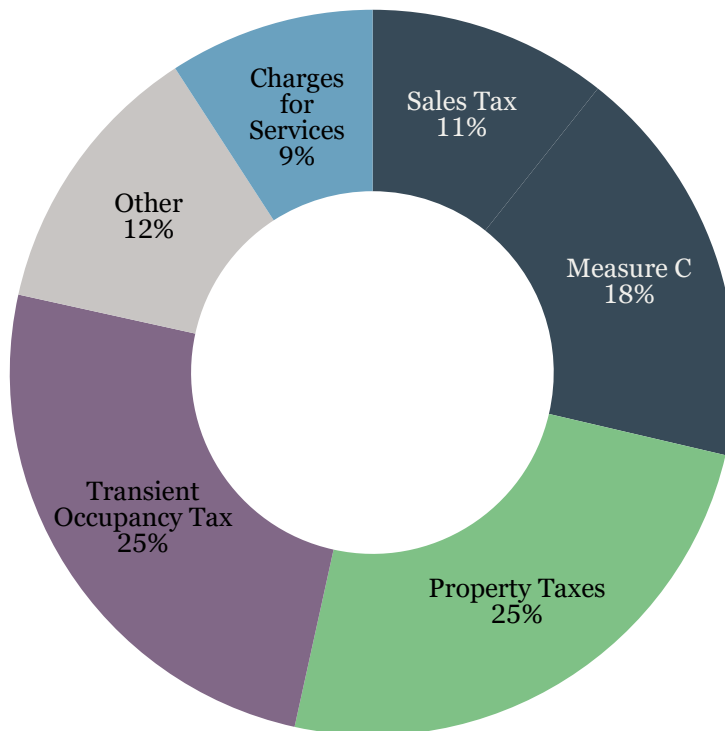
Budget Policy	Policy Amount	Policy Percentage	Budgeted Amount	Budget Percentage
Operational Expenditures to be no more than 90% of Revenue	35,147,465	90%	32,787,263	84%
Capital Outlay Expenditures to be at least 10% of Revenue	3,905,274	10%	8,503,680	22%

This makes additional funding available for CIP but the current capital plan still exceeds the available revenues, resulting in the above-noted \$2.3 million use of fund balance for Capital Projects.

REVENUE

The FY 26-27 Recommended Budget includes \$39,052,739 in estimated total revenue. As detailed in the following table, the City’s three major sources of revenue—Property Tax, Sales and Use Taxes (including Measure C), and Transient Occupancy Tax (TOT)—continue to provide the foundation for essential services

FY 26-27 Citywide Revenue Sources



Source	Budget
Property Taxes	\$9,680,989
Sales Tax	4,166,843
Measure C	7,023,597
Other	4,839,968
Charges for Services	3,576,437
Transient Occupancy Tax	9,764,905
Total	\$39,052,739

Table 1: Estimated Performance and Recommended Budget for Major Revenue Sources

Key Revenues	FY 22-23 Actual	FY23-24 Actual	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
Property Taxes	\$8,136,928	\$8,770,848	\$9,147,434	\$9,445,000	\$9,680,989
Sales Tax	\$3,469,412	\$3,692,470	\$3,956,282	\$4,092,183	\$4,166,843
Measure C	\$5,868,695	\$6,386,122	\$6,913,837	\$6,900,734	\$7,023,597
TOT	\$8,455,742	\$8,579,344	\$9,559,155	\$9,526,737	\$9,764,905
Total	\$25,930,777	\$27,428,783	\$29,576,709	\$29,964,653	\$30,636,334

The City’s three major sources of revenue include Property Tax, Sales and Use Taxes, and Transient Occupancy Tax (As detailed in Table 1 above entitled “Estimated Performance and Recommended Budget for Major Revenue Sources”).

PROPERTY TAXES

Property taxes are budgeted at \$9,680,989, representing approximately 25% of the total budgeted revenue. This reflects a 2.5% projected growth over the FY 25-26 estimated actual. The projected growth is minimal and expected to remain below the Consumer Price Index (CPI). As of February 2026, typical home values in the City remain among the highest in the State, with median prices estimated roughly at \$1.17 million, resulting in an average annual tax bill of \$12,281. The desirability of Carmel-by-the-Sea and its limited housing stock are major factors in its strong local market. Even so, the City has opted for a conservative projection due to a general softening in the broader housing market.

SALES AND USE TAXES

In Carmel-by-the-Sea, Sales and Use taxes and the local Measure C district tax are vital revenue streams, collectively budgeted to contribute \$11,190,440, which represents nearly 29% of the City's total revenue.

Carmel’s revenue is heavily concentrated in three primary sectors, starting with General Consumer Goods, which remains the largest contributor at approximately 41% of the total sales tax revenue. This sector's performance is bolstered by receipts at jewelry stores and women's apparel. The Restaurants and Hotels sector follow closely at approximately 38% of the total revenue. Within this group, casual dining saw an increase, while hotels also experienced jump in tax receipts. Lastly, the State and County Pools classification accounts for 17% of total sales tax revenue.

Although fiscal year 2025-26 has shown a rebound in sales tax revenues, the outlook for fiscal year 2026-27 remains cautious due to a variety of economic pressures. A significant driver of this caution is shifting consumer sentiment, as shoppers are becoming increasingly cost-conscious and value-focused while navigating the combined

impacts of inflation and evolving tariff policies. Despite these challenges, there is a sense of optimism regarding potential Federal Reserve interest rate changes in 2026, which are expected to improve consumer financing conditions and potentially stimulate growth.

TRANSIENT OCCUPANCY TAX

Transient Occupancy Tax (“TOT”) is levied at 10% of the rent charged by a hostelry operator within the City. Adopted at \$9,764,905, TOT accounts for 25% of revenues and assumes continued occupancy at the current fiscal year’s rate. The City of Carmel-by-the-Sea has seen generally positive growth in TOT driven by higher daily room rates and stable occupancy compared to the previous fiscal year. July-August remains the City’s highest revenue-generating period while January-February is still considered the City’s tourism off season. The primary driver for increased tax revenue appears to be rising room rates. The average daily rate for the fiscal year to date is \$397.36, up 6.80% from the prior year's annual average. Occupancy has remained relatively stable. Even with a decrease in the total rooms available, TOT collections show higher demand for the existing inventory.

The City has historically outperform its initial budget assumptions for TOT. While the current fiscal year has been robust, the City’s official outlook for fiscal year 2026-27 remains optimistic. Statewide forecasts for the Restaurant and Hotel sector project a 2.8% growth for fiscal year 2026-27. The full reopening of Highway 1 and a new direct flight service from Chicago to Monterey are expected to boost visitor volume. International tourism is forecast to rise 2.7%, supported by San Francisco and Los Angeles hosting the 2026 FIFA World Cup.

Fiscal Year *	TOT	Sales **	Property
2018	\$6,329,074	\$5,476,123	\$6,163,959
2019	\$6,882,015	\$5,719,521	\$6,496,558
2020	\$5,115,277	\$4,766,313	\$6,690,948
2021	\$5,339,285	\$7,028,041	\$7,389,656
2022	\$7,787,643	\$9,596,727	\$7,694,722
2023	\$8,455,742	\$9,338,107	\$8,136,928
2024	\$8,579,344	\$10,078,592	\$8,770,848
2025	\$9,559,155	\$10,870,120	\$9,147,434
2026 Estimated	\$9,526,737	\$10,992,917	\$9,445,000
2027 Budget	\$9,764,905	\$11,190,440	\$9,680,989
*Ending June 30th			
** Combination of Bradley Burns & Measure C 1.5%			

City's Major Revenues Historical



CHARGES FOR SERVICES

The City of Carmel-by-the-Sea is a unique coastal community that takes pride in providing high-quality services to its residents and visitors. To maintain essential services—such as public safety, forest and beach maintenance, and library services—the City must ensure that its fee-supported services are accurately priced to recover the actual cost of providing them. These fee supported services make up the revenue category Charges for Services, which accounts for 9% of the City’s total budgeted revenue. The fiscal year 2026-27 budget of Charges for Services has been adjusted to reflect the change in fees presented in the fiscal year 2026-27 Master User Fee Schedule along with no change to number of services provided.

OTHER

Other Revenue budgeted at \$4,839,968 sources make up the final 13% of the budgeted revenues. Other Revenue is made up of business license tax, franchise fees, grant, inter-governmental funding and interest and investment earnings. Interest and investment earnings are budgeted higher than in the prior fiscal year, as the City has been more strategic in its investments.

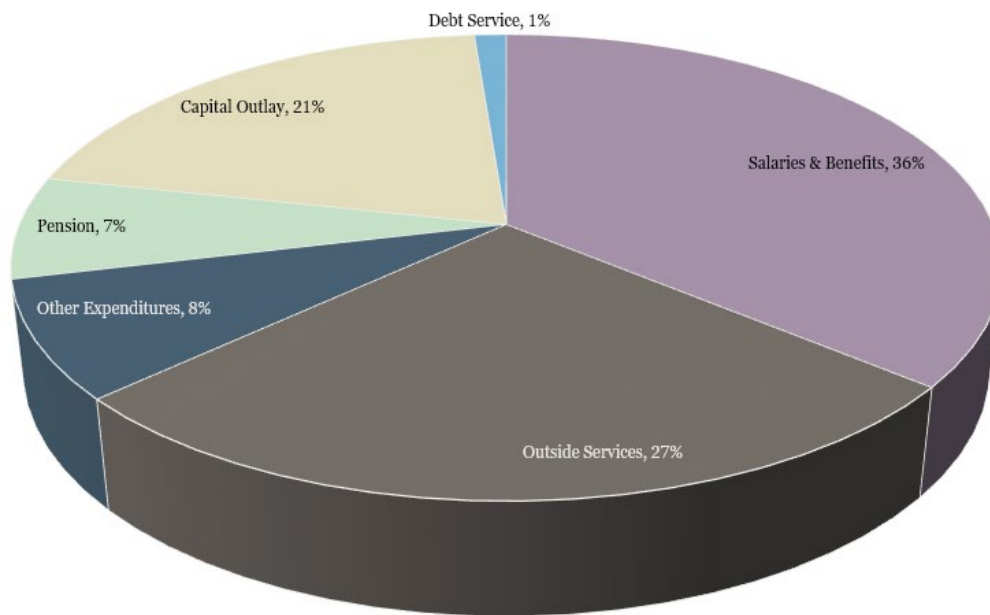
EXPENDITURES

The FY 26-27 Budget totals \$41.3 million, consisting of the following expenditures:

- ▪ Operating Budget totals \$32.3 million, or 78%, of the citywide budget
- ▪ Debt service totals \$518,900, or 1% of the citywide budget
- ▪ Capital outlay, including Capital Improvement Projects (\$7.9 million) and Vehicles and Equipment (\$0.6 million), makes up 21% of the budget

The Operating Budget encompasses the City’s departments and services. Debt Service is based upon required payments toward bonds issued by the City or by other governmental agencies on behalf of the City. As shown in the chart below, the FY 26-27 Budget includes the Operating Budget, Pension Unfunded Liability (“UAL”) payments, Capital Outlay and Debt Service. The Operating Budget is further categorized by types of expenditure including salaries and benefits, outside services, and other expenditures as explained below.

FY 26-27 Expenditure by Type



Type of Expenditure	Budget
Salaries & Benefits	\$15,030,430
Outside Services	11,286,625
Other Expenditures	2,978,747
Pension	2,972,561
Capital Outlay	8,503,680
Debt Service	518,900
Total	\$41,290,943

The City's largest expenditure is related to the cost of personnel. Salaries and benefits total \$15 million and account for 36% of the citywide budget. The second largest type of expenditure is Outside Services. This category includes various types of expenditures, such as advertising and noticing, contract services and community promotions. Contract services are used as an alternative to City staff directly providing the service due to cost savings or the specialized nature of the work being performed and include funding for expenses such as fire and ambulance services provided by the City of Monterey (\$3.7 million, \$2.2 million respectively); support for the operations of the Sunset Center and other economic development activities (\$1.2 million); legal services (\$495,000); tree care and landscape maintenance (\$640,000); fuel reduction (\$150,000); and janitorial service (\$294,000, including all parks). Capital Outlay is the third largest type of expenditure at \$8.5 million, or 21% of the budget.

Other expenditures total \$3 million and account for 8% of the citywide budget. This category includes various line-item accounts such as retiree healthcare and citywide operational expenses like property tax assessments and utilities. Also included here are the City's general liability and property insurance premiums (\$1.1 million) and expenses such as public works materials and supplies, telecommunications, fuel, training and conferences, vehicle maintenance, medical and safety supplies and printing and postage. In addition, Pension expenses total \$3 million, or 7%, of the budget and only include the annual required unfunded pension liability premium.

The citywide budget is rounded out with Debt Service (\$509,100) accounting for 1% of the citywide budget.

Together, the above budgeted operating expenditures represent 84% of budgeted revenues. This compares favorably to a budget policy that operating expenditures be no more than 90% of revenues.

Total expenditures also include budgeted Capital Outlay of \$8.5 million. This budgeted capital outlay represents 22% of budgeted revenues, compared to a budget policy that capital outlay expenditures be a minimum of 10% of budgeted revenues. While this budgeted Capital Outlay of 22% is a positive variance the 10% minimum, it exceeds the amount of revenue available, causing the City to have to dip into fund balance reserves.

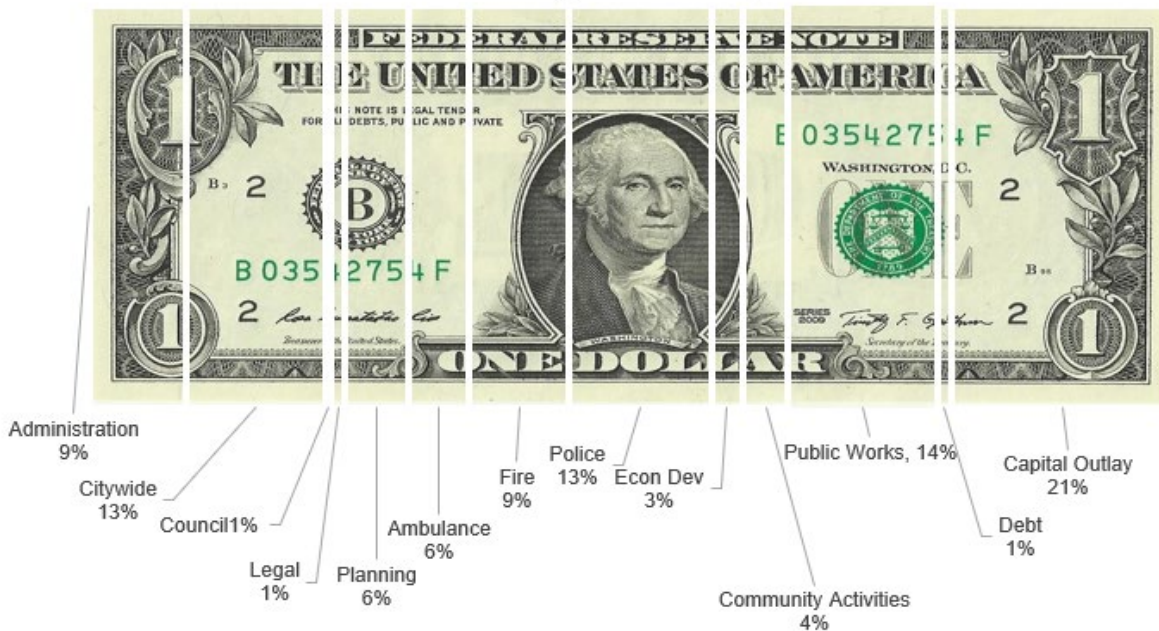
EXPENDITURES BY FUNCTION

Another way to view operating expenditures is by function, as depicted in the FY 26-27 illustration below. Capital Outlay makes up 21% of operating expenditures. The public safety functions of Ambulance, Fire and Police make up 28% of the budget. The Public Works Department is the next largest operating expenditure at 14% followed by Citywide at 13% of the budget, as it includes the City's unfunded actuarial pension liability premium. In total, Administration, Council, Planning, Legal, Economic Development (including the Sunset Center), and Library and Community Activities represent the remaining 24% of the budget expenditures.

RESERVE OF FUND BALANCE

In past years the City made an additional annual transfer of fund balance to the Section 115 Pension Unfunded Liability trust (\$1.0 million) for pension mitigation. The trust has been built-up to help reduce the long-term liability for pensions. This year the City will forgo transferring funds to the 115 Pension Trust and will instead Assign fund balance of \$1 million to the City's Housing Trust Reserve.

FY 26-27 Expenditures by Function



Total Expenditures	Budget	%
Administration	\$3,652,613	9%
Citywide	5,316,701	13%
Council	236,418	1%
Debt	518,900	1%
Legal	495,000	1%
Planning	2,429,695	6%
Ambulance	2,329,489	6%
Fire	3,797,984	9%
Police	5,401,414	13%
Marketing	1,222,947	3%
Library	1,411,947	3%
Community Activities	286,647	1%
Public Works	5,687,508	14%
Operating Budget	\$32,787,263	79%
Capital	8,503,680	21%
Total	\$41,290,943	100%

Authorized Positions

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Council			
Councilmember	4.00	4.00	0.00
Mayor	1.00	1.00	0.00
City Council Total	5.00	5.00	0.00
Administration			
City Administrator	1.00	1.00	0.00
Assistant City Administrator	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
Administrative Technician	0.00	1.00	1.00
Administrative Coordinator	1.00	0.00	-1.00
City Clerk	1.00	1.00	0.00
Finance Manager	1.00	1.00	0.00
Accountant	1.00	1.00	0.00
Finance Analyst	1.00	1.00	0.00
Finance Specialist	1.00	1.00	0.00
Human Resources Manager	1.00	1.00	0.00
Information Services / Network Manager	1.00	1.00	0.00
IT Analyst	0.00	1.00	1.00
IT Help Desk/Technician	1.00	0.00	-1.00
IT Interns	0.00	0.50	0.50
Administration Total	12.00	12.50	0.50
Community Activities			
Community Services Assistant	0.50	0.00	-0.50
Administrative Analyst	0.00	1.00	1.00
Executive Assistant	0.50	0.00	-0.50
Community Activities Total	1.00	1.00	0.00
Library			
Library Director	1.00	1.00	0.00
Supervising Librarian	2.00	2.00	0.00
Librarian	1.00	1.00	0.00
Library Associate	3.00	3.00	0.00
Library Assistant	1.00	1.00	0.00
Executive Assistant	0.50	0.00	-0.50
Administration Technician	0.00	1.00	1.00
Librarian II (Local History)	0.00	0.00	0.00
Hourly Librarian	1.00	0.50	-0.50
Hourly Library Assistant	2.00	2.00	0.00
Library Total	11.50	11.50	0.00

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Community Planning & Building			
Planning & Building Services Director	1.00	1.00	0.00
Principal Planner	2.00	2.00	0.00
Senior Planner	1.00	1.00	0.00
Associate Planner	2.00	2.00	0.00
Assistant Planner	0.50	0.50	0.00
Administrative Coordinator	1.00	1.00	0.00
Building Official	1.00	1.00	0.00
Building Inspector	1.00	1.00	0.00
Permit Technician	1.00	1.00	0.00
Code Compliance Coordinator	1.50	1.50	0.00
Community Planning & Building Total	12.00	12.00	0.00
Public Works			
Director of Public Works	1.00	1.00	0.00
Administrative Coordinator	1.00	1.00	0.00
Public Works Superintendent	1.00	1.00	0.00
Street Supervisor	1.00	1.00	0.00
Streets Maintenance Worker III	2.00	1.00	-1.00
Streets Maintenance Worker I/II	5.00	6.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	0.00
Facilities Maintenance Specialist	1.00	1.00	0.00
Environmental Compliance Manager	1.00	1.00	0.00
Environmental Administrative Analyst	1.00	1.00	0.00
Capital Program Manager	0.00	1.00	1.00
Project Manager	2.00	2.00	0.00
City Forester	1.00	1.00	0.00
Assistant City Forester	1.00	1.00	0.00
Tree Climber & Care Specialist	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
F&B Maintenance Worker I/II	3.00	3.00	0.00
Tree Permit Technician	1.00	1.00	0.00
Public Works Total	25.00	26.00	1.00
Police			
Public Safety Director	1.00	1.00	0.00
Police Commander	1.00	1.00	0.00
Sergeant	3.00	3.00	0.00
Police Officer	10.00	10.00	0.00
Police Services Supervisor	1.00	1.00	0.00
Police Services Officer	6.00	5.50	-0.50
Community Services Officer/Animal Control	2.00	2.50	0.50
Police Total	24.00	24.00	0.00
Citywide Total Funded Positions	90.50	92.00	1.50

OPERATING BUDGET

CITY COUNCIL

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 policymaking legislative body of the City. The Council adopts the annual budget, enacts ordinances, and approves major contracts, acquisitions, and leases. 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.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 33 City Council meeting
- 136 Hours of City Council meetings
- 79 other City boards, committees and commission meetings
- 67 Resolutions passed
- 5 Ordinances passed

2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Street Addresses Implementation
- Entered MOU with the Carmel Public Library Foundation to facilitate renovations at the historic Harrison Memorial Library
- Submitted revised draft Housing Element to the State of California for review
- Completed contract with Monterey Fire to operate Ambulance
- Established pickleball regulations by ordinance
- Adopted updated Fire Hazard Maps
- Adopted a Paid Parental Leave policy

2026-2027 PRIORITIES

- Continued oversight of the implementation of the strategic plan and updating of City priorities to include some of the following: plan for natural areas, reduce fire risk; develop forest management plan and update tree ordinance; update zoning code & design guidelines; ADU ordinance; wireless ordinance; increase beautification effort; review barriers to affordable housing; develop a facilities master plan.
- Continue to respond to any forthcoming State legislation that undermines local control, especially as it relates to local land-use decisions.

BUDGET SUMMARY AND SERVICE IMPACTS

Community Promotions includes \$20,000 for the Council discretionary grant program, \$3,000 for United Way 211, \$4,000 for the Monterey County Film Commission, \$7,500

for the Central Coast Small Business Development Center and \$78,000 for the cost of courier service for the mail delivery program for a total budget of \$128,500.

City Council				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-110-00-41008	Salaries -Elected	\$10,101	\$9,600	\$9,600
101-110-00-41101	Retirement	175	179	179
101-110-00-41104	Health Insurance	29,484	24,755	40,109
101-110-00-41105	Social Security	496	0	372
101-110-00-41106	Medicare	147	139	139
101-110-00-41108	Worker's Comp	3,122	514	429
Salaries & Benefits Subtotal		\$43,525	\$35,187	\$50,828
101-110-00-42005	Community Promotions	\$127,060	\$128,500	\$112,500
101-110-00-42007	Regional Memberships	47,428	53,065	54,240
101-110-00-42101	Office Supplies	0	450	500
101-110-00-42302	Conferences & Meetings	14,105	31,550	18,350
Services & Supplies Subtotal		\$188,594	\$213,565	\$185,590
Total		\$232,118	\$248,752	\$236,418

Regional Memberships				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-110-00-42007	TAMC	\$1,295	\$1,295	\$1,360
101-110-00-42007	AMBAG	3,950	3,950	4,100
101-110-00-42007	Monterey Pen. Chamber of Commerce	900	900	950
101-110-00-42007	Monterey County Mayors Association	1,575	1,575	1,700
101-110-00-42007	Monterey County Business Council	500	500	525
101-110-00-42007	MBUAPCA	1,900	1,900	2,000
101-110-00-42007	League of CA Cities	3,380	3,380	3,600
101-110-00-42007	League of CA Cities- Monterey Bay	300	300	315
101-110-00-42007	LAFCo	16,796	16,796	18,000
101-110-00-42007	Community Human Services	19,175	19,175	20,875
101-110-00-42007	CoastWalks/Coastal Trail Association	300	300	315
101-110-00-42007	Carmel Chamber of Commerce	475	475	500
Total		\$50,546	\$50,546	\$54,240



CITY ATTORNEY

The City Council appoints the City Attorney. The City Attorney represents the City as legal counsel and provides legal advice and/or training to the City Council, City Administrator, boards, commissions, and 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 reviews legal documents and agenda items.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 744 hours logged by the City Attorney
- 703 hours logged by City Attorney staff
- 172 hours logged by other legal service providers

BUDGET SUMMARY AND SERVICE IMPACTS

The FY 26-27 City Attorney budget totals \$495,000 and consists of \$395,000 for general legal services and \$100,000 for other specialized legal assistance from the City attorney's office, including labor negotiations and personnel. The budget also includes \$3,500 for the City attorney's annual performance evaluation.

City Attorney				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-112-00-42001	Contract Services	\$528,109	\$442,000	\$395,000
101-112-00-42004	Legal Costs	22,211	75,000	100,000
	Total	\$550,320	\$517,000	\$495,000



ADMINISTRATION

The City Administrator is appointed by the City Council and is ultimately responsible for the enforcement of City laws and ordinances; ensuring that the orders of the City Council are executed; preparing the budget and monitoring City finances; and managing day-to-day operations of all City Departments. The Assistant City Administrator serves at the behest of the City Administrator to assist in managing the activities and operations of the City, act in the absence of the City Administrator, and serve as the Director of the centralized administrative city functions of City Clerk, Finance, Human Resources, and Information Technology.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 199 PRA's requested
- 539 fixed location and 1,071 in & about business licenses issued
- 403 high heel permits issued
- Awarded Certificate of Achievement for Excellence in Financial Reporting for the City's Annual Comprehensive Financial Report for the Fiscal Year ended June 30, 2024.
- 2,497 invoices processed
- 10 vacant positions filled, including Police Chief and Library Director



2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Implemented an electronic payment portal for the collection of administrative fees, including business licenses, TOT tax collections and CRID administration
- New IT internship program established
- Street Addresses implementation program started
- Approved ballot measures for new revenues

2026-2027 PRIORITIES

- Digitize all historic City records, including Resolutions, Ordinances, and Meeting Minutes, to improve accessibility and preserve institutional history.
- Strategically implement Laserfiche software to create a centralized, web based platform for efficient records management and public access.
- Evaluate and identify cost-effective off-site storage solutions to reduce physical storage needs and optimize space within City facilities.
- Creation of web dashboard interface for more transparent fiscal reporting
- Upgrade computer fleet to Windows 11 and prepare to pay for extended security update costs for any remaining Windows 10 computers. (\$61/yr per PC)
- Analyze departmental software priorities so that a strategic plan is developed which minimizes incompatible software.
- Implement Citywide Customer Service Program

BUDGET SUMMARY AND SERVICE IMPACTS

Office of the City Administrator				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-00-41001	Salaries	\$1,747,030	\$1,960,191	\$1,872,786
101-111-00-41003	Salaries -Part time	0	23,135	23,135
101-111-00-41005	Overtime	29	0	0
101-111-00-41101	Retirement	106,487	123,548	109,868
101-111-00-41103	Deferred Compensation	52,111	46,541	41,161
101-111-00-41104	Health Insurance	324,463	422,125	456,957
101-111-00-41105	Social Security	0	1,434	1,434
101-111-00-41106	Medicare	25,151	28,931	27,492
101-111-00-41107	LTD/STD/Life	1,357	4,226	5,386
101-111-00-41108	Worker's Comp	75,569	104,586	84,706
101-111-00-41109	Benefits-MOU Obligations	9,048	10,690	9,707
	Salaries & Benefits Subtotal	\$2,341,245	\$2,725,407	\$2,632,632
101-111-00-42001	Contract Services	\$216,785	\$566,500	\$289,054
101-111-00-42002	Recruiting Services	29,765	57,500	50,500
101-111-00-42003	Auditing Services	77,325	96,500	75,000
101-111-00-42006	Records Management	7,528	25,000	26,000
101-111-00-42009	Advertising and Legal Notice	15,209	21,000	10,700
101-111-00-42015	Other Services	27,052	24,800	24,950
101-111-00-42101	Office Supplies	7,860	7,875	3,000
101-111-00-42102	Publications & Subscriptions	318,773	275,400	261,397
101-111-00-42105	Materials and Supplies	2,048	500	3,000
101-111-00-42106	Small Tools and Equipment	492	0	500
101-111-00-42115	Other Supplies	0	5,000	250
101-111-00-42202	Equipment Maintenance	7,486	8,750	10,000
101-111-00-42301	Training & Education	7,888	18,400	12,400
101-111-00-42302	Conferences & Meetings	13,636	17,625	18,200
101-111-00-42304	Dues & Memberships	9,426	3,580	6,780
101-111-00-42306	Employee Programs	2,784	6,000	6,000
101-111-00-42307	Employee Appreciation Costs	19,595	20,000	17,000
101-111-00-42403	Printing	8,722	5,900	9,000
101-111-00-42404	Shipping/Postage/Freight	16,708	500	500
101-111-00-42405	Telephone and Communications	161,058	125,000	125,000
101-111-00-42406	Bank & Merchant Fees	6,321	4,500	34,000
101-111-00-42407	Computer Non Capital	10,615	40,000	33,750
101-111-00-42410	Pre-employment Costs	2,418	4,000	3,000
	Services & Supplies Subtotal	\$969,492	\$1,334,330	\$1,019,981
	Total	\$3,310,737	\$4,059,737	\$3,652,613

STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Administration			
City Administrator	1.00	1.00	0.00
Assistant City Administrator	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
Administrative Technician	0.00	1.00	1.00
Administrative Coordinator	1.00	0.00	-1.00
City Clerk	1.00	1.00	0.00
Finance Manager	1.00	1.00	0.00
Accountant	1.00	1.00	0.00
Finance Analyst	1.00	1.00	0.00
Finance Specialist	1.00	1.00	0.00
Human Resources Manager	1.00	1.00	0.00
Information Services / Network Manager	1.00	1.00	0.00
IT Analyst	0.00	1.00	1.00
IT Help Desk/Technician	1.00	0.00	-1.00
IT Interns	0.00	0.50	0.50
Administration Total	12.00	12.50	0.50

ADMINISTRATION

The Administration divisional budget includes funding for the City's Administrator's performance evaluation within contract services, office supplies, conferences and meetings and employee appreciation costs.

Administration				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-10-42001	Contract Services	\$23,420	\$152,585	\$34,000
101-111-10-42015	Other Services	27,052	2,350	2,500
101-111-10-42101	Office Supplies	7,205	6,375	1,500
101-111-10-42102	Publications & Subscriptions	335	540	550
101-111-10-42302	Conferences & Meetings	11,202	5,325	9,200
101-111-10-42304	Dues & Memberships	3,691	1,350	4,550
101-111-10-42307	Employee Appreciation Costs	470	0	500
101-111-10-42403	Printing	0	100	200
101-111-10-42404	Shipping/Postage/Freight	16,708	500	500
Services & Supplies Subtotal		\$90,084	\$169,125	\$53,500

CITY CLERK

The City Clerk provides timely and accessible service to all inquiries and requests for public information and records, administration of elections, public records requests processing, records management, and the legislative process. The Clerk records the City's legislative history through approved minutes and maintains 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.

City Clerk				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-11-42001	Contract Services	\$56,039	\$48,300	\$62,754
101-111-11-42006	Records Management	7,528	25,000	26,000
101-111-11-42009	Advertising and Legal Notice	13,422	15,000	10,000
101-111-11-42101	Office Supplies	321	1,000	1,000
101-111-11-42115	Other Supplies	0	0	5,000
101-111-11-42302	Conferences & Meetings	1,599	3,000	3,000
101-111-11-42304	Dues & Memberships	540	500	500
101-111-11-42403	Printing	3,686	2,500	5,000
Services & Supplies Subtotal		\$83,136	\$95,300	\$113,254

FINANCE

The Finance Department provides financial analysis and reporting through budget development and expenditure monitoring. It also handles routine operations—including accounts payable, payroll, tax collection, and licensing—while managing investments and debt and administrating the hostelry and restaurant improvement districts.

Finance				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-12-42001	Contract Services	\$77,781	\$137,200	\$44,800
101-111-12-42003	Auditing Services	77,325	96,500	75,000
101-111-12-42101	Office Supplies	31	0	0
101-111-12-42102	Publications & Subscriptions	1,357	29,350	30,500
101-111-12-42301	Training & Education	2,525	2,400	2,400
101-111-12-42304	Dues & Memberships	150	350	350
101-111-12-42403	Printing	4,673	2,900	3,800
101-111-12-42406	Bank & Merchant Fees	6,321	4,500	34,000
Services & Supplies Subtotal		\$170,162	\$273,200	\$190,850

HUMAN RESOURCES

Human Resources (HR) recruits, develops, and retains 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. Services include employee orientation, recruitment, performance assessment, compensation and job classification assessments, safety and wellness programs, and organization development. HR Staff is responsible for negotiating Memorandums of Understanding with the City's three labor bargaining units, subject to Council direction and approval.

HR				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-13-42001	Contract Services	\$9,080	\$68,415	\$64,000
101-111-13-42002	Recruiting Services	29,765	57,500	50,500
101-111-13-42009	Advertising & Legal Notice	1,787	6,000	700
101-111-13-42101	Office Supplies	146	500	500
101-111-13-42102	Publications & Subscriptions	131	25,300	25,300
101-111-13-42301	Training & Education	1,373	6,000	2,500
101-111-13-42302	Conferences & Meetings	834	3,800	2,000
101-111-13-42304	Dues & Memberships	5,045	680	680
101-111-13-42306	Employee Programs	2,784	6,000	6,000
101-111-13-42307	Employee Appreciation Costs	19,125	20,000	16,500
101-111-13-42403	Printing	362	400	0
101-111-13-42410	Pre-employment Costs	2,418	4,000	3,000
Services & Supplies Subtotal		\$72,850	\$198,595	\$171,680

INFORMATION TECHNOLOGY

Information Technology (IT) provides 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, Councilmembers, and the community. In addition, IT supports and continuously improves essential technology infrastructure for enabling day-to-day operations of the City.

IT				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-111-14-42001	Contract Services	\$50,466	\$160,000	\$83,500
101-111-14-42015	Other Services	0	22,450	22,450
101-111-14-42101	Office Supplies	156	0	0
101-111-14-42102	Publications & Subscriptions	316,949	220,210	205,047
101-111-14-42105	Materials and Supplies	2,048	500	3,000
101-111-14-42106	Small Tools and Equipment	492	0	500
101-111-14-42202	Equipment Maintenance	7,486	8,750	10,000
101-111-14-42301	Training & Education	3,820	10,000	7,500
101-111-14-42302	Conferences & Meetings	0	5,500	4,000
101-111-14-42304	Dues & Memberships	0	700	700
101-111-14-42405	Telephone and Communications	161,058	125,000	125,000
101-111-14-42407	Computer Non capital	8,327	40,000	33,750
Services & Supplies Subtotal		\$550,801	\$593,110	\$495,447



CITYWIDE (NON-DEPARTMENTAL)

Citywide, or Non-Departmental costs, are expenses that are spread across the entire organization. These items include the unfunded pension liability, the City’s insurance premiums for general liability and property insurance, and the City’s share of costs toward retiree healthcare. Other operational expenses include utilities, property tax assessments and the administrative fee charged by Monterey County for property tax collection.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- \$1 million contribution to the City’s \$115 Pension Mitigation Trust

BUDGET SUMMARY AND SERVICE IMPACTS

- In addition to the employer contribution toward retirement for City employees, the City also is responsible for pension obligations for the unfunded actuarial liability (“UAL”). This amount increases by \$264,403 or 9.7%, in FY 26-27 compared to the FY 25-26 Adopted Budget.
- The City’s liability insurance premiums are budgeted at \$977,140, a decrease by \$126,800, or 11%.
- Changes to the City’s out-of-pocket deductible per occurrence increased and the budget reflects the increase in the City’s exposure.

Non-Departmental				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-130-00-42501	Liability Insurance Premium	\$964,366	\$1,103,940	\$977,140
101-130-00-42503	PERS UAL Payment	2,298,486	2,708,158	2,972,561
101-130-00-42504	Insurance Claims Paid	3,481	100,000	450,000
101-130-00-42505	Utilities	493,804	464,000	477,000
101-130-00-42506	Property Tax Assessments	94,134	100,000	100,000
101-130-00-42508	Unemployment Costs	17,067	15,000	18,000
101-130-00-42509	Citywide Mailing Costs	0	24,845	25,000
101-130-00-42510	Retiree Health Share	84,578	87,000	85,000
101-130-00-42511	County Property Tax Admin Fees	57,868	75,000	75,000
101-130-00-42512	Forest Theater Utilities	0	10,000	10,000
Total		\$4,013,784	\$4,687,943	\$5,189,701

DEBT SERVICE (FUND 401)

Debt Service includes payments for the 2020 Refunding Lease Revenue Bonds. These payments total \$518,900 as shown below.

2020 REFUNDING LEASE REVENUE BONDS

On September 10, 2010, City Council approved issuance and sale of certificates to finance improvements and 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 2010 Refunding Lease Revenue Bond). The Certificate of Participation (COP) of approximately \$7.6 million included a maturity date of November 1, 2031. On September 3, 2020, the Public Improvement Authority and City Council determined that a refunding of the 2010 Bond was in the City's best interest to take advantage of historically low interest rates and to achieve cash flow savings in light of the economic impact of the pandemic on the City's revenues. The 2020 Refunding Lease Revenue Bond of approximately \$3.9 million matures on November 1, 2032. The City made its first principal payment in FY 23-24 after two years of interest only payments.

FUNDING SOURCE

General Fund revenue is the source of funding for debt service obligations. The General Fund (Fund 101) will transfer \$518,900 to Debt Service (Fund 401) in FY 26-27 with approximately 75% of that going to the principal.

Debt Service: Total				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
401-411-00-44001	Principal	\$375,000	\$380,000	\$405,000
401-411-00-44002	Interest	133,526	126,600	111,400
401-411-00-44003	Administrative Fees	2,105	2,500	2,500
Total		\$510,631	\$509,100	\$518,900

FY 24-25 Debt Service by Bond				
Bond	Principal	Interest	Fee	Total
Sunset Center	\$405,000	\$111,400	\$2,500	\$518,900
Total	\$405,000	\$111,400	\$2,500	\$518,900

ECONOMIC DEVELOPMENT

Two of the City’s unique facilities include the performing arts venue known as the Sunset Community and Cultural Center and the Forest Theater, an outdoor amphitheater. These locations support musical performances, lectures and other cultural activities that enhance the quality of life for residents and promote the City and the Monterey Peninsula as an artistic and cultural destination.

In 2017, the City entered into a lease agreement with the Sunset Cultural Center, Inc. (SCC) for the management of these facilities and the terms of the lease require the City to make an annual grant to SCC to support operations. The annual grant for management of only Sunset Center is in this fiscal year’s budget.

In 2021, the City entered into a lease agreement with Pacific Repertory Theater (Pac Rep) for the management of the Forest Theater. This new lease does not require an operational grant payment. Rather, the City pays for a portion of utilities and repairs, which are budgeted in the Citywide (Non-Departmental) and Public Works budgets.

The City funds two organizations, Visit Carmel and See Monterey to manage visitors. Visit Carmel, as the City’s destination marketing organization (DMO), maintains the City’s official travel website (www.carmelcalifornia.com) and develops targeted and seasonal marketing campaigns to encourage visitors to stay overnight, dine, and shop within the Village. See Monterey, as the DMO for all of Monterey County, works to manage and educate visitors coming to the broader County who may also choose to visit Carmel-by-the-Sea.

Another partner agency is the Carmel Chamber of Commerce, which operates the Visitor Center in town, publishes a comprehensive visitor guide, and assists businesses. The Chamber also supports small businesses and provides services to assist its members, including listing businesses on the Chamber website, providing educational programs, conducting outreach with businesses via weekly business walks with City elected officials and staff and marketing opportunities to “shop locally”.

BUDGET SUMMARY AND SERVICE IMPACTS

Economic Development				
Account Number	Details	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-122-00-42008	SCC- Sunset Center Operating Grant	\$750,000	\$750,000	\$750,000
101-122-00-42008	See Monterey	226,297	226,297	292,947
101-122-00-42008	Visit Carmel	120,000	120,000	120,000
101-122-00-42008	Carmel Chamber of Commerce	60,000	60,000	60,000
	Total	\$1,156,297	\$1,156,297	\$1,222,947

LIBRARY

The Library is an efficient medium for the free and equitable distribution and exchange of books, information, and ideas; and a recognized social center providing the community with a place to learn, interact and gather. The Library aspires to be a welcoming place, in-person and virtually, where reading, learning and imagination thrive; a recognized leader and respected voice in our community; and a model library in our industry.

A five-member Board of Trustees appointed by the City Council governs the Library. The Harrison Memorial Library Board of Trustees, the Carmel Public Library Foundation, Harrison Memorial Library Friends of the Library, and the City work together in partnership to sustain the vital and 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.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 21,773 reference and information questions were answered
- 1,827 library cards were issued
- 98,658 library items were circulated
- 8,643 people attended library programs
- 133,376 visits were made to the library
- 8,884 logins were made to library wi-fi
- 122,000 digital items (e-books, audios, magazines, films, music) were accessed
- 450 items added to the online historical collection
- 6 new oral history interviews were captured



2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Increased the number of adult, kids, and teen programs. Attendance at all programs continues to grow and patrons are enjoying the variety of programs.
- Hired an Interim Library Director and completed the recruitment and hiring for a permanent Library Director.
 - Actively working on the FY 2025-27 Library Strategic Plan objectives. In March 2026 the Library Board of Trustees established a Library Strategic Plan Ad Hoc Committee to work closely with staff. Staff provided an update.

2026-2027 PRIORITIES

- Continue work to accomplish FY 2025-2027 Library Strategic Plan objectives.
- Relocate and open a temporary library for operation by fall 2026 while the Harrison Memorial Library restoration project is under construction.

- Participate in design development and construction processes for the Harrison Memorial Library restoration project.
- Establish a circulating collection for all ages at the Park Branch Library.
- Open the Park Branch Library for Saturday operations.

BUDGET SUMMARY AND SERVICE IMPACTS

Library				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-120-00-41001	Salaries	\$813,182	\$918,714	\$859,112
101-120-00-41003	Salaries -Part time	126,365	263,505	228,720
101-120-00-41101	Retirement	54,785	57,229	38,599
101-120-00-41103	Deferred Compensation	10,275	11,436	6,300
101-120-00-41104	Health Insurance	138,521	159,635	156,174
101-120-00-41105	Social Security	6,707	16,344	27,819
101-120-00-41106	Medicare	13,485	17,155	15,774
101-120-00-41107	LTD/STD/Life	886	1,399	1,287
101-120-00-41108	Worker's Comp	45,503	61,582	48,602
101-120-00-41109	Benefits-MOU Obligations	14,242	14,986	14,560
	Salaries & Benefits Subtotal	\$1,223,951	\$1,521,984	\$1,396,947
101-120-00-42001	Contract Services	\$5,666	\$10,500	\$15,000
	Services & Supplies Subtotal	\$5,666	\$10,500	\$15,000
	Total	\$1,229,617	\$1,532,484	\$1,411,947

STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Library			
Library Director	1.00	1.00	0.00
Supervising Librarian	2.00	2.00	0.00
Librarian	1.00	1.00	0.00
Library Associate	3.00	3.00	0.00
Library Assistant	1.00	1.00	0.00
Executive Assistant	0.50	0.00	-0.50
Administration Technician	0.00	1.00	1.00
Librarian II (Local History)	0.00	0.00	0.00
Hourly Librarian	1.00	0.50	-0.50
Hourly Library Assistant	2.00	2.00	0.00
Library Total	11.50	11.50	0.00

COMMUNITY ACTIVITIES



The Community Activities Department encourages and supports the interaction of neighbors, friends, families and visitors through the shared experience of special events, programs, and gatherings which bring the community together safely on the City's streets and in its parks and create opportunities to interact, celebrate, enrich people's lives, and promote inclusiveness. Its mission is to inspire connections and strengthen community bonds by creating safe, inclusive events that foster belonging through shared celebrations and gatherings.

The Community Activities Department facilitates the weekly Farmers' Market, permitting special events, beach events, and filming, in addition to organizing the City's annual special events (Memorial Day, 4th of July, Sandcastle Contest, Pumpkin Roll, Halloween Parade, Veteran's Day, Homecrafters' Marketplace, and Holiday Menorah and Tree-lighting).

Sandcastle Contest, Pumpkin Roll, Halloween Parade, Veteran's Day, Homecrafters' Marketplace, and Holiday Menorah and Tree-lighting).

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 125 beach, film, parking stall, special event and Car Week permits
- 11 planned and facilitated City Special Events.

2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Reestablished the Community Activities Commission
- Updated Mission Statement

2026-2027 PRIORITIES

- Plan special events to celebrate the City's 110th Birthday in October 2026
- Continue to engage the Community Activities Commission in planning and executing City events
- Continue to explore potential collaborations with community partners



BUDGET SUMMARY AND SERVICE IMPACTS

Community Activities Department expenses include costs for advertising, banners and signage, event and office supplies for City events, equipment replacements, Community Activities Commission initiatives, and the Farmers' Market.

Community Activities				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-121-00-41001	Salaries	\$48,506	\$62,351	\$118,872
101-121-00-41003	Salaries -Part time	0	28,649	0
101-121-00-41101	Retirement	4,652	5,553	10,921
101-121-00-41103	Deferred Compensation	600	1,219	1,200
101-121-00-41104	Health Insurance	5,667	14,324	14,491
101-121-00-41105	Social Security	0	1,776	0
101-121-00-41106	Medicare	677	1,332	1,724
101-121-00-41107	LTD/STD/Life	51	209	418
101-121-00-41108	Worker's Comp	4,375	4,768	5,311
	Salaries & Benefits Subtotal	\$64,528	\$120,182	\$152,937
101-121-00-42001	Contract Services	\$81,616	\$111,040	\$107,890
101-121-00-42005	Community Promotions	11,717	9,340	19,090
101-121-00-42009	Advertising and Legal Notice	3,410	6,950	5,000
101-121-00-42101	Office Supplies	169	200	200
101-121-00-42403	Printing	241	1,440	1,530
	Services & Supplies Subtotal	\$97,153	\$128,970	\$133,710
	Total	\$161,681	\$249,152	\$286,647

STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Community Activities			
Community Services Assistant	0.50	0.00	-0.50
Administrative Analyst	0.00	1.00	1.00
Executive Assistant	0.50	0.00	-0.50
Community Activities Total	1.00	1.00	0.00

COMMUNITY PLANNING AND BUILDING

The Community Planning and Building Department (CPB) includes the Administration, 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.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 344 Planning Permits Applications
- 53 Business Licenses Applications
- 534 Building Permits Applications
- 203 Code Compliance Cases
- 10 Transient Rental Case
- 233 Encroachment Permit Applications

2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Adopted the updated Fire Hazard Severity Zone Map via ordinance.
- Adopted the Historic Context Statement update and received certification from the California Coastal Commission.
- Adopted consultant contract with Opticos Design and commenced work on the City's Objective Design and Development Standards.
- Adopted the Water Allocation Resolution placing 14-acre feet of water received from the Monterey Peninsula Water Management District into six water allocation categories.
- Created a Permit Streamline Task Force to elicit suggestions for permit process improvements.
- Conducted internal staff training with the goal of providing cross-training opportunities resulting in holistic project review.
- Adopted consultant contract with Granicus for improved Short-Term Rental compliance.
- Received Planning Commission recommendation on a draft Roof Material Policy.
- Continued work with the Affordable Housing Alternatives ("AHA") resident group and finalized the 6th Cycle General Plan Housing Element amendment draft.
- Submitted the 6th Cycle General Plan Housing Element amendment to the California Department of Housing and Community Development for review and certification.
- Provided assistance to Public Works on the Carmel Coastal Hazards Local Coastal Program update.
- Received Planning Commission direction on the draft Accessory Dwelling Unit Ordinance Update.
- Adopted the Building Code Update Ordinance.
- Commenced quarterly check-in meetings with California Coastal Commission staff.
- Created a Long-Range Planning work plan.

- Updated Staff Report and Draft Resolution templates.

2026-2027 PRIORITIES

- Adoption of updated Design Guidelines and Zoning Code through the Design Traditions 1.5 Project.
- Adoption of ordinances for the 6th Cycle General Plan Housing Element implementation.
- Complete the scanning/digitizing of rolled building plans currently in storage at Vista Lobos.
- Adopt the General plan Safety Element updates before the end of fiscal year 2027.
- Adoption of the updated Accessory Dwelling Unit Ordinance.
- Engage staff to participate in more training opportunities to continue the professionalization and growth of the Community Planning and Building Department.
- Adopt necessary ordinances and policies to ensure development and construction consistency with update state laws on wildfire.
- Replace existing permitting software to increase efficiency and improve user (applicants and staff) experience.
- Continue to meet with the Permit Streamline Task Force to identify policy gaps and improve confusing/complex regulations and processes.
- Continue to collaborate with Public Works to improve the permit process for interrelated tasks.
- Update and improve Planning handouts and checklists.
- Update and improve Building handouts and checklists.
- Update and improve Code Compliance handouts.
- Continue internal training program and include cross training with Public Works, Monterey Fire Department and California Coastal Commission staff.



BUDGET SUMMARY AND SERVICE IMPACTS

Community Planning & Building				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-115-00-41001	Salaries	\$1,131,924	\$1,604,924	\$1,604,331
101-115-00-41005	Overtime	1,440	0	0
101-115-00-41101	Retirement	60,897	85,614	84,808
101-115-00-41103	Deferred Compensation	8,000	12,216	12,300
101-115-00-41104	Health Insurance	231,680	339,397	366,940
101-115-00-41106	Medicare	15,942	23,254	23,262
101-115-00-41107	LTD/STD/Life	1,135	2,067	3,390
101-115-00-41108	Worker's Comp	51,954	83,899	71,704
101-115-00-41109	Benefits-MOU Obligations	18,587	23,623	22,880
Salaries & Benefits Subtotal		\$1,521,560	\$2,174,995	\$2,189,615
101-115-00-42001	Contract Services	\$221,867	\$179,135	\$179,185
101-115-00-42009	Advertising and Legal Notice	500	0	12,000
101-115-00-42101	Office Supplies	2,633	7,100	2,000
101-115-00-42102	Publications & Subscriptions	1,673	18,138	15,850
101-115-00-42104	Safety Equipment and Supplies	2,638	1,700	2,600
101-115-00-42106	Small Tools and Equipment	0	0	500
101-115-00-42107	Gas and Oil	250	100	0
101-115-00-42115	Other Supplies	2,962	4,300	1,400
101-115-00-42301	Training & Education	9,225	11,305	8,195
101-115-00-42302	Conferences & Meetings	5,735	10,700	6,620
101-115-00-42304	Dues & Memberships	5,084	6,760	6,930
101-115-00-42403	Printing	1,334	1,150	4,800
Services & Supplies Subtotal		\$253,902	\$240,388	\$240,080
Total		\$1,775,462	\$2,415,383	\$2,429,695

STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Community Planning & Building			
Planning & Building Services Director	1.00	1.00	0.00
Principal Planner	2.00	2.00	0.00
Senior Planner	1.00	1.00	0.00
Associate Planner	2.00	2.00	0.00
Assistant Planner	0.50	0.50	0.00
Administrative Coordinator	1.00	1.00	0.00
Building Official	1.00	1.00	0.00
Building Inspector	1.00	1.00	0.00
Permit Technician	1.00	1.00	0.00
Code Compliance Coordinator	1.50	1.50	0.00
Community Planning & Building Total	12.00	12.00	0.00

ADMINISTRATION

The Administration Division provides administrative support, budgeting, scheduling and performance oversight of the Community Planning and Building operating divisions.

Community Planning & Building: Administration				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-115-23-42001	Contract Services	\$0	\$0	\$5,250
101-115-23-42102	Publications & Subscriptions	0	0	250
101-115-23-42304	Dues & Memberships	0	0	1,200
Services & Supplies Subtotal		\$0	\$0	\$6,700

PLANNING

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.

Community Planning & Building: Planning				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-115-20-42001	Contract Services	\$191,663	\$79,200	\$98,800
101-115-20-42009	Advertising and Legal Notice	500	0	12,000
101-115-20-42101	Office Supplies	2,633	7,100	2,000
101-115-20-42102	Publications & Subscriptions	1,613	1,138	600
101-115-20-42104	Safety Equipment and Supplies	2,638	1,700	2,600
101-115-20-42115	Other Supplies	1,210	575	0
101-115-20-42301	Training & Education	5,435	6,825	4,365
101-115-20-42302	Conferences & Meetings	1,695	4,000	950
101-115-20-42304	Dues & Memberships	3,800	4,680	3,500
101-115-20-42403	Printing	1,334	1,150	4,800
Services & Supplies Subtotal		\$212,523	\$106,368	\$129,615

BUILDING SAFETY

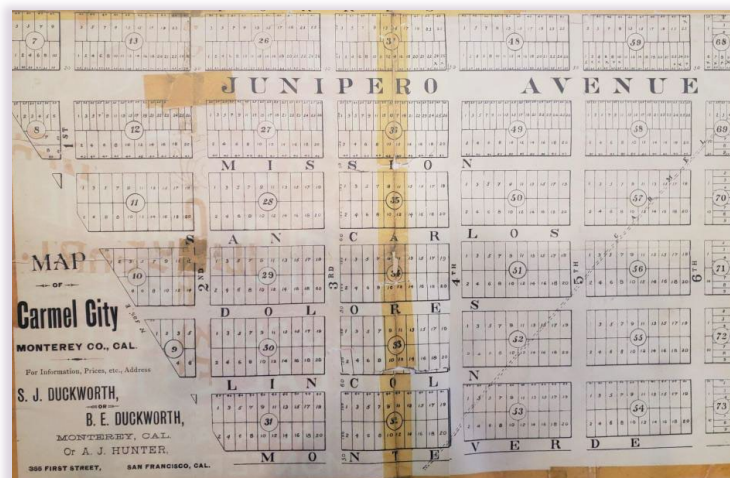
The Building Safety Division is responsible for plans examination and inspections of City and private development projects to ensure compliance with building codes.

Community Planning & Building: Building				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-115-21-42001	Contract Services	\$16,055	\$84,935	\$65,635
101-115-21-42102	Publications & Subscriptions	60	17,000	15,000
101-115-21-42106	Small Tools and Equipment	0	0	500
101-115-21-42107	Gas and Oil	250	100	0
101-115-21-42115	Other Supplies	1,752	2,225	700
101-115-21-42301	Training & Education	1,700	4,480	1,830
101-115-21-42302	Conferences & Meetings	1,730	4,300	3,670
101-115-21-42304	Dues & Memberships	1,284	2,080	2,030
Services & Supplies Subtotal		\$22,831	\$115,120	\$89,365

CODE COMPLIANCE

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.

Community Planning & Building: Code Compliance				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-115-22-42001	Contract Services	\$14,148	\$15,000	\$9,500
101-115-22-42115	Other Supplies	0	1,500	700
101-115-22-42301	Training & Education	2,090	0	2,000
101-115-22-42302	Conferences & Meetings	2,310	2,400	2,000
101-115-22-42304	Dues & Memberships	0	0	200
Services & Supplies Subtotal		\$18,548	\$18,900	\$14,400



PUBLIC WORKS

The mission of the Public Works Department is to plan, design, construct, operate, and maintain public infrastructure, streets, sidewalks, storm drains, building facilities, the urban forest, parks, and beach that contribute to the health, safety, and well-being of the Village. Public Works consists of an administrative unit and five operating divisions: Street Maintenance, Facilities Maintenance, Environmental Compliance, Project Management, and Forestry, Parks and Beach.

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 133 Trees planted
- 157 Tree permits issued
- 54 tons of hot mix asphalt for in-house street repairs
- 29 potholes filled
- 1,001 USA tickets
- 5,248 Linear Feet of asphalt overlay
- 1,430 sidewalk grinds
- 206 Encroachment Permits



2025-2026 INITIATIVES AND ACCOMPLISHMENTS

Street and Sidewalk Maintenance

- **City-Wide Sidewalk Repairs:** Initiated a major sidewalk shaving project and fixed 1,426 identified locations for safety.
- Contracted with Precision Concrete Cutting for a digital sidewalk assessment and mapping database.
- **Asphalt and Berm Enhancements:** Performed continuous hot-mix street repairs, fixed uneven pavement, and installed multiple hot-mix asphalt berms throughout the city to improve street drainage.
- **Storm and Erosion Management:** Cleaned storm drains to prepare for winter rains and managed multiple emergency erosion issues, including building rock drainage channels and repairing the 4th Avenue pathway and Serra Trail in the Mission Trail Nature Preserve (MTNP).
- Installed 16 new stop signs, repaired damaged street signs.
- Maintained public sandbag station.
- Procured Compact Track Loader and two EV pickup trucks.

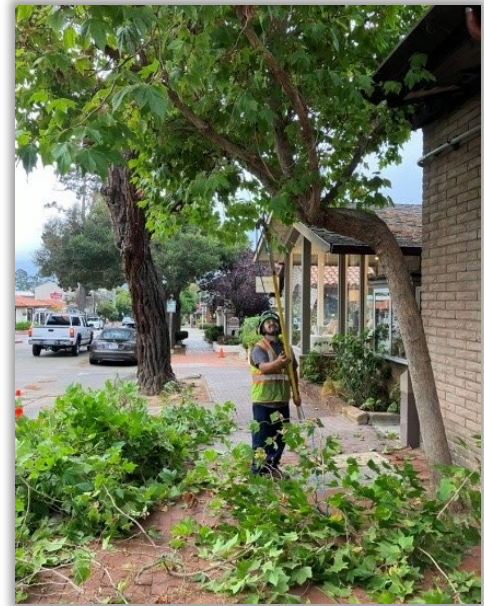
Habitat Restoration & Environmental Oversight

- **North Dunes Restoration Project:** Continued the removal of invasive ice plant and began clearing over 2.5 acres of it. Navigated the multi-year renewal process for the 5-year Coastal Development Permit.
- **Carmel Beach Sea Level Rise/Adaptation Project:** Completed a Socio-Economic Report, conducted community surveys and workshops, and presented the

resulting Adaptation Pathway Report to both the Planning Commission and Forest & Beach Commission.

Stormwater & Waste Management

- **Stormwater Compliance:** Completed dry-weather and wet-weather stormwater outfall sampling in coordination with Applied Marine Science and the Monterey Sanctuary Foundation.
- Conducted ongoing, periodic construction site inspections, restaurant grease-trap inspections, and successfully navigated an intensive audit by the State Water Board.
- **Waste Management:** Executed a Franchise Agreement MOU with ReGen and member agencies. Coordinated the cleaning and water-vacuuming of 30 downtown trash cans and prepared records for CalRecycle physical audits.
- **Copper Gutter Policy:** Installed BioChar socks at the 4th Ave storm drain to test filtration and progressed the policy to the Planning Commission and City Council.



Facilities Improvements & Repairs

- **Fire Station Upgrades:** Completed construction to accommodate a new Fire Truck, while replacing the facility's epoxy flooring, relocating the turnout room, and indoor painting.
- **Forest Theater:** Completed repairs to the Forest Theater stage.
- **Sunset Center:** Completed Phase II of exterior painting, replaced an elevator power unit.
- Completed Yoga Center reroofing project.
- **First Murphy House:** Repaired extensive dry rot.
- Installed A/C units at Vista Lobos, Public Works, and City Hall.
- Installed new rollup door and upgraded security at the PW administrative office.
- Installed new ADA handrails on the Ocean Ave side of Devendorf Park.
- Completed Park Branch Library window repairs.

Urbanized Forest, Parks & Landscaping

- Completed the deferred maintenance “catchup plan” of removing dead trees and stumps, one year ahead of schedule.
- **Carmel Forest Master Plan (CFMP):** Completed the first draft, collected feedback from the steering committee and the public, created a dedicated webpage to track the project's progress, and advanced the plan into the CEQA environmental review process.

- Fire Defense & Tree Maintenance: Removed hundreds of dead, dying, or hazardous trees, pruned for street clearance, and planted new trees. Created vehicle turnarounds in the MTNP.
- Tree Fine Ad-Hoc Committee: Formed an ad-hoc committee to overhaul the Tree Fee and Fine Schedule, specifically targeting unauthorized tree removals and damage during construction.
- Parks & Landscaping: Re-landscaped the Rio Road Medians, actively watered newly planted trees across the city, and modernized irrigation systems by replacing broken valves and control boxes at Devendorf Park and Vista Lobos.

Project Management (CIP)

- Shoreline Infrastructure: Brought the 10th and 12th Avenue Beach Stairs to 100% design completion and submitted them for bidding.
- Facilitated geotechnical investigations and concept designs for the 4th Ave Outfall and Sand Ramp.
- Initiated emergency engineering designs and tarping for the 11th Ave shoreline bluff erosion.
- Conglomerate Paving Project: Managed a massive paving project that included city-wide street paving, sidewalk repairs, and AC berm installations.
- Process Improvements & Utilities Coordination: Published a CIP Gantt chart and process documents online for transparency.
- Coordinated extensive utility infrastructure replacements across the city with CalAm and CAWD.



2026-2027 PRIORITIES

- Construction of shoreline infrastructure repairs, including beach stairs at 10th Avenue and 12th Avenue
- Complete designs and begin construction of the 8th Avenue Sand Ramp
- Construct the Fourth Avenue outfall
- Construct the Junipero bypass drainage project
- Implement Copper Policy
- Repair retaining walls at Sunset Center
- Fire service backflows upgrades for City Hall and both libraries
- City Hall exterior shingles replacement and handrail painting
- Flanders Mansion window frame/gutter painting
- Repair roof leaks into Public Works garage
- ADA upgrades for 2nd elevator unit at Sunset Center
- Paint Vista Lobos building
- Upgrade electrical panel and install EV chargers at Vista Lobos

- Complete fire fuel abatement along emergency exit routes and secondary exit routes
- Implement beautification projects, including the re-landscaping of the First Murphy park
- Install new split rail fencing at the north end of the North Dunes Habitat Restoration Area
- Continue North Dunes Restoration Improvements and Reporting, including removal of ice plant, acacia trees, and the protection of endangered plants
- Complete the new Amendment to the Coastal Development Permit for the North Dunes Habitat Restoration Area
- Design MTNP stream projects 4 & 5

BUDGET SUMMARY AND SERVICE IMPACTS

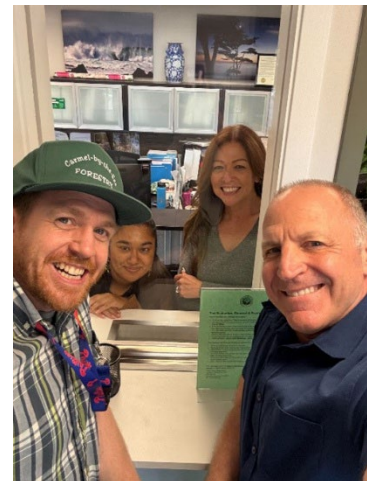
Public Works Department Total				
Account Number	Account Description	FY24-25	FY25-26	FY26-27
		Actual	Estimated Actual	Recommended Budget
101-119-00-41001	Salaries	\$2,231,171	\$2,885,869	\$2,998,117
101-119-00-41005	Overtime	11,751	11,978	-
101-119-00-41101	Retirement	145,151	179,895	172,915
101-119-00-41103	Deferred Compensation	19,349	17,086	26,700
101-119-00-41104	Health Insurance	494,335	700,133	770,150
101-119-00-41106	Medicare	32,098	42,459	43,472
101-119-00-41107	LTD/STD/Life	2,381	4,116	7,405
101-119-00-41108	Worker's Comp	103,908	152,427	133,950
101-119-00-41109	Benefits-MOU Obligations	33,896	40,705	38,134
101-119-00-41999	Contra Salaries and Benefits	(193,391)	(350,636)	(661,580)
	Salaries & Benefits Subtotal	\$3,074,040	\$4,034,668	\$3,529,263
101-119-00-42001	Contract Services	\$1,964,806	\$1,452,570	\$1,729,090
101-119-00-42009	Advertising and Legal Notice	5,260	4,075	4,400
101-119-00-42101	Office Supplies	1,263	6,000	5,000
101-119-00-42102	Publications & Subscriptions	6,615	19,000	12,360
101-119-00-42104	Safety Equipment and Supplies	13,898	11,000	10,000
101-119-00-42105	Materials and Supplies	230,425	269,475	221,375
101-119-00-42106	Small Tools and Equipment	2,611	17,500	10,800
101-119-00-42107	Gas and Oil	32,023	38,000	41,000
101-119-00-42202	Equipment Maintenance	13,515	30,555	32,000
101-119-00-42203	Vehicle Maintenance	27,081	39,500	40,500
101-119-00-42301	Training & Education	9,602	14,000	18,800
101-119-00-42302	Conferences & Meetings	-	-	2,500
101-119-00-42304	Dues & Memberships	1,426	4,060	4,195
101-119-00-42403	Printing	192	0	2,500
101-119-00-42408	Permits and Licenses	11,814	14,500	15,225
101-119-00-42409	Rentals	6,879	10,000	20,600
101-119-00-42999	Contra Operating Expenses	-	-	(12,100)
	Services & Supplies Subtotal	\$2,327,409	\$1,930,235	\$2,158,245
	Total	\$5,401,449	\$5,964,903	\$5,687,508

STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Public Works			
Director of Public Works	1.00	1.00	0.00
Administrative Coordinator	1.00	1.00	0.00
Public Works Superintendent	1.00	1.00	0.00
Street Supervisor	1.00	1.00	0.00
Streets Maintenance Worker III	2.00	1.00	-1.00
Streets Maintenance Worker I/II	5.00	6.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	0.00
Facilities Maintenance Specialist	1.00	1.00	0.00
Environmental Compliance Manager	1.00	1.00	0.00
Environmental Administrative Analyst	1.00	1.00	0.00
Capital Program Manager	0.00	1.00	1.00
Project Manager	2.00	2.00	0.00
City Forester	1.00	1.00	0.00
Assistant City Forester	1.00	1.00	0.00
Tree Climber & Care Specialist	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
F&B Maintenance Worker I/II	3.00	3.00	0.00
Tree Permit Technician	1.00	1.00	0.00
Public Works Total	25.00	26.00	1.00

ADMINISTRATION

The Administration Division prepares Council agenda reports, monthly status reports, and annual 5-year Capital Improvement Plan, make presentations, serves as Executive Team liaison to the Forest and Beach Commission and on the Transportation Agency for Monterey County Technical Advisory Committee (TAMC TAC) and Traffic Safety Committees, liaison to volunteer groups throughout the City, performs engineering services, and provides administrative support, budgeting, scheduling, and performance oversight of the operating divisions.



PW Administration				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-40-42001	Contract Services	\$22,278	\$19,700	\$16,500
101-119-40-42009	Advertising and Legal Notice	4,722	4,075	4,400
101-119-40-42101	Office Supplies	1,263	6,000	5,000
101-119-40-42102	Publications & Subscriptions	6,615	19,000	860
101-119-40-42104	Safety Equipment and Supplies	13,898	11,000	0
101-119-40-42203	Vehicle Maintenance*	54	0	0
101-119-40-42301	Training & Education	9,002	14,000	16,800
101-119-40-42304	Dues & Memberships	1,426	4,060	4,195
101-119-40-42403	Printing	192	0	0
Services & Supplies Subtotal		\$59,449	\$77,835	\$47,755



STREET MAINTENANCE

The Street Maintenance Division supervises Public Works field personnel, prioritizes and allocates equipment, tools, and material resources, repairs streets, potholes, sidewalks, curbs, fencing, storm drainage system, berms, traffic signs, striping, and pavement markings, performs street sweeping, provides fleet maintenance services, reviews utility and encroachment permit applications, supports City events, and provides emergency response.

PW Street				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-41-42001	Contract Services	\$50,277	\$42,745	\$31,200
101-119-41-42102	Publications & Subscriptions	0	0	7,000
101-119-41-42104	Safety Equipment and Supplies	0	0	10,000
101-119-41-42105	Materials and Supplies	88,253	71,500	80,100
101-119-41-42106	Small Tools and Equipment	2,611	17,500	10,800
101-119-41-42107	Gas and Oil	32,023	38,000	41,000
101-119-41-42202	Equipment Maintenance	13,515	30,555	32,000
101-119-41-42203	Vehicle Maintenance	27,027	39,500	40,500
101-119-41-42409	Rentals	6,879	10,000	20,600
Services & Supplies Subtotal		\$220,585	\$249,800	\$273,200

FACILITIES MAINTENANCE

The Facilities Maintenance Division maintains and repairs 20 City-owned buildings and facilities totaling 137,000 square feet, including 8 historic buildings nearly 100 years old, supports facility renovation capital improvements, oversees the janitorial contract, obtains quotes and manages building trade contractors, implements ADA projects, and performs annual fire safety apparatus, generators, and backflow inspections.



PW Facilities				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-42-42001	Contract Services	\$598,094	\$624,585	\$578,880
101-119-42-42105	Materials and Supplies	68,301	99,500	72,450
Services & Supplies Subtotal		\$666,395	\$724,085	\$651,330

ENVIRONMENTAL COMPLIANCE

The Environmental Compliance Division enforces State storm water quality and waste reduction/recycling regulations, oversees the City's waste hauler contract, implements Climate Action and Adaptation Plan projects, serves on the ReGen Monterey and Monterey Regional Stormwater Management Program TAC committees, manages sensitive projects in the North Dunes and Mission Trail Nature Preserve (MTNP), evaluates energy reduction initiatives, and coordinates with partners on resiliency, environmental, and sustainability-focused projects.

PW Environmental Compliance				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-43-42001	Contract Services	\$149,724	\$188,200	\$237,510
101-119-43-42408	Permits and Licenses	11,814	14,500	15,225
Services & Supplies Subtotal		\$161,538	\$202,700	\$252,735

PROJECT MANAGEMENT

The Project Management Division implements planning, design, engineering, public bidding, and construction of capital improvement projects, including transportation, drainage, and facility renovation projects, performs condition assessments, manages consultants and contractors, coordinates with utility providers and other City departments, prepares special conditions of approval for major encroachment permits, checks technical reports and plans, obtains permits, and prepares specifications, contract documents, and cost estimates.

PW Project Management				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-44-42102	Publications & Subscriptions	0	0	\$4,500
101-119-44-42105	Materials and Supplies	0	0	600
101-119-44-42301	Training & Education	250	0	2,000
101-119-44-42302	Conferences & Meetings	0	0	2,500
101-119-44-42403	Printing	0	0	2,500
101-119-44-42999	Contra Operating Expenses	0	0	(12,100)
Services & Supplies Subtotal		\$250	\$0	\$0

FORESTRY, PARKS AND BEACH

The Forestry, Parks and Beach Division performs tree management for 12,000+ City trees, including planting, pruning, and removal services, prepares reports and presentations for Forest & Beach Commission meetings, maintains eight City parks, Carmel Beach, open spaces, and landscaped islands, collaborates with volunteer organizations, processes tree removal/pruning permits, reviews private development applications, manages multiple on-call tree care and landscape maintenance service contractors, and provides emergency response during storms.

PW Forest & Beach				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-119-45-42001	Contract Services	\$1,144,433	\$577,340	\$865,000
101-119-45-42105	Materials and Supplies	73,871	98,475	68,225
Services & Supplies Subtotal		\$1,218,304	\$675,815	\$933,225

PUBLIC SAFETY

YTD 2025-2026 WORKLOAD INDICATORS / PERFORMANCE MEASURES

- 631 Fire calls for service
- 339 Ambulance calls for service in City limits
- 614 Ambulance calls for service outside City limits
- 9,646 Police calls for service
- 431 Traffic violations issued
- 3,164 Parking tickets issued

2025-2026 INITIATIVES AND ACCOMPLISHMENTS

- Ambulance Merger with Monterey Fire
- Implemented a Police Social Media Presence
- Successful recruitments to fill Police Officer positions
- Development and execution of a citywide evacuation drill

2026-2027 PRIORITIES

- Continue recruitments to fill additional Police Officer positions and be fully staffed.
- Continue work towards the completion of the Police Department Remodel Project.
- Update the City Emergency Operations Plan.
- Expand the Seniors Helping Seniors program to include an App for seniors needing special care during emergencies.

POLICE DEPARTMENT

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. It also oversees the management and operation of the Emergency Operations Center; the Volunteers in Policing Program (VIPs) that assists with daily clerical activities, errands, public outreach and special events and the City Community Emergency Response Team (CERT) of volunteers ready to assist the community during an emergency situation.

BUDGET SUMMARY AND SERVICE IMPACTS

The FY 26-27 Budget reflects a total decrease of \$216,000 from the FY 25-26 budget. The decrease is primarily the result of the change in Salaries and Benefits. Contract services include expenses critical to operations including dispatch, jail booking and animal services provided by Monterey County; tasers, body and surveillance cameras and associated maintenance costs.

Police				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-116-00-41001	Salaries	\$613,587	\$905,162	\$690,344
101-116-00-41002	Salaries -Safety	1,892,743	2,409,354	2,575,908
101-116-00-41005	Overtime	0	37,500	0
101-116-00-41006	Overtime -Safety	500,025	113,529	200,000
101-116-00-41009	Holiday in Lieu	119,745	116,197	131,494
101-116-00-41101	Retirement	42,973	59,573	45,177
101-116-00-41102	Retirement -Safety	316,070	293,521	389,266
101-116-00-41103	Deferred Compensation	210,539	199,623	45,568
101-116-00-41104	Health Insurance	388,588	657,795	536,779
101-116-00-41105	Social Security	0	0	5,578
101-116-00-41106	Medicare	47,329	52,930	48,787
101-116-00-41107	LTD/STD/Life	2,282	3,209	4,607
101-116-00-41108	Worker's Comp	141,590	191,243	150,323
101-116-00-41111	Uniform Allowance	21,030	19,014	21,840
	Salaries & Benefits Subtotal	\$4,296,501	\$5,058,650	\$4,845,671
101-116-00-42001	Contract Services	\$245,801	\$250,000	\$329,393
101-116-00-42005	Community Promotions	1,067	5,300	2,000
101-116-00-42101	Office Supplies	5,600	8,800	5,000
101-116-00-42102	Publications & Subscriptions	308	420	350
101-116-00-42104	Safety Equipment and Supplies	35,821	51,500	79,800
101-116-00-42107	Gas and Oil	27,306	35,000	25,000
101-116-00-42201	Building Maintenance	779	2,000	0
101-116-00-42202	Equipment Maintenance	35,900	85,700	28,000
101-116-00-42203	Vehicle Maintenance	48,273	40,000	40,000
101-116-00-42301	Training & Education	44,579	50,000	30,000
101-116-00-42304	Dues & Memberships	1,369	1,400	6,300
101-116-00-42403	Printing	238	6,300	1,700
101-116-00-42404	Shipping/Postage/Freight	13	600	200
101-116-00-42405	Telephone and Communications	2,042	10,000	0
101-116-00-42415	Other Expenditures	25,407	12,000	8,000
	Services & Supplies Subtotal	\$474,503	\$559,020	\$555,743
	Total	\$4,771,004	\$5,617,670	\$5,401,414



STAFFING

Department and Title	FY 25/26 Adopted	FY 26/27 Recommended	Change
Police			
Public Safety Director	1.00	1.00	0.00
Police Commander	1.00	1.00	0.00
Sergeant	3.00	3.00	0.00
Police Officer	10.00	10.00	0.00
Police Services Supervisor	1.00	1.00	0.00
Police Services Officer	6.00	5.50	-0.50
Community Services Officer/Animal Control	2.00	2.50	0.50
Police Total	24.00	24.00	0.00

FIRE DEPARTMENT

The Fire Department is primarily responsible for saving lives and protecting property through the prevention and control of fires. The Fire Department has operated under a contract with the City of Monterey since 2012. The Assistant City Administrator manages the contract with the City of Monterey and is responsible for oversight of needed equipment and supplies.

BUDGET SUMMARY AND SERVICE IMPACTS

The FY 26-27 budget reflects a total increase of \$168,000 over FY 25-26 Estimated Actual. Contract Services include fire coverage, Chief management and Fire Prevention Service all provided by the City of Monterey (\$3,618,584). It also includes County of Monterey dispatch services, alarm service, as well as laundry service.

Fire				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-117-00-42001	Contract Services	\$3,520,760	\$3,558,924	\$3,727,484
101-117-00-42005	Community Promotions	1,150	1,000	1,000
101-117-00-42103	Medical Supplies	0	3,000	3,000
101-117-00-42104	Safety Equipment and Supplies	5,749	0	0
101-117-00-42107	Gas and Oil	8,339	22,000	22,000
101-117-00-42202	Equipment Maintenance	1,257	4,500	4,500
101-117-00-42203	Vehicle Maintenance	103,192	40,000	40,000
Total		\$3,640,447	\$3,629,424	\$3,797,984

AMBULANCE

The Ambulance Department provides advanced life support ambulance service to the residents of Carmel-by-the-Sea. Ambulance has operated under a contract with the City of Monterey since 2025. The Assistant City Administrator manages the contract with the City of Monterey and is responsible for oversight of needed equipment and supplies. Ambulance staffing includes 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.

Ambulance				
Account Number	Account Description	FY24-25 Actual	FY25-26 Estimated Actual	FY26-27 Recommended Budget
101-118-00-41002	Salaries -Safety	\$734,676	\$214,875	\$0
101-118-00-41006	Overtime -Safety	268,848	78,017	0
101-118-00-41009	Holiday in Lieu	65,124	8,069	0
101-118-00-41102	Retirement -Safety	87,615	21,478	0
101-118-00-41103	Deferred Compensation	4,900	1,138	0
101-118-00-41104	Health Insurance	81,160	20,366	0
101-118-00-41106	Medicare	15,238	4,298	0
101-118-00-41107	LTD/STD/Life	547	130	0
101-118-00-41108	Worker's Comp	46,288	0	0
101-118-00-41111	Uniform Allowance	2,875	969	0
Salaries & Benefits Subtotal		\$1,307,271	\$349,339	\$0
101-118-00-42001	Contract Services	\$158,533	\$2,456,110	\$2,224,489
101-118-00-42103	Medical Supplies	50,302	48,150	45,000
101-118-00-42104	Safety Equipment and Supplies	480	17,500	5,000
101-118-00-42107	Gas and Oil	8,789	21,000	15,000
101-118-00-42201	Building Maintenance	2,177	5,000	5,000
101-118-00-42202	Equipment Maintenance	663	4,000	0
101-118-00-42203	Vehicle Maintenance	31,951	70,000	35,000
101-118-00-42301	Training & Education	5,620	15,000	0
Services & Supplies Subtotal		\$258,514	\$2,636,760	\$2,329,489
Total		\$1,565,785	\$2,986,099	\$2,329,489



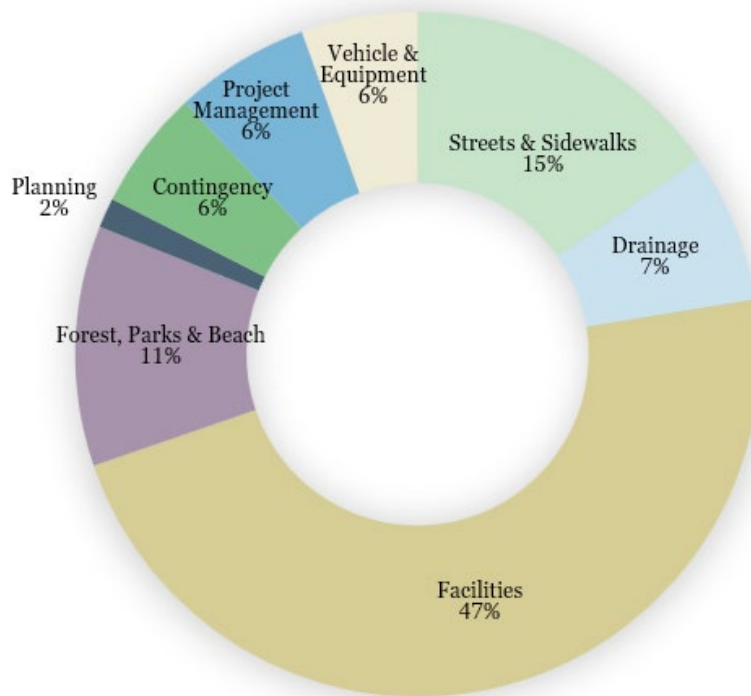
*CAPITAL IMPROVEMENT
PLAN*

CAPITAL IMPROVEMENT PLAN

The FY 26-27 Budget includes \$8.5 million for capital projects, including vehicles and equipment. This level of capital spending represents 21% of the total citywide budget of \$41.3 million and requires the use of \$2.3 million of the City’s unassigned fund balance. Sales tax revenue generated by Measure C, the City’s local sales tax, plays a pivotal role in providing a funding source for the City’s capital needs. The presence of state and county gas and transit taxes also provide a consistent base, albeit partial, for much needed street projects. That said, the five-year capital plan points out that, as vital as these funding sources are, they cannot cover the full scope of identified improvements in the long-term requiring that we attend to the highest needs and deferring others until funding becomes available.

The “FY 26-27 CIP Funding by Category” donut chart illustrates the allocation of Capital Improvement Program funds across eight sectors, with Facilities receiving the largest share at 47%—nearly half of the total budget. Streets & Sidewalks and Forest, Parks & Beach follow as the next largest priorities, accounting for 15% and 11% of funding, respectively. The remaining quarter of the budget is distributed among Drainage (7%), Project Management (6%), and Contingency (6%), while Vehicle and Equipment (6%) and Planning (2%) receive the smallest portions of the projected funding.

FY 26-27 CIP Funding by Category



VEHICLE AND EQUIPMENT FUND

Funding for vehicles and equipment prioritizes public safety response capabilities, including enhanced communications and the purchase of new vehicles. A focus on environmentally friendly vehicles is evident in this year’s spending plan.

Vehicle and Equipment Fund		
Account Number	Account Description	FY26-27 Recommended Budget
503-513-00-43005	PW Patch Truck	125,000
503-513-00-43005	PD Radar Trailer	25,000
503-513-00-43005	PD Parking Vehicle	50,000
503-513-00-43005	PD Admin Vehicle EV	75,000
503-513-00-43005	PD Animal Control Vehicle	75,000
503-513-00-43006	Police Radios Year 6 of 6	30,000
503-513-00-43007	Tracnet Replacement (RIMS Sun System)	200,000
Vehicle and Equipment Total		\$580,000

Publics Works Fleet

The Public Works Street Division’s asphalt patch truck is 27 years old with 62,000 miles. While the truck has low mileage, it is in poor condition and has an outdated leaking asphalt tack oil sprayer. This truck will be replaced with a medium- sized truck, outfitted with a dump bed, lift gate, and tack oil sprayer. An EV option will be evaluated.

Police Department Fleet

Police will be replacing four vehicles this fiscal year, all based on age. (1) Parking Enforcement Vehicle, (2) A 2009 Animal Control Vehicle, (3) 2013 Police Administration Vehicle, (4) 2009 Radar Trailer. EV options for all vehicles will be evaluated.

Police Radios Lease, Year 6 of 6

Twenty-two (22) radios were purchased in 2021 with a payment schedule of \$30,000 per year payments for six years, with funding from the Vehicle and Equipment Fund.

Police Public Safety Automation Solutions

Replace and/or upgrade current automated system for records management, jail management and computer aided dispatch.

CAPITAL PROJECTS FUND

The Capital Projects budget for expenditure includes 20 new projects for a total of \$7.9 million of new funds requested in FY26-27. There are another 9 projects being carried over from FY25-26 with a reserve of fund balance of \$2.1 million.

Category	Description	Carryover Budget	FY26-27 Recommended Budget	Total Projected Spend
Streets	Street Improvement Project - Design		200,000	200,000
Streets	Street Preventative Maintenance Program		850,000	850,000
Streets	Resurfacing Parking Lots - Sunset Center	150,000	150,000	300,000
Streets	Sidewalk Improvement Project		275,000	275,000
Drainage	Drainage Improvement Project - Design	175,000	275,000	450,000
Drainage	Scenic Drainage Improvement & Pathway Restoration	100,000	200,000	300,000
Facilities	Vista Lobos Panel Upgrade EV	560,000		560,000
Facilities	Picadilly Restroom - Design	70,000	80,000	150,000
Facilities	ADA Upgrades		20,000	20,000
Facilities	Sunset Center Piano Room Floor		25,000	25,000
Facilities	Sunset Center Guardrail Replacement		50,000	50,000
Facilities	Fire Station Alert System Upgrade		200,000	200,000
Facilities	Police Station / Public Works Architecture		3,500,000	3,500,000
Facilities	Flanders Foundation Repair		150,000	150,000
Facilities	Transfer Switches for City Hall & Vista Lobos		100,000	100,000
Facilities	Fire Service Backflow Preventer Upgrade	200,000	50,000	250,000
FP&B	Sand Ramp 8th Avenue Repair Project	275,000	125,000	400,000
FP&B	Eroded Bluff Emergency Repair		200,000	200,000
FP&B	Shoreline Infrastructure Repairs	400,000		400,000
FP&B	North Dunes Habitat Restoration Area - Invasive Species Removal		200,000	200,000
Planning	ODDS Element	150,000		150,000
Project Mgmt	Project Management		673,680	673,680
Contingency	CIP Contingency		600,000	600,000
Total New CIP		\$2,080,000	\$7,923,680	\$10,003,680

STREETS AND SIDEWALKS INFRASTRUCTURE

Maintaining roadway and pedestrian infrastructure integrity remains a core focus of the CIP program.

10-Year Street Improvement Program (\$200,000)

This project funds engineering design for priority street rehabilitation and improvement projects identified through the City's pavement management program, StreetSaver, evaluates roadway conditions and assigns a Pavement Condition Index (PCI) score to help prioritize the most cost-effective maintenance and rehabilitation strategies across the City's street network. The design phase will include field verification, surveying, and preparation of construction documents and cost estimates for the highest-priority roadway segments. Implementing these improvements helps preserve pavement

conditions, extend the useful life of the roadway system. This project funds engineering design for priority street rehabilitation and maintenance projects identified through the City's pavement management program, StreetSaver, which evaluates roadway conditions and assigns a Pavement Condition Index (PCI) score to help prioritize the



most cost-effective maintenance and rehabilitation strategies across the City's street network. The design phase will include field verification, surveying, and preparation of construction documents and cost estimates for the highest-priority roadway segments.

Implementing these improvements helps preserve pavement conditions, extend the useful life of the roadway system, and improve the City's overall PCI score while minimizing more costly reconstruction in the future.

The 10-Year Street Improvement Program brings all streets above a PCI of 50 and an average PCI of 80 within ten years.

10-Year Street Preventative Maintenance Program (\$850,000)

This project includes rehabilitation work on selected streets identified through the StreetSaver pavement evaluation program. Improvements will consist primarily of microseal/microsurfacing or similar treatments designed to extend the service life of existing roadways and prevent further deterioration. By addressing pavement needs proactively, this project reduces long-term costs associated with major repairs or full street reconstruction. These preventative maintenance efforts help preserve roadway integrity, improve safety, and maintain the overall quality of the pavement throughout the project area.

The 10-Year Street Preventative Maintenance Program brings all streets above a PCI of 50 and an average PCI of 80 within ten years through a phased preventative maintenance approach. To keep streets at an average PCI of 80, the City will need to continue regular preventative maintenance on an ongoing basis. This ongoing maintenance is essential to preserve pavement conditions over the long term.

Resurface Parking Lot – Sunset Center (\$300,000)

This project completes asphalt rehabilitation improvements at the Sunset Center north and south parking lots, one of the City's most heavily used public parking facilities. Work includes pavement resurfacing, localized asphalt repair, restriping, and accessibility improvements where needed. These upgrades extend the service life of the parking lots while improving safety, circulation, and ADA compliance for visitors to the Sunset Center campus.

Sidewalk Improvement Project – Design (\$275,000)

This project supports the design of priority sidewalk repair and replacement projects throughout the City to improve pedestrian safety and accessibility. Areas requiring improvement have been identified through the City’s recent sidewalk condition assessment conducted by Precision Concrete, which documented trip hazards, vertical offsets, and deteriorated sidewalk segments across the community. The assessment data is managed through the City’s DataWorks infrastructure management software, allowing staff to prioritize repairs based on safety risk, condition severity, and pedestrian usage. The design phase will include surveying, preparation of construction drawings, and cost estimates for the highest-priority locations, supporting future construction projects that enhance walkability, reduce liability risks, and improve overall sidewalk conditions.



DRAINAGE INFRASTRUCTURE

Drainage improvements intended to address localized flooding, improve stormwater conveyance, and increase long-term system resilience.

Drainage Improvement Project- Design (\$450,000)

This project addresses recurring localized neighborhood street ponding by improving surface drainage and upgrading the stormwater intake and conveyance system. The work will include targeted roadway and gutter grading to restore positive flow, installation of new catch basins to increase intake capacity, up sizing select storm drain pipelines to improve conveyance and adding new manholes to enhance system access and long-term maintenance. These improvements will reduce and eliminate floodwater entering residential properties and prevent standing water from accumulating on neighborhood streets, resulting in safer conditions, reduced pavement deterioration, and improved stormwater performance during peak rainfall events. The project also serves as an important preparatory phase for the future major storm drainage bypass pipeline improvement along Junipero, ensuring that upstream and local drainage conditions are properly integrated with the larger system upgrade.

Scenic Drainage Improvement & Pathway Restoration - Design (\$300,000)

This project addresses ongoing erosion, drainage deficiencies, and pathway deterioration along the Scenic Pathway corridor between Eighth and Eleventh Avenues—one of Carmel-by-the-Sea’s most heavily used and visually significant coastal routes. Seasonal stormwater runoff, combined with coastal bluff exposure and inadequate drainage infrastructure, has resulted in localized flooding, surface degradation, and slope instability, creating safety hazards for pedestrians and increasing long-term maintenance demands.

The project will implement a comprehensive drainage strategy, including the installation of new subsurface drains, upgraded piping systems, and improved surface conveyance features along Scenic Drive to better capture and direct stormwater away from the pathway and adjacent slopes. These improvements are designed to reduce erosion, minimize sediment transport, and protect the structural integrity of the coastal bluff.

In conjunction with drainage upgrades, the pathway will be reconstructed to restore a safe, durable, and accessible walking surface consistent with the character of the Scenic corridor. Work will also include targeted slope stabilization measures—such as reinforcement, regrading, and potential bioengineering treatments—to reduce the risk of further degradation. Protective barriers and edge treatments will be installed where necessary to enhance user safety while maintaining coastal views.

PUBLIC FACILITIES

Projects addressing maintenance, safety improvements, and long-term facility planning.

Picadilly Restroom Design (\$150,000)

Funding will be allocated for the design of an expansion to the Picadilly restroom, one of the City’s most heavily used facilities. During peak summer months, the line for this single-toilet restroom often extends to the sidewalk, highlighting the need for increased capacity.



Vista Lobos Electrical Panel Upgrade and EV Infrastructure (\$560,000)

This project implements previously authorized Council action to upgrade the electrical infrastructure at the Vista Lobos facility and is currently in progress, with bid solicitation underway. The City has executed an agreement for this work, and the project is advancing toward construction.

Improvements include replacement of aging electrical panels, modernization of electrical systems, and expansion of capacity to support current operations and future electric vehicle (EV) charging infrastructure for the City’s fleet. These upgrades are necessary to ensure safe, reliable, and code-compliant electrical service while supporting the City’s sustainability and fleet electrification goals.

Completion of the project by the end of the calendar year is required to meet contractual and funding obligations. Failure to meet this deadline may result in financial penalties or loss of eligible funding. The project is being actively managed to maintain schedule and mitigate delivery risks.

ADA Upgrade Program (\$20,000)

The City continues its ongoing program of accessibility improvements to public facilities and infrastructure. Funding supports targeted upgrades identified through ADA transition planning and accessibility reviews. Improvements may include pathway modifications, accessibility improvements to public buildings, and upgrades that ensure compliance with current accessibility standards.

Sunset Center Piano Room Floor and Guardrail Replacement (\$75,000)

This project includes two improvements at the Sunset Center facility to address aging infrastructure and safety concerns. The Piano Room floor requires replacement due to deterioration from years of use, which has impacted its structural integrity and appearance. Upgrading the floor will restore the functionality and safety of the space used for rehearsals, events, and performances.



The project also includes replacement of the exterior guardrail along the ramp in the Sunset Center North Parking Lot, which has deteriorated due to age and exposure to coastal weather conditions. Replacing the guardrail will improve safety for pedestrians using the ramp and adjacent parking areas while maintaining compatibility with the character of the Sunset Center campus.

Fire Station Alert System Upgrade (\$200,000)

This project replaces the Fire Station's alerting and notification system that receives dispatch signals from Monterey County and alerts personnel to emergency incidents. The need for this upgrade was identified during the current fiscal year CIP discussions but was not included due to timing constraints and is now proposed for the upcoming fiscal year.

The existing system is outdated, no longer supported by the manufacturer, and is beginning to experience failures similar to those encountered at neighboring stations prior to replacement. Replacement parts are unavailable, increasing the risk of system failure and delayed emergency response. Additionally, Monterey County has enhanced its dispatch capabilities, and the current system is not fully compatible with these updates.

The project includes installation of a modern station alerting system with a central controller, voice alerting, LED speaker and strobe notifications, room alerting components, and mobile application integration to support real-time notifications. These improvements will enhance reliability, improve response times, and ensure compatibility with current emergency communications systems.

Police / Public Works Facility – Architectural Design (\$3,500,000)

This project initiates architectural and engineering design services associated with the future Police and Public Works facility project. Work will include feasibility studies, conceptual layouts, site evaluation, and preliminary architectural design alternatives for renovation or replacement of the existing facility. This phase will establish project scope, cost estimates, and potential development strategies for one of the City’s most significant future infrastructure investments.

Flanders Mansion Foundation Repair (\$150,000)

Structural assessment and stabilization work will address foundation issues identified at Flanders Mansion. The project includes engineering evaluation, development of repair strategies, and implementation of stabilization measures to protect the historic structure. These improvements ensure the continued structural integrity and preservation of one of the City’s most historically significant properties.

Transfer Switch Installation – City Hall and Vista Lobos (\$100,000)

Automatic transfer switches will be installed at City Hall and the Vista Lobos facility to support backup power operations. These systems allow facilities to seamlessly transition to emergency power during outages, improving operational continuity for essential municipal services.

FOREST, PARKS AND BEACH INFRASTRUCTURE

Several projects focus on coastal resilience, environmental restoration, and park infrastructure.



Sand Ramp – Eighth Avenue Repair and Design (\$400,000)

This project advances the design and reconstruction of the sand access ramp near Eighth Avenue, which has experienced repeated storm damage due to coastal erosion and sea level rise. Improvements will restore reliable access to the beach while incorporating design features that improve durability under changing coastal conditions.

Eroded Bluff Emergency Repair (\$200,000)

Emergency stabilization work will address coastal bluff erosion that poses risks to public safety and nearby infrastructure. The project will include geotechnical investigation and design, along with the necessary emergency repairs or construction activities to address damaged areas. Additional restoration efforts will be undertaken to reduce future instability.

Shoreline Infrastructure Repairs (\$400,000)

A recent Coastal Engineering Study included a comprehensive Shoreline Infrastructure Condition Assessment that identified priority repairs needed to protect critical coastal assets. This project initiates the engineering, design, and permitting of the highest priority shoreline infrastructure improvements.

The assessment identified six rock revetments along the shoreline, four of which are in high-priority condition requiring repair—one requiring full reconstruction and others requiring partial rehabilitation. These structures are essential for protecting public infrastructure, maintaining coastal access, and reducing the risk of erosion and storm-related damage.

This project will advance design and regulatory coordination for these priority repairs, allowing the City to proactively address deteriorating conditions while streamlining the permitting process with agencies such as the California Coastal Commission. Advancing a focused set of priority improvements is expected to improve permitting efficiency and position the City to respond more effectively to coastal hazards.

Additionally, this effort will refine construction cost estimates, identify project phasing, and establish a clear implementation strategy for future shoreline infrastructure investments. This work lays the foundation for a comprehensive, long-term approach to maintaining and protecting the City's shoreline assets.

North Dunes Habitat Restoration (\$200,000)

This ecological restoration project targets invasive species removal and habitat restoration within the North Dunes area. The effort supports recovery of native dune ecosystems while improving habitat conditions for coastal wildlife. Work may include invasive plant removal, restoration planning, and revegetation with native species.

PLANNING

Objective Development Design Standards (ODDS) (\$150,000)

ODDS is created to provide objective (ministerial) design and development regulations for affordable housing projects in compliance with State Laws.

PROJECT MANAGEMENT

Project Management (\$673,680)

Staff time and resources allocated to manage FY26-27 CIP projects.

CIP PLANNING

CIP Contingency Fund (\$600,000)

A \$600,000 Contingency Fund will be budgeted to cover any shortfalls to award construction contracts or to close out projects.

CAPITAL IMPROVEMENT PLAN – YEARS 2 - 5

City develops and maintains an on-going Capital Improvement Plan for the next five years, of which the preceding budget represents the first year. The remaining four years (years 2 – 5 of the plan) serve as an advance planning tool to identify anticipated future projects.

In addition, the City is measuring and planning for deferred maintenance needs that extend significantly beyond five years. The 5-year CIP is a “snapshot” in time of in which the City can anticipate needs for future infrastructure revitalization funding in more detail. As a dynamic planning document, the CIP for years 2 through 5 is subject to change as updated information becomes available. The multi-year plan also accommodates scheduling larger projects into multiple years to allow more projects to be underway concurrently, and to allocate construction funding only when those funds are needed.

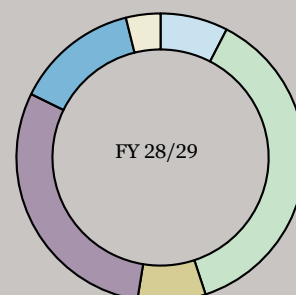
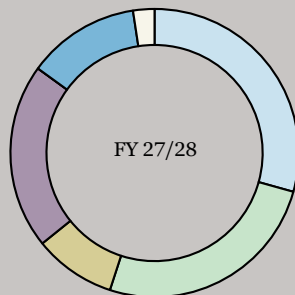
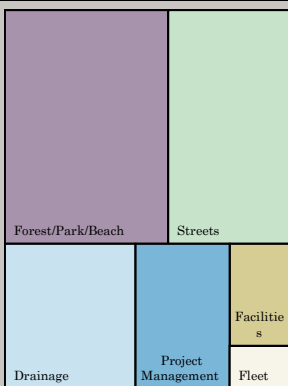
It should be noted that the needs for infrastructure renewal and facility repairs far exceed the anticipated revenue over the subsequent four years as well as in the current year.

The following are key projects and preliminary budget estimates, by asset category, for years 2 to 5 of the CIP.



KEY PROJECTS AND FUNDING NEEDS FOR YEARS TWO THROUGH FIVE OF THE CAPITAL IMPROVEMENT PLAN (CIP)

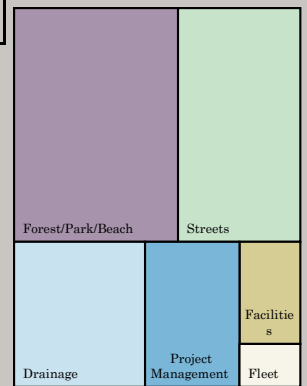
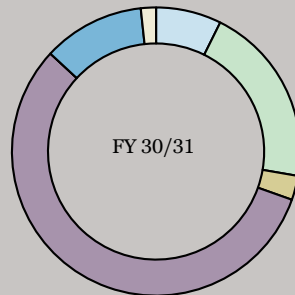
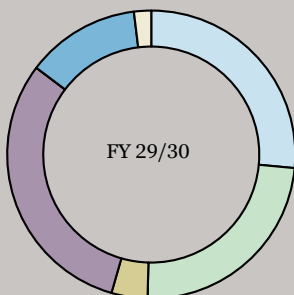
Years 2 - 5 CIP	Year 2		Year 3	
	FY 2027/2028		FY 2028/2029	
	Category/Project	Estimated	Category/Project	Estimated
Drainage 7,330,000	Scenic Drainage Improvement & Pathway Restoration Construction Phase 1*	1,500,000	Scenic Drainage Improvement & Pathway Restoration Planting Monitoring Phase 2 *	300,000
	Drainage Improvement Project -	1,500,000	Mission Bypass Pipe - Design *	415,000
		3,000,000		715,000
Streets 11,029,616	Street Improvement Project A - Construction	800,000	Street Improvement Project C - Design *	193,600
	Street Improvement Project B - Design *	176,000	Street Improvement Project B - Construction *	880,000
	Street Preventative Maintenance Project - Design and Construction *	700,000	Street Preventative Maintenance Project - Design and Construction *	500,000
	Sidewalk Improvement Project - Construction Phase 1 *	500,000	Sidewalk Improvement Project - Construction Phase 2 *	600,000
	Sunset Center Retaining Walls, Sidewalk, Fence - Design *	450,000	Sunset Center Retaining Walls, Sidewalk, Fence - Construction *	1,200,000
			Children's Library Drainage and Parking Lot Resurface - Design *	150,000
		2,626,000		3,523,600
Facilities 2,400,000	ADA Upgrades	20,000	ADA Upgrades	20,000
			Facility Condition Assessment	200,000
	Flanders Window and Gutter Repair *	100,000		
			City Hall Shingles and Windows *	500,000
	Fire Station Window Upgrades *	20,000		
	Police Station / Public Works Architecture - Design *			
	Picadilly Restroom Construction *	600,000		
Back-up Generator Transfer Switch for City Hall and Vista Lobos	200,000			
	940,000		720,000	
Forest/Park/Beach 14,775,000	Sand Ramp 8th Avenue Repair Project - Design and Permitting*	0	Sand Ramp 8th Avenue Repair Project - Construction *	2,000,000
	North Dunes Habitat Restoration Area - Invasive Species Removal	200,000	North Dunes Habitat Restoration Area - Planting	100,000
	Shoreline Infrastructure Repairs *	200,000		
	Carmel Beach Climate Adaption & Coastal Resiliency Program - Studies, Design, CEQA	650,000	Carmel Beach Climate Adaption & Coastal Resiliency Program - Implementation	300,000
	4th Ave Outfall - Design *	900,000	4th Ave Outfall - Permitting	0
	Mission Trail Nature Preserve - Stream Restoration/Trail Resiliency Design *	175,000	Mission Trail Nature Preserve - Stream Restoration/Trail Resiliency Permitting *	400,000
	2,125,000		2,800,000	
Project Management 5,267,403	CIP Contingency	600,000	CIP Contingency	600,000
	Project Managers (3 FTE)	690,522	Project Managers (3 FTE)	707,785
	1,290,522		1,307,785	
Fleet 1,010,000	PW Water Truck (1994 Ford SD)	125,000	PW EV Truck (2005 Ford LCF)	125,000
	PD Patrol Vehicle EV (2019)	75,000	PD Dectective Vehicle EV (2017)	75,000
	PD Parking Vehicle EV (2014)	45,000	PD Patrol Vehicle EV (2020)	75,000
			PW Backup Portable Generator	90,000
	245,000		365,000	
Years 2-5 CIP \$41,812,019	Total Year 2	\$10,226,522	Total Year 3	\$9,431,385
	Carryover Budget from Prior Years	(1,525,000)	Carryover Budget from Prior Years	(70,000)
	FY 2027/2028 Budget Need	\$8,701,522	FY 2028/2029 Budget Need	\$9,361,385



* Deferred Maintenance

KEY PROJECTS AND FUNDING NEEDS FOR YEARS TWO THROUGH FIVE OF THE CAPITAL IMPROVEMENT PLAN (CIP)

Year 4		Year 5		Years 2 - 5 CIP
FY 2029/2030		FY 2030/2031		
Category/Project	Estimated	Category/Project	Estimated	
Mission Bypass Pipe - Construction *	2,750,000	Drainage Improvement Project - Design *	865,000	Drainage
	2,750,000		865,000	7,330,000
Street Improvement Project C - Construction	968,000	Street Improvement Project E - Design *	234,256	Streets
Street Improvement Project D - Design *	212,960	*	1,064,800	
Street Preventative Maintenance Project - Design and Construction *	400,000	Street Preventative Maintenance Project - Design and Construction *	400,000	
Sidewalk Improvement Project - Design *	300,000	Sidewalk Improvement Project - Construction Phase 1 *	700,000	
Children's Library Drainage and Parking Lot Resurface - Construction *	600,000			
	2,480,960		2,399,056	11,029,616
ADA Upgrades	20,000	ADA Upgrades	20,000	Facilities
Facility Repairs *	300,000	Facility Repairs *	300,000	
Public Works Roll-up Doors (2) *	100,000			
	420,000		320,000	2,400,000
4th Ave Pathway Monte Verde to San Antonio - Design	400,000	Carmel Beach Climate Adaption & Coastal Resiliency Program - Monitoring	150,000	Forest/Park/Beach
Carmel Beach Climate Adaption & Coastal Resiliency Program - Implementation	200,000	4th Ave Outfall - Construction *	2,500,000	
4th Ave Outfall - Permitting and	2,500,000	Mission Trail Nature Preserve - Stream Restoration/Trail Resiliency *	4,000,000	
Mission Trail Nature Preserve - Stream Restoration/Trail Resiliency *	100,000			
	3,200,000		6,650,000	
CIP Contingency	600,000	CIP Contingency	600,000	Project Management
Project Managers (3 FTE)	725,480	Project Managers (3 FTE)	743,617	
	1,325,480		1,343,617	5,267,403
PW Maintenance Truck (2008 Ford F350)	125,000	PW Maintenance Truck (2012 F250)	125,000	Fleet
PD Patrol Vehicle EV (2016)	75,000	PD Patrol Vehicle EV (2020)	75,000	
	200,000		200,000	1,010,000
Total Year 4	\$10,376,440	Total Year 5	\$11,777,673	Years 2-5 CIP \$41,812,019
FY 2029/2030 Budget Need	\$10,376,440	FY 2030/2031 Budget Need	\$11,777,673	



* Deferred Maintenance

OTHER FUNDS

OTHER FUNDS OVERVIEW

The City uses what is known as a “fund” accounting structure, which house and track resources (i.e.: money) that are limited in their use by law or governing agency. The major governmental funds are the General Fund, Measure C and Capital Projects.

DISCRETIONARY FUNDS

The first set of funds listed below are “discretionary”, meaning there are no legal restrictions on their use and can be used at the discretion of Council for services and projects.

General Fund (Fund 101)

Most of the City’s revenues and the expenditure budgets for City services and daily governmental operations are housed within the General Fund (Fund 101) and this is where the majority of the City’s financial activity occurs. The major revenue sources associated with the General Fund include property tax, the City’s share of the statewide sales and use tax, charges for services, franchise fees, business tax, and intergovernmental revenue. These revenues are considered to be general in nature. Throughout this budget document, the General Fund is also referred to as the “Operating Budget” and City financial policy recommends maintaining a reserve at no less than 50% of annual projected operating expenditures.

Hostelry Fund (Fund 102)

This fund is used to house the Transient Occupancy Tax (TOT) which is collected and is intended to fund the portion of the municipal budget covering community and cultural and recreation activities including, but not limited to Sunset Center and the Forest Theater, parks, public facilities and municipal structures, and parking lots; acquisition and improvement of parks, recreation land and other municipal purposes as determined from time to time by the City Council; provided, that all such uses shall be in accordance with the General Plan of the City and General Fund for usual and current expenses.

Measure C Sales Tax (Fund 206)

Carmel voters approved a temporary (10 year) 1% increase in the transactions and use tax in 2012 known as Measure D. On March 3, 2020, voters approved Measure C, which increases the tax to 1.5% for 20 years. Measure C may be used for debt service, capital projects and general City services. Fund 206 is used to house revenue from these tax sources.

RESTRICTED FUNDS

The next set of funds are “restricted”, meaning there are requirements prescribed by the local, state or federal governmental agencies regarding how these funds may be used.

Gas Tax (Fund 201)

This fund is used to house revenues collected in accordance with California Streets and Highway Code.

Transportation Safety (Fund 202)

Measure X, a 30-year 3/8 of one-percent transactions and use tax, was passed by the voters in November 2016 to fund transportation safety and mobility projects in Monterey County. This fund houses dollars for expenditures for eligible transportation safety projects.

COPS Grant (Fund 203)

This fund houses dollars for expenditures for the Department of Justice Community Oriented Policing Services (COPS) grant for public safety. This fund transfers into the General Fund for the Police Department budget.

Parking in Lieu (Fund 204)

This fund is used to house dollars for activities associated with parking in-lieu fees as prescribed by Carmel Municipal Code Section 17.38.040.

Asset Seizure (Fund 205)

This fund houses dollars for expenditures related to asset seizures.

CAPITAL PROJECTS FUND

Capital Projects (Fund 301)

This fund houses resources utilized, committed, assigned or restricted for capital projects.

DEBT SERVICE FUND

Debt Service (Fund 401)

This fund houses dollars related to the repayment of the Certificate of Participation, Pension Obligation Bond and capital lease obligations

INTERNAL SERVICE FUNDS

Workers Compensation (Fund 501)

This fund houses monies meant for workers' compensation insurance provided to departments on a cost reimbursement basis.

Other Post-Employment Benefits (OPEB) Liability Reserve (Fund 502)

This fund houses dollars for other post-employment benefits.

Vehicle and Equipment Replacement Fund (Fund 503)

This fund is to set aside to house financial resources for future purchases of replacement equipment essential to the operations of the City. A reserve will be maintained with a target of 10% the total fleet replacement value.

AGENCY FUNDS

Refundable Deposits (Fund 601)

This fund houses monies received that are unearned at the time of acquisition and required to be returned by the City unless they are earned.



CITY OF CARMEL BY-THE-SEA**Capital Program Manager**Salary: \$153,845.36 - \$187,000

DEFINITION:

Under general administrative direction, plans, organizes, directs, and manages the engineering functions and capital improvement programs of the Public Works Department. This position performs highly complex professional and managerial engineering work and provides strategic oversight of all phases of project delivery.

DISTINGUISHING CHARACTERISTICS:

The Capital Program Manager directly oversees project management staff, including Project Managers responsible for day-to-day delivery of capital projects, ensuring alignment with City priorities, regulatory requirements, budgets, and schedules. The incumbent serves as a key advisor to executive leadership and may act on behalf of the Public Works Director as needed.

SUPERVISION RECEIVED:

Receives general direction from the Public Works Director.

EXAMPLE OF IMPORTANT AND ESSENTIAL DUTIES:

Leadership & Organizational Oversight

- Direct, supervise, and evaluate engineering and project management staff, including Project Managers, engineers, technicians, inspectors, and consultants.
- Establish priorities, allocate resources, and ensure effective coordination across engineering and project management functions.
- Provide guidance and oversight to Project Managers responsible for design, contract administration, and construction of public works projects.
- Participate in recruitment, training, performance evaluation, and professional development of staff.
- May serve as acting Public Works Director in their absence.

Capital Improvement Program (CIP) & Project Oversight

- Plan, develop, and oversee the City's Capital Improvement Program (CIP), including streets, transportation systems, utilities, parks, facilities, and ADA improvements.

ATTACHMENT 2

City of Carmel-by-the-Sea
Capital Program Manager (continued)

- Ensure Project Managers effectively deliver projects from concept through completion, including planning, environmental review, design, bidding, construction, and closeout.
- Monitor project schedules, budgets, funding compliance, and performance outcomes across multiple concurrent projects.
- Implement strategies to improve project delivery, efficiency, and service levels.

Engineering & Technical Oversight

- Provide high-level review and approval of engineering plans, specifications, estimates, and reports prepared by staff and consultants.
- Ensure compliance with applicable federal, state, and local regulations, including CEQA/NEPA and permitting requirements.
- Oversee development and implementation of engineering standards, policies, and procedures.
- Provide technical guidance on complex or sensitive engineering and construction issues.

Budgeting, Contracts & Funding

- Develop and administer departmental and capital project budgets.
- Oversee Project Managers in preparing and managing project budgets and schedules.
- Identify, pursue, and manage grant and external funding opportunities.
- Review and approve Requests for Proposals (RFPs), consultant agreements, and construction contracts.
- Ensure proper contract administration and regulatory compliance, including use of state and federal funds.

Stakeholder Engagement & Representation

- Serve as principal engineering advisor to the City Administrator, City Council, and department leadership.
- Represent the City in meetings with regulatory agencies, community groups, developers, and the public.
- Oversee preparation and presentation of staff reports, technical analyses, and project updates.
- Support Project Managers in resolving complex stakeholder, contractor, or community issues.

Regulatory & Program Oversight

- Oversee compliance with engineering standards, permits, and regulatory requirements.
- Administer and provide oversight of programs such as stormwater management, floodplain management, ADA compliance, and transportation funding programs.
- Ensure Project Managers maintain compliance with grant requirements and funding agency regulations.

MINIMUM QUALIFICATIONS

Education: Bachelor's degree in Civil Engineering or a related field.

Experience: Six to seven (6–7) years of progressively responsible professional engineering experience, including project or program management of public works or infrastructure projects. Supervisory or lead experience overseeing staff or teams. Administrative experience in municipal government is preferred.

Licenses & Certifications: A valid State of California Driver's License; a registered Professional Engineer (PE) in the State of California is highly desirable.

Knowledge of:

- Principles and practices of civil engineering, construction management, and public works infrastructure.
- Capital improvement planning and program administration.
- Project management practices, including budgeting, scheduling, and contract administration.
- Federal, state, and local laws, codes, and regulations, including CEQA/NEPA.
- Grant funding processes and compliance requirements.

Skills in:

- Leading and overseeing multidisciplinary teams, including Project Managers.
- Managing multiple complex projects and priorities simultaneously.
- Reviewing and approving technical engineering work and contract documents.
- Budget development, financial oversight, and resource allocation.
- Communicating complex technical information clearly to diverse audiences.
- Building collaborative relationships with stakeholders, regulatory agencies, and the public.
- Analyzing complex problems and implementing effective, strategic solutions.

WORKING CONDITIONS:

Working environment is shared between an office and outdoors. Work outdoors under adverse conditions in heat, wind, cold, and rain. Work in and around potential hazardous substances including pesticides, herbicides, and motor fuel. Must drive a vehicle and travel for meetings, seminars, and classes.

- Physical, mental, and emotional stamina to perform the duties and responsibilities of the position
- Manual dexterity sufficient to write and operate a telephone, computer, and other business equipment

ATTACHMENT 2

City of Carmel-by-the-Sea
Capital Program Manager (continued)

- Ability to stand or walk for up to four hours per day, as required
- Vision sufficient to read fine print and computer screens
- Hearing sufficient to conduct conversations in person, over the phone, and in group settings with background noise
- Speaking ability with clear, understandable voice at a volume appropriate for one-on-one and group settings
- Physical ability to push, pull, squat, twist, turn, bend, stoop, and reach overhead
- Mobility to move throughout the work environment and walk on uneven surfaces
- Strength to lift up to 20 pounds from the floor
- Stamina to stand, walk, and/or sit for extended periods
- Mental acuity to collect, interpret, and analyze data
- Ability to reason, define problems, establish facts, and draw valid conclusions
- Ability to make sound judgments and decisions

Supplemental Information

Employee must complete SB 1343 Sexual Harassment Prevention Training within six months of appointment and every two years thereafter.

The above statements are intended to describe the general nature and level of work being performed and are not intended to be an exhaustive list of all responsibilities, duties and skills which may be required.

CITY OF CARMEL BY-THE-SEA**IT Analyst**Salary: \$92,934.40 - \$112,985.60

DEFINITION:

Under general direction, this position administers, implements, analyzes, maintains, and manages computer hardware, software, and database systems in an assigned department or program area; provides technical support to staff; manages and maintains the City's data network infrastructure, including associated hardware; performs system integration and complex analysis of systems; performs duties as the City's web specialist; manages and coordinates information system projects within the City; and performs other related work as required.

DISTINGUISHING CHARACTERISTICS:

This is the full journey-level class within the professional Information Technology department. This class is distinguished from the Information Technology Technician by the assignment of the full range of duties and responsibilities. Employees at this level receive only occasional instruction or assistance as new or unusual situations arise and they are fully aware of the operating procedures and policies within the work unit. This class receives general supervision from the IT Manager, or other City administration management staff.

SUPERVISION RECEIVED:

Receives general direction from the Information Services/Network Manager.

EXAMPLE OF IMPORTANT AND ESSENTIAL DUTIES:

Duties may include, but are not limited to, the following:

1. Provide application, website, hardware, and network system support in area of assignment; respond to inquiries for service from staff; resolve operational and service problems.
2. Maintain system program staff files, documentation, and records; update control logs and inventories; prepare system documentation and departmental reports.
3. Perform data restores as needed and ensure the City complies with the established back-up retention policy.
4. Assist in designing, deploying, and maintaining the Citywide telecommunications systems, all hardware and software associated with the system, and configuring and administering the network hardware needed to make the telecommunications system operate properly.
5. Confer with users regarding operating problems, perform routine troubleshooting, and identify alternative courses of action; assist users in securing resources and services necessary to resolve problems.

-
6. Research, evaluate, and recommend alternative hardware and software applications and workflow sequence.
 7. Install and configure enterprise-level computer software systems; install, maintain, and troubleshoot a variety of computer network and auxiliary equipment, such as servers, router switches, and related peripheral equipment.
 8. Provide technical instruction, general training, advice, and support to staff in the use of equipment, procedures, and software; develop and implement training programs; assist customers with analysis of business processes.
 9. Perform system administration functions, including regular system backup; identify hardware problems; make minor repairs; correct deficiency in database capacity; configure software and provide documentation; log-ons; passwords; security levels; operating system updates; plan and review site architecture for new website products and features; customize applications; and develop sites based on business requirements and user needs.
 10. Program computer applications using various software tools such as Script, report writers, query languages, and software development tools to enhance and/or modify existing applications.
 11. Research, evaluate, and recommend enhancements to existing systems and new software products.
 12. Review current operational procedures for the purpose of identifying economical and feasible methods of automating workflow.
 13. May be assigned to participate on various internal and external committees and/or user groups. 14. Perform other related duties as assigned.

MINIMUM QUALIFICATIONS

Equivalent to a bachelor's degree from an accredited college or university with a degree in computer science or a related field, and two years of progressively responsible experience. Some assignments may require specialized systems experience such as HTML, CSS, Javascript and XML, PHP, and structured query language (SQL).

OR

Equivalent to an associate's degree or have completed 60 semester or 90 quarter units at an accredited college or university in business information systems in computer science or related field, plus five years experience in management information systems. Some assignments may require specialized systems experience such as HTML, CSS, Javascript and XML, PHP, and structured query language (SQL).

OR

A technology certificate from an accredited college or trade school in information technology, computer applications, web technologies, computer information systems, application development database design, programming, technology project management, or related field and five years of experience in private-sector or public-sector positions in information technology, including systems analysis work and development, system integration, or project management.

Required Licenses or Certificates:

Possession of or the ability to obtain a Class C California driver's license and maintain a good driving record. Advanced Microsoft Certification; VMWare Certified Professional (VCP) Certification; CCNP and/or LINUX Certifications are highly desirable.

Knowledge of:

- Principles of computer system operations and peripheral components, including system analysis and development techniques;
- PC-based servers; operating system principles, microcomputer hardware, application software; and network administration, including current versions of Windows server and workstation software;
- basic system analysis and development principles, practices, methods and techniques;
- functions and operations of various database management systems;
- basic system architecture and integration constructs;
- network and computer operating systems as required;
- network protocols, including: TCP/IP, DHCP, network operating systems and data communications project management principles and practices;
- complex principles and practices of local and wide-area networks management, administration, analysis, design, programming, and maintenance; records management systems;
- network and computer hardware, software, and standards; local and wide-area networks;
- security systems and procedures;
- personal computer and network software packages;
- HTML, CSS, Javascript, and XML; accessibility guidelines; browser/platform issues;
- PHP, MySQL, and structured query language (SQL);
- web standards, design principles, workflow processes, technology trends, online marketing concepts, and web Best Practices;
- server technology and ftp, http, https, mail, and other related protocols;
- disaster recovery and prevention methods and procedures;
- one or more modern programming languages;
- effective methods of written and verbal communication.

Ability to:

- Make sound decisions in accordance with laws, ordinances, rules, regulations, policies, and procedures;
- exercise sound judgment, initiative, and creativity in making decisions;
- effectively organize and complete projects and assignments in a timely manner;
- explain highly technical information to nontechnical individuals;
- analyze and develop functional and technical requirements and specifications;
- conduct feasibility studies;
- operate and maintain hardware and software systems;
- troubleshoot system software, hardware, and user problems;
- integrate various software applications;
- gather and compile data; maintain accurate up-to-date records;
- conduct research and analysis to solve technical and administrative problems and recommend alternatives;

City of Carmel-by-the-Sea
IT Analyst (continued)

- gather information and prepare clear and concise reports;
- perform physical duties of the job;
- provide good customer service and establish and maintain effective working relationships with those contacted in the course of work.

WORKING CONDITIONS:

May be required to work extended or irregular hours. For critical issues, may need to be available for contact after normal business hours. Must drive a vehicle and travel for City facilities, seminars, and classes.

- Physical, mental, and emotional stamina to perform the duties and responsibilities of the position
- Manual dexterity sufficient to write and operate a telephone, computer, and other business equipment
- Physical ability to push, pull, squat, twist, turn, bend, stoop, and reach overhead
- Strength to lift up to 20 pounds from the floor

Supplemental Information

The above statements are intended to describe the general nature and level of work being performed and are not intended to be an exhaustive list of all responsibilities, duties and skills which may be required.



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

May 5, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Brian Pierik, City Attorney

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: Review Proposed Revocable License Agreement for Parking Management by Good Roots Inc during Car Week 2026 and Adoption of Resolution 2026-028 Approving Execution of Agreement

RECOMMENDATION:

1. Discuss the Proposed Revocable License Agreement for Parking Management by Good Roots Inc during Car Week 2026.
2. Motion to adopt Resolution (Attachment 5) approving Proposed Revocable License Agreement for Parking Management by Good Roots Inc during Car Week 2026

BACKGROUND / SUMMARY:

DISCUSSION

On February 17, 2026, the Community Activities Commission considered a Staff Report from Leslie Fenton with an update on Car Week 2026 from Police Chief Trayer. Attachment 1.

At the February 17, 2026 meeting, the CAC received a presentation from Good Roots, Inc. "Traffic Calming & Vehicle Control Operations". Attachment 2.

On March 3, 2026, Police Chief Trayer presented a Staff Report to the City Council recommending the Council authorize staff to pilot a limited downtown managed parking

program on Thursday to Saturday evenings of Car Week 2026 and return after the event with data and analysis for future consideration. Attachment 3.

On March 3, 2026, the Council gave direction to City Staff and the City Attorney to draft a Proposed Revocable License Agreement with Good Roots ("Proposed Agreement").

On April 14, 2026, the a draft Agreement was presented to the Community Activities Commission which voted to recommend that the City Council approve the Proposed Agreement which is Attachment 4.

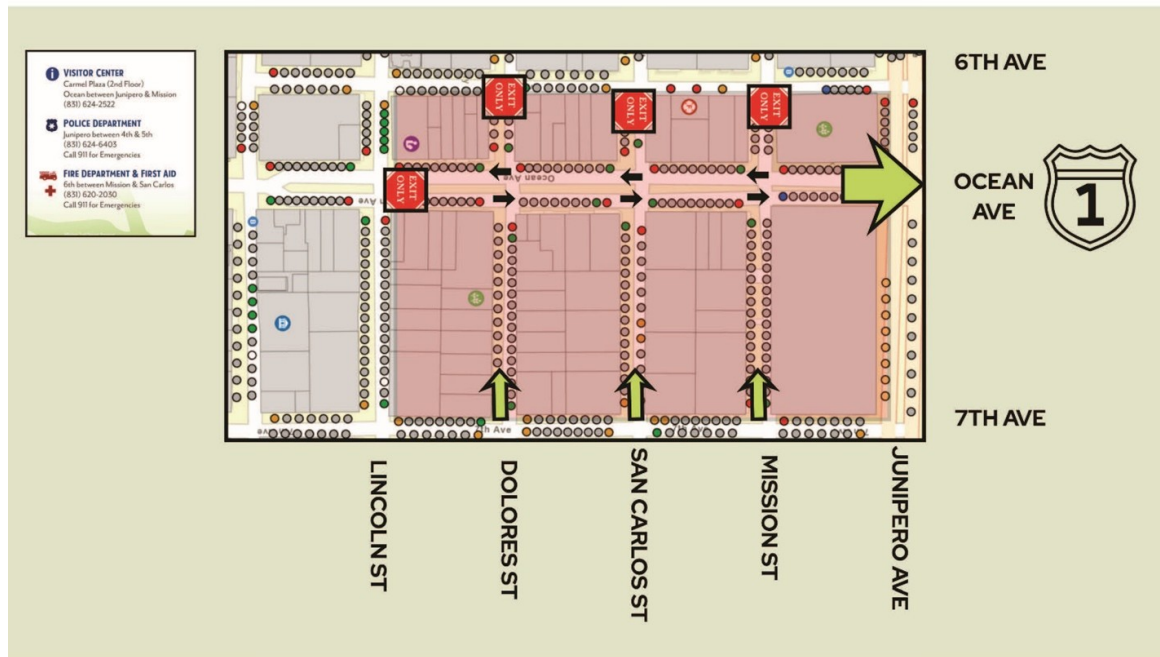
The terms of the Proposed Agreement include Good Roots paying to the City \$21,822.00 as a license fee. Good Roots would provide staff to arrange for parking on downtown streets designated as Ocean Avenue between Junipero Street and Lincoln Street, and on designated segments of Mission, San Carlos and Dolores from 6th Avenue to 7th Avenue between Junipero Street and Lincoln Street. There will be no parking by Good Roots of vehicles on 6th Avenue or 7th Avenue. There will be designated entry locations on 7th Avenue and exits on Ocean Avenue and 6th Avenue and adjacent side streets, as approved by the Police Chief, or designee.

The charge by Good Roots to the vehicle owners for the parking on Ocean Avenue will be \$200 per parked car per day for the period of 5 p.m.. to 10 p.m. and for parking on the other designated downtown streets the amount of \$100 per car per day. There will be no charge for parking by City residents except for parking on Ocean Avenue.

There have been a few edits to the Proposed Agreement which are shown in track changes in Attachment 4.

Chief Trayer will be presenting at the City Council meeting his "Plan B" that would go into effect if either this Parking Management Program needed to be cut short during Car Week, or if the Council chooses to put off piloting this program to a future year to allow for more study.

MAP



FISCAL IMPACT:

The City will receive from Good Roots a license fee of \$21,822.00.

PRIOR CITY COUNCIL ACTION:

March 3, 2026 City Council Meeting direction to City Staff and City Attorney to draft a Proposed Revocable License Agreement with Good Roots.

ATTACHMENTS:

1. Feb. 17, 2026, Community Activities Commission Staff Report
2. Feb. 17, 2026, Good Roots Presentation to Community Activities Commission
3. March 3, 2026 Staff Report to Council by Chief Trayer
4. Proposed Revocable License Agreement with Good Roots (Redlined)
5. Resolution 2026-028



CITY OF CARMEL-BY-THE-SEA
Activities Commission
Staff Report

February 17, 2026
ORDERS OF BUSINESS

TO: Community Activities Commissioners

SUBMITTED BY: Leslie Fenton, Executive Assistant

SUBJECT: Receive an update on Car Week 2026 from Police Chief Trayer

RECOMMENDATION:

Provide direction to staff regarding prioritization of recommended options.

BACKGROUND / SUMMARY:

At the October 14, 2025, Regular Meeting, Police Chief Trayer presented an after-action report regarding events and operational impacts associated with Car Week. Following that presentation, Chief Trayer conducted two public listening sessions attended by residents, business owners, and other interested community members to gather feedback and address concerns. In addition, he has met with local business owners, individual council members, and other stakeholders to further discuss community experiences, operational challenges, and potential improvements for future events.

Police Chief Trayer is returning to provide an update on the outcomes of these discussions and to seek input from the Community Activities Commission on three proposed options for this year's Car Week. Following the Commission's review, the Chief will present to the City Council a summary of feedback received from the public listening sessions and the Commission, along with any resulting recommendations for Council consideration.

FISCAL IMPACT:

None

ATTACHMENTS:

1. Car Week Presentation



CITY OF CARMEL-BY-THE-SEA

Car Week Direction Discussion

Community Activities Committee

February 17, 2026

Chief Trayer



Background

- Ever-changing history of Car Week
- After the 2025 Car Week, we immediately started looking at the impact of the extraordinary vehicle and pedestrian traffic on our community
- Crime data
- After Action Report
- Two Listening Sessions
- Business / Chamber of Commerce Meetings
- Emails/in-persons meetings
- Councilmember meetings/discussions



Background

Why Carmel?

- Carmel is THE picturesque backdrop everyone wants for photos/videos
- Ocean Avenue to beach is iconic location
- Social media amplifies spontaneous gatherings
- No official alternative outlet has been provided in Carmel



Impacts

- Daytime events +
- Businesses: Mixed.
- Safety: Near-misses, pedestrian conflicts, aggressive driving
- Residents: Noise, traffic, large influx.
- City: Liability exposure, police overtime (\$36k) no revenue to offset costs



Recurring Themes:

Noise, Speed, and Nighttime Harm

- *Find Real, visible steps to **cut noise and reckless driving**, especially 9–11 PM.*
- *Suggested more **Speed humps** on more streets*
- *Support additional Enforcement Tools: Driving, noise, speeds*
- *Decrease Traffic route changes.*

*“Protect residents first, even if Car Week is smaller.
Allow residence easier access their homes.”*



Recurring Themes:

“A Business-Supportive Model That Doesn’t Sacrifice Livability”

Businesses

- *Hotels, shops, and restaurant accessibility*
- *Continue and Expand the shuttle hours*
- *Traffic changes allegedly impact businesses*
- *“People buy coffee and cookies while our business is empty.”*



Economic benefit without community burnout.



Recurring Themes:

“A Business-Supportive Model That Doesn’t Sacrifice Livability”

Community Members/Residents

- *Residents should be comfortable to stay in town*
- *Sound mitigation through technology/enforcement*
- *Navigating the village is impacted throughout the week*

Economic benefit without community burnout.



Recurring Themes:

Entertain the idea of a Controlled, Sanctioned Nighttime Program

- *Consider replace cruising with a structured, managed Evening event(Thu–Sat, roughly 6–10 PM) Hotels, shops, and restaurant accessibility*



Contain the problem instead of chasing it.



Recurring Themes:

Fewer, Better, More Organized Events

- *Not looking for more daytime events*
- *Better curated events*
- *Constant references to **Concours on the Avenue** (events/parade like) & **Tour d'Elegance** (no longer available)*
- *Less overlap and saturation*
- *Less days of daytime events- increase community movement downtown*
- *More transparent expectations of behavior: I.E. Appropriateness of fashion show was discussed.*

Quality over quantity.



Options

1. Continue with similar daytime events/night plan

- *Increased enforcement*
 - *We have more officers/vehicles*
 - *Implement technology to help enforcement*
 - *Increase messaging to car club community + communications*

2. Adapt cruise route

- *Shorten the route to increase safety*
- *Use railings to protect pedestrians from the vehicular traffic*
- *Increased enforcement/technology/messaging*
- *Car Club communication/expectations*

3. Evening Event

- *Controlled entry/rules/stationary vehicles*
- *Fees*
- *Civilian controls/security*
- *Pedestrian safety increased*



Options

Organizer Proposed Evening Event (See presentation)

Contain the problem instead of chasing it.



Evening Event: Initial Pros/Cons

Pros:

- *Pedestrian/vehicle interactions*
- *Sound*
- *Overall experience*
- *Funding*
- *Security*
- *Parking benefit*

Cons:

- *Lack of Lighting*
- *New night event in Carmel*
- *Draw large crowd*
- *Noise*
- *Traffic increases*
- *Spillover crowd behavior*
- *Does this fit Carmel's character?*



Recommendation

- Provide guidance on Car Week daytime events.
 - Continue with existing primary events?
 - Consider adjustments to daytime timelines and locations.
- Elect for increased enforcement and shortened downtown routes
- Evaluate the proposed evening event and its community impact.
 - Does the CAC recommend exploring this concept further?
 - Any significant changes recommended?
 - If so, is implementation feasible for this year?



End of Presentation

Discussion/Questions



TRAFFIC CALMING & VEHICLE CONTROL OPERATIONS

**City of Carmel-by-the-Sea
Community Activities Commission
Tuesday, February 17, 2026**

Good Roots Events

What Good Roots is known for:

- End-to-end event operations (planning, permitting, logistics, vendors, day-of management)
- Strong partnerships with local stakeholders and a focus on community alignment
- High standards, polished presentation, and dependable execution year after year

Carmel-by-the-Sea Farmers Market (5-year revitalization & management):

- Reinvigorated the market experience through consistent operations, vendor curation, and community-focused programming
- Strengthened market visibility and momentum with thoughtful management and on-the-ground execution
- Sustained reliable weekly performance while keeping the market welcoming, high-quality, and true to Carmel's character

Concours for a Cause — Carmel Car Week (Tuesday) (4th year):

- Produces Carmel's Tuesday Car Week showcase that's now entering its 4th year
- Helps Carmel recover and rebuild classic Car Week traditions that were disrupted by pandemic-era losses
- Purpose-driven event model that supports the community through charitable impact while delivering an elevated guest experience

Proposal

Temporary traffic control measures during Car Week evening hours to:

- Support the Carmel Police Department
- Mitigate congestion,
- Enhance pedestrian safety,
- Deter exhibition driving
- Help maintain public order within the downtown core of Carmel-by-the-Sea.



Operational Objective

In coordination with the Carmel Police Department, implement temporary evening traffic controls to:

- Reduce congestion
- Enhance pedestrian safety
- Deter exhibition driving
- Maintain public order in the downtown core

Ops Plan

Operational Period

Thursday–Saturday | Car Week

Hours: 6:00 PM – 10:00 PM (TBD with CPD)

Traffic Control Strategy

Controlled Perimeter Includes:

- Staged parking on Ocean Ave & side streets
- Limited ingress points
- Designated, controlled egress routes
- Active staffing at all access points

Goal: Predictable traffic flow and visible enforcement presence.

Vehicle Staging & Exit Plan

Parking Zone:

- Ocean Ave & adjacent streets (6th–7th, Junipero–Lincoln)

Mandatory Exit Routes:

- Ocean Ave vehicles → Eastbound to Hwy 1
- Side street vehicles → 6th Ave → Junipero → Eastbound Ocean

Ensures controlled departure and discourages “victory laps.”

Controlled Exit – Ocean & Junipero

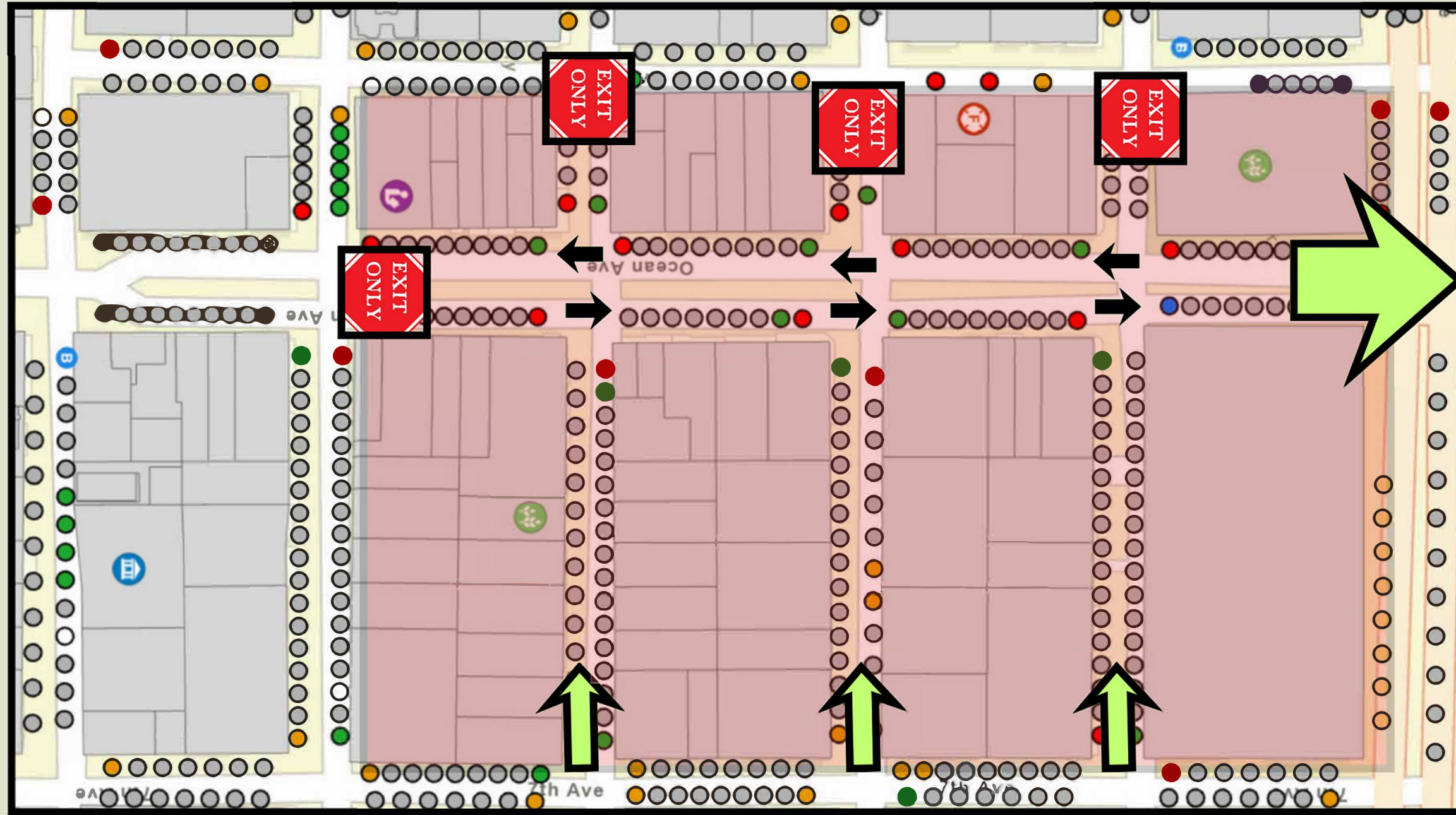
- Actively staffed
- CPD-supported
- Observed vehicle release
- Immediate enforcement presence

Purpose: Deter unsafe acceleration and disruptive behavior.

i VISITOR CENTER
Carmel Plaza (2nd Floor)
Ocean between Junipero & Mission
(831) 624-2522

🚓 POLICE DEPARTMENT
Junipero between 4th & 5th
(831) 624-6403
Call 911 for Emergencies

🚒 FIRE DEPARTMENT & FIRST AID
6th between Mission & San Carlos
(831) 620-2030
Call 911 for Emergencies



6TH AVE

OCEAN AVE



7TH AVE

LINCOLN ST

DOLORES ST

SAN CARLOS ST

MISSION ST

JUNIPERO AVE

Ops Plan

Vehicle Processing Area

Controlled Perimeter Includes:

- Staged parking on Ocean Ave & side streets
- Limited ingress points
- Designated, controlled egress routes
- Active staffing at all access points

Goal: Predictable traffic flow and visible enforcement presence.

Staffing & Deployment

Traffic Control Personnel (8 total per block)

- Ingress & egress points
- Access control
- Traffic direction
- Perimeter enforcement
- CPD coordination

Parking Operations Staff

- Parking guidance
- Internal circulation management
- Maintain emergency access routes

Visibility & Authority

All staff will wear:

- High-visibility safety vests
- Matching headwear
- Name badges
- Pole lights where needed

Uniform appearance reinforces authority and compliance.

Controlled Exit – Ocean & Junipero

- Actively staffed
- CPD-supported
- Observed vehicle release
- Immediate enforcement presence

Purpose: Deter unsafe acceleration and disruptive behavior.

A COORDINATED, VISIBLE, AND PROACTIVE APPROACH



Structured evening traffic control during Car Week to:

- Reduce congestion
- Enhance pedestrian safety
- Deter exhibition driving
- Maintain order in the downtown core

In partnership with the Carmel Police Department, Good Roots delivers:

- Controlled perimeters
- Managed ingress & egress
- Active staffing & enforcement presence
- Predictable, orderly vehicle flow

QUESTIONS? WE WELCOME YOUR FEEDBACK AND DISCUSSION.



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

March 3, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Todd Trayer, Police Chief

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: 2026 Car Week Discussion and Direction

RECOMMENDATION:

Recommendation: Receive the Car Week Report. Authorize staff to pilot a limited downtown managed parking program on Thursday-Saturday evenings of Car Week 2026, returning after the event with data and analysis for future consideration.

BACKGROUND / SUMMARY:

This discussion reviews the history and evolution of Car Week and its impact on Carmel-by-the-Sea. In recent years, we have observed a noticeable shift in how the City's environment is affected during this period.

This report summarizes two community listening sessions hosted by the Police Department, attended by City Administration and members of our City team. It outlines outreach conducted since the 2025 Car Week and captures both what the community values about the events and the concerns expressed — particularly related to noise, vehicle speeds, enforcement levels, and nighttime safety.

The report evaluates impacts on both residential and business communities, including public safety costs, overtime expenditures, accessibility, and overall livability during the week. It also details operational changes the Police Department is implementing to address speeding, enhance pedestrian safety, and deter illegal activity.

A similar presentation was delivered to the Community Activity Committee on February 17, 2026. The Committee recommended that City Council review the concept of a

downtown managed parking program for Thursday through Saturday of Car Week 2026. This report includes input from an event organizer and outlines the logistical considerations, as well as the potential benefits and drawbacks, of implementing an evening managed parking program.

Recommendation: Receive the Car Week Report. Determine if Council wishes to authorize staff to pilot a limited downtown managed parking program on Thursday-Saturday evenings of Car Week 2026, returning after the event with data and analysis for future consideration.

FISCAL IMPACT:

If the managed parking pilot program is approved by Council, the City has the potential to collect \$21,822 in permit fees.

PRIOR CITY COUNCIL ACTION:

Car Week After-Action Report (November 2025)

ATTACHMENTS:

None

REDLINE DRAFT 5.4.26**REVOCABLE LICENSE AGREEMENT**

**BY AND BETWEEN
CITY OF CARMEL-BY-THE-SEA**

AND

GOOD ROOTS INC

This Revocable License Agreement (“**Agreement**”) is made and entered into this 5th day of May, 2026, by and between CITY OF CARMEL-BY-THE-SEA, a general law city and municipal corporation (“**CITY**”), and GOOD ROOTS INC, a California corporation (“**LICENSEE**”). CITY and LICENSEE may be referred to herein individually as a “Party” and collectively as the “Parties.” The Parties agree as follows:

1. TERM OF AGREEMENT

- 1.1. **Term.** This Agreement commences on May 5, 2026 , and continues in full force and effect through August 31, 2026, unless earlier terminated or extended as provided elsewhere in this Agreement.
- 1.2 **Extension of Term.** The term of this Agreement (“Term”) may be extended by an amendment to this Agreement executed by the Parties in writing. It is the intent of CITY that this Agreement has an initial Term with possible extensions if agreed to in writing by the Parties, subject to CITY’s annual review and LICENSEE’s objectively satisfactory performance of its obligations pursuant to this Agreement.

2. RESPONSIBILITIES OF LICENSEE

- 2.1. **Services.** LICENSEE agrees to perform all services (collectively, “Services”) reasonably necessary for the completion of the tasks and services set forth in attached Exhibit “A,” which is incorporated by reference, entitled “**Scope of Services**”.~~Car Week Downtown Parking Management Plan.~~”
- 2.2. **Personnel.** LICENSEE represents that it employs or will employ, at its own expense, all personnel required for the performance of the Services.
- 2.3. **Supervision and Qualifications.** LICENSEE represents that the Services will be performed by LICENSEE, or under its direct supervision, and that all personnel engaged in such work are fully qualified and authorized and permitted under applicable State and/or local law to perform such Services.
- 2.4. **Subcontracting.** LICENSEE cannot subcontract for or assign to any third party any portion of LICENSEE’s obligations to perform the Services without CITY’s prior written approval.

- 2.5. **City Liaison.** CITY designates the following person as CITY’s liaison with the LICENSEE Police Chief Todd Trayer. (“City Liaison”).
- 2.6. **LICENSEE Representative.** LICENSEE designates the following person to be LICENSEE’s representative: Nile Estep (“Licensee Representative”). The Licensee Representative will work closely with the City Liaison as the primary contact for coordinating and executing upon LICENSEE’s performance of the Services.
- 2.7. **Replacement of Representative.** The Licensee Representative cannot be replaced by LICENSEE without CITY’s prior written approval.
- 2.8. **Compliance with Laws.** LICENSEE must comply with all applicable law in performance of the Services including, without limitation, the Carmel Municipal Code and all requirements imposed by the CITY’s Police Chief, or designee, for traffic control and public safety.
- 2.9. **Changes to Services.** CITY may request minor modifications to the scope of Services within the general scope of this Agreement, consisting of additions, deletions, or other revisions, provided such changes do not create substantial burdens on LICENSEE. All such changes must be authorized in writing, executed by LICENSEE and CITY. The cost, credit, liability or time extension resulting from any changes in the Services will be determined in accordance with written agreement between the Parties.
- 2.10 **Financial Responsibility.** LICENSEE, except as otherwise indicated in this Agreement, is solely responsible for all expenses, costs, liabilities, and losses incurred in furtherance of this Agreement and/or related to the Services. CITY does not have any liability or responsibility for the payment of any losses suffered or liabilities incurred by LICENSEE arising from performance of the Services except to the extent directly or proximately caused, in whole or in part, by willful, intentional, or negligent act(s) of the CITY or its officers, officials, employees, agents, contractors, and/or representatives.

3. RESPONSIBILITIES OF CITY

- 3.1. **Information and Support.** CITY will provide to LICENSEE full information regarding its requirements for the Agreement, and furnish LICENSEE with all information, data, reports, maps, and records which are available within the offices of CITY and are necessary for LICENSEE’s performance of the Services.
- 3.2. **Permits and Approvals.** CITY will assist LICENSEE in obtaining necessary permits and approvals from CITY departments and provide coordination with other governmental agencies as needed for LICENSEE’s performance of the Services.
- 3.3. **Use of City Property - Revocable License.** This Agreement is a revocable license (not a lease and not conveying any property interest) to LICENSEE to use designated portions of Ocean Avenue, Dolores Street, and other City downtown streets, on-street parking spaces, and public areas as specified in Exhibit “A” to facilitate LICENSEE’s performance of the Services, subject to:

- 3.3.1. CITY's right to access and use such areas for public safety and emergency services;
- 3.3.2. CITY's right to immediately suspend, relocate, or immediately terminate this Agreement as necessary to protect public safety;
- 3.3.3. Protection of CITY's property and infrastructure;
- 3.3.4. Restoration of all areas subject to the Services to pre-event condition; and/or
- 3.3.5. Specific blocks, times, and conditions approved by the CITY Police Chief or designee.

This Agreement is temporary and does not create any property right or exclusive use beyond the specific approved event dates and times.

- 3.4. **Public Safety Services.** CITY will coordinate provision of police, fire, and emergency medical services as required for public safety during Car Week events.

4. COMPENSATION AND FEES

- 4.1. **License Fee.** LICENSEE must pay CITY a license fee for the period of the performance of the Services in the amount of \$21,822.00 which is due by July 1, 2026.
- 4.2. **Charges for Parking.** In connection with LICENSEE's performance of the Services, LICENSEE will charge persons parking vehicles on Ocean Avenue the amount of \$200 per parked car per day for the period of 5 p.m. to 10 p.m. and for parking on other downtown streets the amount of \$100 per car per day for the period of 5 p.m. to 10 p.m. (collectively, "Charges") on the dates of August ____, 2026 through and including August ____, 2026.
- 4.3. **City Residents.** There will be no charge for parking by City residents except for parking on Ocean Avenue.

5. TERMINATION OR SUSPENSION OF AGREEMENT

- 5.1. **Termination by CITY.** CITY may terminate this Agreement for any reason related to public interest or due to LICENSEE's reasonably unsatisfactory performance of the Services upon providing LICENSEE eight (8) hours advance written notice. Any fees paid by LICENSEE shall be prorated based on the effective date of termination, and CITY shall refund to LICENSEE any unused portion of such fees corresponding to the period after cancellation.
- 5.2. **Termination for Cause.** CITY may immediately terminate this Agreement for cause upon written notice if LICENSEE:
 - A. Fails to perform any material obligation under this Agreement
 - B. Violates any applicable law, regulation, or permit condition
 - C. Fails to maintain required insurance coverage

- D. Engages in fraud or misrepresentation
- E. Becomes insolvent or files for bankruptcy protection

- 5.3. **Termination by LICENSEE.** If this Agreement is terminated by LICENSEE without cause, then LICENSEE is liable to CITY for any and all expenses and costs incurred by CITY in furtherance of the CITY completing the Services and for any other damages which CITY may sustain by direct reason of such termination.
- 5.4. **Effect of Termination.** Upon termination:
- 5.4.1. LICENSEE must immediately cease using CITY property and intellectual property.
 - 5.4.2. LICENSEE must remove all LICENSEE equipment, materials, and temporary structures from property within the CITY within three hours
 - 5.4.3. LICENSEE must restore all City property used by LICENSEE in performing the Services to pre-event condition.
 - 5.4.4. All financial obligations of the respective Parties, whether arising from this Agreement or otherwise, through the date of termination remain due and payable.
 - 5.4.5. Articles 8, 9, and provisions regarding indemnification and insurance survive termination.

6. EMPLOYMENT PRACTICES OF LICENSEE

- 6.1. **Non-Discrimination.** In connection with its performance of the Services, LICENSEE cannot discriminate against any LICENSEE employee or applicant for employment with LICENSEE on the basis of race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, or any other protected characteristic under applicable law.
- 6.2. **Affirmative Actions.** In connection with its performance of the Services, LICENSEE must take affirmative actions to ensure that LICENSEE's employees and employment applicants are treated during their employment without regard to their race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, or any other protected characteristic.
- 6.3. **Subcontractor Requirements.** These provisions must be included in any LICENSEE subcontracts relating to the Services.

7. CONFLICTS OF INTEREST

- 7.1. **City Officials and Employees.** No officer or employee of CITY can have any interest, direct or indirect, in this Agreement or the proceeds thereof during his or her tenure with CITY or for a period of one year thereafter. This section will survive termination of the Agreement.

- 7.2. **LICENSEE Interests.** LICENSEE covenants on behalf of itself and its employees, that it has, at the time of the execution of this Agreement, no interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under this Agreement, nor will it acquire any such interest at any time during such performance of services. LICENSEE further covenants that during the performance of this Agreement, no person having any such interest may be employed by LICENSEE.
- 7.3. **Disclosure Requirements.** The Parties covenant and agree that, to their best knowledge, no member of the City Council, nor any officer or employee of CITY has any interest, whether contractual, non-contractual, financial or otherwise direct or indirect, in this Agreement or in the business of subcontracting work required under this Agreement; and that if any such interest comes to the attention of either Party at any time during the performance of this Agreement, a full and complete disclosure of such information must be made in writing to the other Party, even if such interest would not be considered a conflict of interest under applicable laws.
- 7.4. **No Brokerage Fees.** LICENSEE covenants that it has not employed or retained any person or company to solicit or secure this Agreement; and that it has not paid or agreed to pay any person or company any fee, commission, percentage, brokerage fee, gift, or other compensation, contingent upon or resulting from the award or making of this Agreement. For breach or violation of this covenant, CITY has the right to annul this Agreement without liability, or in its discretion to deduct from the contract price, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.
- 7.5. **Political Activities.** LICENSEE cannot disseminate mailers, flyers, newsletters, magazines or any other written materials in connection with Car Week that contain City Council Member names, pictures or likenesses for political purposes. This provision does not apply to press releases, news articles, reporting coverage, magazine articles, and other feature articles authored by LICENSEE or media outlets reporting on Car Week.

8. INSURANCE AND INDEMNIFICATION

- 8.1. **Insurance Requirement.** LICENSEE must procure and maintain insurance against claims for injuries to persons or damages to property, which may arise from or in connection with LICENSEE 's performance of the Services. The cost of such insurance is borne by LICENSEE. CITY may terminate this Agreement for LICENSEE 's failure to procure and/or maintain the proper insurance upon the terms set forth in Section 5.2 of this Agreement.
- 8.2. **Required Coverage.** Before commencing performance under this Agreement, and at all other times this Agreement is effective, LICENSEE will procure and maintain the following types of insurance with coverage limits complying, at a minimum, with the limits set forth below:

Type of Insurance	Minimum Limits
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Commercial General Liability	\$2,000,000 per occurrence
	\$4,000,000 aggregate
Automobile Liability	\$1,000,000 combined single limit
Workers' Compensation	Statutory limits
Employers' Liability	\$1,000,000 per accident
Excess/Umbrella Liability	\$5,000,000 per occurrence
Event Cancellation (if applicable)	As mutually agreed

- 8.3. **Commercial General Liability Requirements.** LICENSEE's commercial general liability insurance will meet or exceed the requirements of the most recent ISO-CGL Form, or equivalent. LICENSEE's liability insurance policies will be endorsed to name CITY, its officials, employees, and volunteers as "additional insureds" under said insurance coverage and to state that such insurance will be deemed "primary" such that any other insurance that may be carried by CITY will be excess and non-contributory. Such insurance will be on an "occurrence," not a "claims made," basis and will not be cancelable or subject to reduction except upon 30 days prior written notice to CITY.
- 8.4. **Automobile Coverage.** LICENSEE's automobile coverage will be written on ISO Business Auto Coverage Form or equivalent, including coverage for all owned, hired, and non-owned vehicles used in connection with LICENSEE's performance of the Services. .
- 8.5. **Certificates of Insurance.** LICENSEE will furnish to CITY duly authenticated Certificates of Insurance and required endorsements evidencing maintenance of the insurance required under this Agreement and such other evidence of insurance or copies of policies as may be reasonably required by CITY from time to time. Insurance must be placed with insurers with a current A.M. Best Company Rating equivalent to at least a Rating of "A:VII" and licensed to do business in California.
- 8.6. **Failure to Maintain Insurance.** Notwithstanding Section 5.2 of this Agreement, should LICENSEE, for any reason, fail to obtain and maintain the insurance required by this Agreement, CITY may obtain such coverage and LICENSEE shall reimburse the CITY for that expense or the CITY may terminate this Agreement.
- 8.7. **Cancellation Notice.** Each insurance policy required by this Agreement must be endorsed to state that coverage cannot be cancelled except after 30 days prior written notice by mail has been given to CITY, or 10 days' notice if cancellation is due to nonpayment of a premium.
- 8.8. **Additional Insured Requirements.** All LICENSEE insurance policies naming CITY as additional insured must:

8.8.1. Provide primary coverage without contribution from any insurance carried by CITY;

8.8.2. Cover CITY's vicarious liability as well as liability assumed by LICENSEE under this Agreement; and

8.8.3. Apply to claims arising out of LICENSEE's operations, whether by LICENSEE or subcontractors.

8.9. **INDEMNIFICATION.** LICENSEE agrees to the following:

8.9.1. LICENSEE will defend, indemnify, and hold harmless CITY and all its officers, officials, employees, agents, volunteers, and representatives from and against any and all claims, demands, actions, suits, proceedings, losses, costs, damages, liabilities, and expenses (including, without limitation, reasonable attorney's fees and costs of litigation) of any character arising from or in connection with LICENSEE's negligence or willful misconduct in the performance of the Services and/or breach of this Agreement.

This indemnification obligation is subject to offsets against such loss or damage to the extent arising from CITY's negligence or willful misconduct.

8.9.2. Defense Obligation. Should CITY be named in any suit, or should any claim be brought against it by suit or otherwise, whether the same be groundless or not, arising from or related to LICENSEE's negligence or willful misconduct in the performance of the Services, LICENSEE will defend CITY (at CITY's written request and with counsel approved by to CITY, which approval shall not be unreasonably withheld) and will indemnify CITY for any judgment rendered against it or any sums paid out in settlement or otherwise.

8.9.3. For purposes of this Article, "CITY" includes CITY's officers, officials, employees, agents, volunteers, and representatives.

8.9.4. It is expressly understood and agreed that the foregoing provisions will survive termination of this Agreement.

8.9.5. LICENSEE acknowledges that it has fully informed itself of the contents and meaning of this indemnification agreement, and has executed it with full knowledge thereof, and that the terms are contractual and not a mere recital.

8.10. **Subcontractor Insurance.** LICENSEE agrees to obtain from all subcontractors certificates of insurance evidencing coverage for general liability, workers' compensation, and auto liability insurance. All insurance endorsements must contain an additional insured endorsement naming "CITY OF CARMEL-BY-THE-SEA, its elected and appointed officials, employees, agents, and volunteers as additional insureds." Policy must apply on a primary basis. Any insurance or self-insurance maintained by CITY is non-contributory to LICENSEE's policy.

9. FORCE MAJEURE

- 9.1. **Excused Performance.** Neither LICENSEE nor CITY will be deemed to be in default if performance of the obligations required in this Agreement is delayed or becomes impossible or impracticable because of any natural disaster, war, terrorist act, earthquake, fire, flood, extreme weather conditions, strike, epidemic, pandemic, act of federal, state, or local government (including CITY in its regulatory and police power capacity), its agencies or officers, or any other legitimate cause beyond the reasonable control of the parties (individually and/or collectively, “Force Majeure Event”).
- 9.2. **Extension of Time.** On the occurrence of any Force Majeure Event, CITY, in addition to any other rights and remedies it may have, may elect, by giving notice to LICENSEE, to extend the term of the Agreement or reschedule Car Week. In the event of any such extension or rescheduling, specific dates, periods, and time requirements referred to in the Agreement will be postponed or extended accordingly. The Parties will make a good faith effort to negotiate new dates.
- 9.3. **Allocation of Losses.** Each Party assumes responsibility for its own losses, expenses, and/or other liabilities that result from this Agreement being delayed or becoming impossible to perform because of a Force Majeure Event. CITY has no duty or obligation to pay for any portion of any such losses, expenses, and/or other liabilities incurred by LICENSEE as a sole, direct result of a Force Majeure Event.
- 9.4. **Cancellation Decision.** In the event of extreme weather, natural disaster, public health emergency, or other adverse conditions not constituting a Force Majeure Event, CITY Administrator can make the final determination to postpone or cancel Car Week in the Administrator’s sole discretion after consultation with LICENSEE. In such event, the Parties will negotiate in good faith regarding allocation of costs already incurred and any partial license fees based on the City’s fee schedule.
- 9.5. **Suspension of Financial Obligations.** Financial reporting obligations under Article 5 are suspended if Car Week is cancelled or substantially curtailed due to force majeure. The parties will negotiate in good faith regarding any payments or reimbursements due under such circumstances.

10. GENERAL PROVISIONS

- 10.1. **Independent Contractor Status.** This Agreement is by and between CITY and LICENSEE and is not intended, and cannot be construed, to create the relationship of agent, servant, employee, partnership, joint venture, or association, as between CITY and LICENSEE. The employees and agents of one Party are not the employees or agents of the other Party for any purpose whatsoever. LICENSEE and its employees are independent contractors and are not employees of CITY. LICENSEE is solely liable and responsible for providing all compensation and benefits to, or on behalf of, all persons performing work pursuant to this Agreement. CITY has no liability or responsibility for the payment of any salaries, wages, unemployment benefits, Federal, State, or local taxes, or other compensation, benefits, or taxes for any personnel provided by or on behalf of LICENSEE.

LICENSEE understands and agrees that all persons performing work pursuant to this Agreement are, for purposes of worker's compensation liability, solely employees of LICENSEE and not employees of CITY. LICENSEE is solely liable and responsible for furnishing all worker's compensation benefits to any person as a result of any injuries arising from or connected with any work performed by or on behalf of LICENSEE hereunder. LICENSEE agrees to indemnify, defend with counsel acceptable to CITY, and hold CITY harmless for any action or proceeding regarding LICENSEE's employee or agent's independent LICENSEE status. The employees and agents of each Party must, while on the premises of the other Party or City property, comply with all rules and regulations of the premises and CITY, including, without limitation, security and safety requirements.

- 10.2. **Successors and Assigns.** CITY and LICENSEE each binds itself and its partners, successors, and assigns to the other Party to this Agreement and to the partners, successors and assigns of such other Party with respect to all covenants of this Agreement. Neither CITY nor LICENSEE can assign, sublet, or transfer its interest in this Agreement without the written consent of the other Party.
- 10.3. **Governing Law and Venue.** This Agreement was drafted in, and will be construed in accordance with the laws of, the State of California, and exclusive venue for any action involving this Agreement will be in Monterey County Superior Court.
- 10.4. **Notice to Proceed.** LICENSEE may begin work upon receipt of the "Notice to Proceed" from CITY and will diligently perform the Services required under this Agreement.
- 10.5. **Records Retention and Inspection.** Records of LICENSEE's expenses pertaining its performance of the Services, and records of accounts between the Parties must be kept on a generally recognized accounting basis. Such records, in addition to employment, operating, and regulatory documents, must be available to the Parties or their respective authorized representatives at mutually convenient times during normal business hours for inspection and audit. The Parties must maintain all records relating to this Agreement for five years after the termination of this Agreement or until resolution of any audit findings of either Party or disputes between the Parties, whichever is later.
- 10.6. **Political Activity Restrictions.** LICENSEE covenants that, during the Term, it cannot use its name or funds, or permit or offer its name or funds, to be used in connection with the election, nomination, support or publicity endorsement or appointment of any officer or employee of (1) CITY or any governmental agency in which CITY is included, or (2) any county, state or federal government agency. LICENSEE further covenants that it must refrain from participation in the distribution of pamphlets or handbills of any kind favoring or opposing any candidate for election to any public office.
- 10.7. **No Waiver.** No waiver of any breach of this Agreement can be held to be a waiver of any other subsequent breach. All remedies afforded in this Agreement will be taken and construed as cumulative, that is, in addition to every other remedy provided herein or by law. The failure of one Party to enforce at any time any of the provisions of this Agreement, or to require at any time performance by the other Party of any of the provisions, cannot

be construed to be a waiver of such provisions, nor in any way affect the validity of this Agreement or any part thereof or the right of either Party to thereafter enforce each and every such provision.

10.8. **Order of Precedence.** If there is a conflict between the documents to this Agreement, the highest in precedence controls. The precedence is from highest to lowest as follows:

1. Permits from third party agencies as may be required by law;
2. The body of this Agreement; and
3. Exhibit A attached to this Agreement.

10.9. **Notices.** Whenever it is necessary for either Party to serve notice on the other respecting this Agreement, such notice must be served by personal delivery or by certified mail or by electronic mail addressed to the following addresses, unless and until different addresses may be furnished in writing by either Party to the other:

To CITY:

City of Carmel-by-the-Sea
City Administrator
P.O. Box CC
Carmel-by-the-Sea, CA 93921

To LICENSEE :

Good Root Events
2692 Middlefield Rd Suite C
Redwood City, CA 94063
Attention: Nile Estep

Such notice is deemed served within 72 hours after the same has been deposited in a United States Post Office by certified mail. If the Notice is delivered personally or my electronic mail, then the Notice shall be effective immediately.

10.10. **Changes and Additional Work.** LICENSEE cannot make material changes in the Services or perform or provide any additional work or services under this Agreement without first obtaining written authorization from CITY. Additional labor or materials provided by LICENSEE in connection with this Agreement without CITY's prior written authorization is done at LICENSEE 's risk and without compensation from CITY.

10.11. **Severability.** If any provision of this Agreement is found to be invalid, void, or unenforceable, the remaining provisions nevertheless continue in full force and effect without being invalidated in any way.

10.12. **Construction and Interpretation.** Each Party has had the opportunity to independently review this Agreement with legal counsel. Accordingly, this Agreement will be construed

simply and in accordance with its fair meaning; it will not be interpreted strictly for or against either Party.

- 10.13. **Authority to Execute.** The Parties represent and warrant that all necessary action has been taken by the Parties to authorize the undersigned to execute this Agreement. This Agreement may be modified only by written amendment signed by authorized representatives of both Parties.
- 10.14. **Electronic Signatures.** The Parties agree that this Agreement and the Parties' subsequent written agreements and documents (if any) ancillary to this Agreement will be considered signed by a Party when the signature of that Party is delivered by electronic signature. Such electronic signature will be treated in all respects as having the same effect as an original signature.
- 10.15. **Ownership of Event Materials.** The Parties agree that the Car Week name, logos, website domain, vendor lists, sponsor lists, marketing materials, and all forms created specifically for Car Week under this Agreement are the property of CITY,. The Parties agree that the website domain carmelbytheseaparking.com, Carmel-by-the-Sea parking logo, LICENSEE's customers lists, waiver documents, and other forms created by LICENSEE are the property and/or confidential trade secrets of LICENSEE, which CITY shall not use for any purpose unrelated to this Agreement, shall not use in any way that competes with LICENSEE's business or disclose to any third party for any reason.
- 10.16. **Entire Agreement.** This Agreement supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter herein. Each Party to this Agreement acknowledges that this document comprises the entire agreement between the Parties with respect to Car Week and no other promises, statements, or representations have been made to any Party to this Agreement other than those contained herein. Any modifications of this Agreement are not valid unless in writing and signed by authorized representatives of both Parties.
- 10.17. **California Coastal Act Compliance.** LICENSEE acknowledges that Carmel-by-the-Sea is located within the California Coastal Zone and that the Services may require compliance with the California Coastal Act, CITY's Local Coastal Program, and a coastal development permit from CITY and/or the California Coastal Commission depending on the scope and nature of specific activities. LICENSEE acknowledges that services rendered in coastal areas can trigger Coastal Commission permit requirements that may affect event feasibility. LICENSEE will cooperate fully with CITY and regulatory agencies in obtaining any necessary coastal development permits and ensuring compliance with all coastal resource protection requirements. LICENSEE bears all costs and risks associated with obtaining coastal permits for performance of the Services, and if a coastal development permit is denied or conditioned in a manner that makes the event infeasible, such denial or conditioning will be treated as a Force Majeure Event under [Article 9.10](#).
- 10.18. **Counterparts.** This Agreement may be executed in counterparts, each of which is deemed an original, but all of which together constitutes one and the same instrument.

10.19. **Survival.** The following provisions survive termination or expiration of this Agreement: Article 78 (Conflicts of Interest), Article 89 (Insurance and Indemnification), Section 104.5 (Records Retention), Section 104.16 (Ownership of Event Materials), and any provisions relating to payment obligations, warranties, or dispute resolution.

11. ANNUAL REVIEW

11.1 Annual Review. Annual Review and Approval Process. Following Car Week, CITY and LICENSEE will conduct a comprehensive review of event operations through a multi-step process: (1) internal CITY staff review and preparation of findings; (2) CITY staff presentation to, and review by, LICENSEE ; (3) CITY staff presentation to and review by the applicable CITY decision-making body; and (4) CITY staff final presentation to, and approval by, City Council. This review will include, but not necessarily be limited to, the following:

- Assessment of community impacts and feedback from residents and businesses;
- Review of financial performance including any pilot parking management program revenues;
- Evaluation of traffic, parking, and public safety operations;
- Analysis of environmental and coastal compliance;
- Identification of improvements for future years;
- Survey results from participants, businesses, and residents; and
- Consistency with LICENSEE’s destination management strategy goals.

11.2 Results of Annual Review. Results of this annual review will inform any CITY authorization to extend or amend the Agreement for subsequent Car Week events.

12. PLANS

12.1 Plans

Exhibit A attached hereto identifies the following plans (“Plans”)

12.1.1 Vehicle Staging and Exit Plan (Per Section 2 of Exhibit A)

12.1.2 Downtown Traffic Management Plan (Per Section 4 of Exhibit A)

12.1.3 Staff Plan (Per Section 4 of Exhibit A)

12.1.4 Operations Plan (Per Section 4 of Exhibit A)

12.1.5 Communications Plan (Per Section 5 of Exhibit A)

12.2 Submission of Plans. LICENSEE shall submit all of the Plans to the City on or before May 15, 2026 for review and approval by the City Council at its Meeting on June 2, 2026.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the dates shown below.

CITY OF CARMEL-BY-THE-SEA

By: _____
Signature

Name: _____

Title: _____

Date: _____

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney

GOOD ROOTS, Inc.

By: _____
Signature

Name: _____

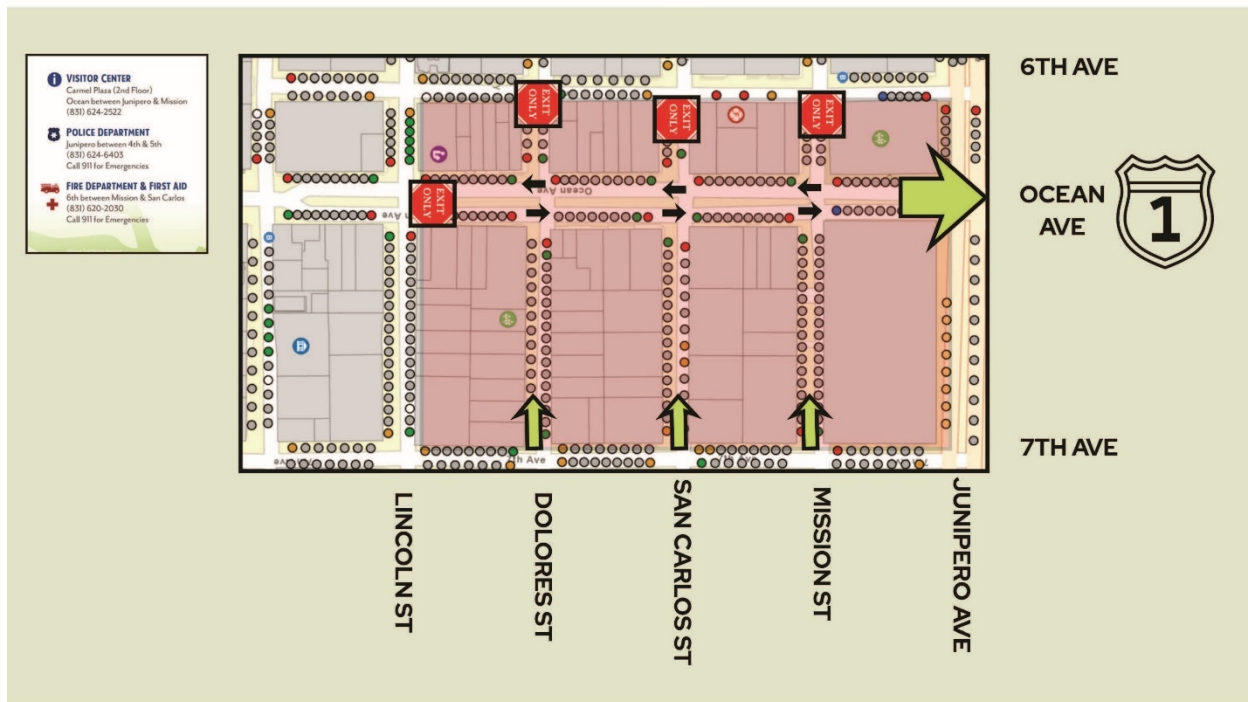
Title: _____

Date: _____

Exhibit A

Scope of Services

During Car Week, LICENSEE will plan, staff, and operate a coordinated evening downtown traffic and parking management program in partnership with the Carmel Police Chief, or designee (Police Chief), to reduce congestion, enhance pedestrian safety, deter exhibition driving, and maintain public order in the downtown core of Carmel-by-the-Sea, including Ocean Avenue and adjacent blocks between 6th and 7th Avenues and Junipero and Lincoln Streets as depicted here:



The Services will include, at a minimum, the following elements.

1. Operational Period and Coverage

LICENSEE will implement evening traffic and parking controls from Thursday through Saturday of Car Week, between approximately 5:00 pm and 10:00 p.m., or as otherwise approved by the Police Chief, or designee. The primary service area includes: Ocean Avenue between Junipero Street and Lincoln Street; the intersecting side streets of 6th Avenue and 7th Avenue between Junipero Street and Lincoln Street; and any additional streets or blocks designated by CITY in advance within the downtown core.

2. Traffic Control and Vehicle Processing

LICENSEE will design and operate a vehicle staging and exit plan that provides controlled, predictable circulation and discourages repeated cruising or “victory laps” on

Ocean Avenue and adjacent streets, including 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street. At a minimum, the traffic control program will include:

- Staged parking areas on Ocean Avenue between Junipero Street and Lincoln Street, and on designated segments of Mission, San Carlos and Dolores from 6th Avenue to 7th Avenue between Junipero Street and Lincoln Street. There will be no parking by Good Roots of vehicles on 6th Avenue or 7th Avenue.
- Limited, clearly defined ingress points into the downtown core, including designated entry locations on 7th Avenue and exits on Ocean Avenue and 6th Avenue and adjacent side streets, as approved by the Police Chief, or designee.
- Mandatory exit route for all vehicles parked in the designated parking zone will be eastbound toward Highway 1 via Ocean Avenue, or as otherwise approved by the Police Chief, or designee.
- A controlled vehicle processing area with observed vehicle release and immediate enforcement presence at key intersections, including the intersection of Ocean Avenue and Junipero Street, and any other intersections identified by the Police Chief, or designee.

3. Staffing, “Fully Staffed” Standard, and Deployment

LICENSEE will provide a fully staffed deployment of at least 40 staff each night of operation, meaning that all required positions identified in the approved operations plan are filled by trained personnel for the entire operational period, with on-site supervisors and relief staff sufficient to cover breaks, rotation, and unforeseen absences without reducing coverage at any control point. Fully staffed also means adequate numbers to safely manage anticipated volumes of vehicles and pedestrians along Ocean Avenue, 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street, as determined in consultation with the Police Chief, or designee.

At a minimum, staffing will include:

- Traffic control personnel assigned to ingress and egress points on Ocean Avenue and adjacent side streets; access control at designated entry/exit points on 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street; traffic direction at key intersections; and perimeter enforcement, including coordination with the Police Chief, or designee.
- Parking operations staff responsible for parking guidance and internal circulation management on Ocean Avenue between Junipero Street and Lincoln Street and on 6th and 7th Avenues between Junipero Street and Lincoln Street, and for maintaining emergency access routes on these streets at all times.

- Traffic control personnel assigned to the controlled exit at Ocean Avenue and Junipero Street, and any other key intersection identified by the Police Chief, or designee, to provide active staffing, observed vehicle release, and an immediate enforcement presence.

All personnel will wear high-visibility safety vests, matching headwear, name badges, where needed, to present a uniform, authoritative presence and promote compliance.

4. Licensee Liaison and Coordination Role

Licensee's Liaison will serve as the single point of contact for CITY and the Police Chief, or designee, before, during, and after Car Week. The Licensee Liaison's responsibilities will include, at a minimum:

- Coordinating development of the downtown traffic management plan, staffing plan, and operations plan—including specific deployment locations and assignments along Ocean Avenue, 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street—and submitting them to CITY and the Police Chief, or designee, for review and approval within the required timelines.
- Attending pre-event coordination meetings with CITY, the Police Chief, or designee, and other agencies, and ensuring that agreed-upon changes (including changes to street closures, detours, or access on Ocean Avenue and adjacent streets) are incorporated into the plans and communicated to all LICENSEE representatives.
- Managing real-time communications during the operational period, including receiving direction from the Police Chief, or designee, adjusting staffing and traffic controls on the identified streets as conditions change, and promptly escalating any safety, access, or enforcement issues.
- Coordinating outreach and information flow to local businesses and residents on and around Ocean Avenue, 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street related to the Services, including street closures, parking restrictions, and access provisions, in collaboration with the City Liaison.
- Ensuring that post-event restoration activities, documentation, and any required reporting are completed and provided to CITY as required under this Agreement.

The Licensee Liaison must be on-site or immediately reachable by phone and radio during all operational periods and will have authority to direct LICENSEE's staff and resources to implement CITY and Police Chief, or designee, instructions on the identified streets and within the overall service area.

5. Downtown Traffic Management Plan and Related Tasks

LICENSEE will prepare and implement a comprehensive downtown traffic management plan addressing at least the following, consistent with CITY and Police Chief, or designee, direction:

- Vehicle ingress and egress routes for participants traveling to and from Ocean Avenue and the surrounding downtown street network, including coordination with Monterey County, California Highway Patrol, Monterey County Sheriff, and neighboring jurisdictions through participation in STOPP enforcement operations, with the Carmel Police Department as lead agency for communications for the above entities.
- Communication plan to promote the City's Car Week shuttle and any other alternative transportation services; temporary street closures and detour routes affecting Ocean Avenue, 6th Avenue, 7th Avenue, Junipero Street, Lincoln Street, and connecting streets, as approved by the Police Chief, or designee; and parking management for residents, businesses, and visitors, including any pilot programs for managed parking during peak evening hours.
- Continuous emergency vehicle access to and through Ocean Avenue, 6th Avenue, 7th Avenue, Junipero Street, and Lincoln Street; signage and wayfinding directing motorists and pedestrians to parking, detours, and exits; and measures to discourage exhibition driving and unsafe vehicle operation, including staged parking and limited entry/exit points with staffed access control where applicable.

The downtown traffic management plan must be submitted to the City Liaison at least 60 days before Car Week and must receive Police Chief, or designee, approval before implementation.

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

RESOLUTION NO. 2026-028

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
APPROVING A REVOCABLE LICENSE AGREEMENT FOR PARKING MANAGEMENT BY
GOOD ROOTS INC DURING CAR WEEK 2026**

WHEREAS, on March 3, 2026, Police Chief Todd Trayer presented a Staff Report to the City Council recommending the Council authorize staff to pilot a limited downtown managed parking program on Thursday to Saturday evenings of Car Week 2026 and return after the event with data and analysis for future consideration; and

WHEREAS, on March 3, 2026, the Council gave direction to City Staff and the City Attorney to draft a Proposed Revocable License Agreement with Good Roots (“Proposed Agreement”); and

WHEREAS, on April 14, 2026, a draft Agreement was presented to the Community Activities Commission, which voted to recommend that the City Council approve the Proposed Agreement.

**NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF
CARMEL-BY-THE-SEA DOES HEREBY:**

1. Approve the Revocable License Agreement for Parking Management by Good Roots Inc During Car Week 2026, which is attached hereto as Exhibit A.
2. Authorize the Mayor to execute the Revocable License Agreement for Parking Management by Good Roots Inc. during Car Week 2026.
3. This Resolution shall take effect immediately upon approval of this Resolution.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-
THE-SEA this 5th day of May, 2026, by the following vote:**

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTEST:

Dale Byrne, Mayor

Nova Romero, MMC, City Clerk

EXHIBIT A – Revocable License Agreement with Good Roots, Inc.