

2021/2022

# ADOPTED BUDGET

CARMEL-BY-THE-SEA



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CITY ADMINISTRATOR  
CHIP RERIG

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# INTRODUCTION

8 June 2021

Honorable Mayor Dave Potter,  
City Councilmembers and  
Community Members

In accordance with Carmel Municipal Code Section 3.06.020, I present the adopted operating and capital budget for the upcoming fiscal year to the City Council for adoption. The Fiscal Year 2021-2022 ("FY 21-22") Adopted Budget is balanced, meaning that anticipated new revenue and transfers in among the various funds are equal to, or slightly exceed, planned expenditures and transfers out. A balanced budget is attributed to the initial rebounding of the City's sales tax and transient occupancy tax revenues, which were negatively impacted by the pandemic. While the budget begins to allocate funds to restore service levels and address capital needs that were curtailed during the pandemic, it also reflects restraint in spending, especially as the City emerges from the impacts of COVID-19. There is currently no planned use of General Fund balance in FY 21-22, leaving these funds intact for future use as needed.

The FY 21-22 capital and operating budgets were presented in various public meetings to encourage community engagement. I extend my appreciation to members of the public that participated in these meetings and sent us various budget-related questions and comments. I also thank Council for their comments regarding the proposed budget, including a robust discussion regarding the City's reserves and overall financial stability.

In response to Council direction provided during the May 18, 2021 meeting, the FY 21-22 Adopted Budget presented herein includes minor changes from the budget originally presented on May 4, 2021. The changes include: (1) funding a new 1.0 full-time equivalent Associate Planner position within the Community Planning and Building Department to work on grant-funded affordable housing studies, climate change and other Council initiatives; (2) an increase of \$20,000 for a total of \$30,000 for ivy removal, landscaping and other beautification efforts housed within the Public Works Department; (3) reallocation of \$30,000 in General Fund revenue from the street paving project to the sidewalk repair project, resulting in enhanced funding for sidewalk materials with no overall increase to the budget and (4) increasing the General Fund Reserve from 10% to 15% of the Operating Budget in FY 21-22.

In 2007, the City Council established the Other Post Employment Benefits (OPEB) Reserve Fund to provide a reserve for post employment benefit liability exposure. According to the Government Accounting Standards Board, Other Post Employment Benefits (OPEB) are benefits, *other than pension*, that governments provide to their retired employees, which may include healthcare, life insurance, disability and other services. In order to mitigate the costs associated with the planner position and enhanced landscaping, the FY 21-22 Adopted Budget includes a transfer of approximately \$80,000 from the OPEB Reserve to the General Fund to pay for the budgeted costs of retiree healthcare in FY 21-22, thereby allowing General Fund revenue for retiree healthcare to be redirected to other areas of spending. In addition, the FY 21-22 Adopted Budget presented on May 4, 2021 allocated \$358,000 in anticipated sales tax revenue to the Vehicle and Equipment Fund in order to grow the fund balance for future purchases of vehicles identified within the Five-Year Capital Improvement Plan. While this amount has been reduced to offset the increased General Fund expenses, the FY 21-22 Adopted Budget still replenishes this fund, which is projected to be approximately \$262,000 as of June 30, 2022.

### *Rebuilding the Foundation*

Fiscal Year 2021-2022 represents my seventh budget as the City Administrator and, one year after the emergency of the coronavirus pandemic, continues my ongoing commitment to rebuilding the foundation of our City and enterprise. The FY 21-22 Budget includes funding to increase staffing levels; to implement capital projects and to purchase public safety vehicles and equipment. It includes funding for required bond payments and funding to address the City's outstanding pension liability, a Council priority related to the City's financial sustainability.

Over the course of the last several years, we have enhanced services, strengthened internal operations and achieved progress toward investing in our critical infrastructure, addressing deferred facility maintenance needs and supporting multi-year funding to protect and preserve our natural resources. With the support of the community, we ensured the sustainability of one of our economic pillars through the passage of Measure C, which guarantees a local 1.5% sales tax for the next twenty-years. Much of our collective good work came to a stop when the coronavirus pandemic emerged and affected the City financially, resulting in a reduction of 20% of our City workforce.

However, City services, while greatly diminished through the loss of staff, continued. Over the past year, City staff have worked tirelessly and collaboratively to protect the public health and safety of the community while supporting its economic and social vitality. The pandemic required staff to find alternative ways to deliver services, to respond to constituent issues and to engage the community with decreased resources and in accordance with COVID-19 protocols. To maintain continuity of operations, staff utilized technology and developed other solutions to conduct virtual meetings, to respond to community needs remotely and to allow curbside pick-up of library books and materials, to cite just a few examples. The embracing of technology, the use of the 'virtual' environment, and the re-examining of service delivery methods pre-pandemic to increase efficiencies and customer service are tenants of our organization's foundation that will continue to be used. As such, the budget includes funding to support these efforts, such as the development of a retention schedule and the digitizing of property files for public access.

In addition to responding to the pandemic, City staff also provided extraordinary service in responding to other community emergencies and implemented many Council-directed projects, as illustrated within the departmental pages of the budget book. The City is fortunate that community members donated their time and money to assist the City during the pandemic through such efforts as maintaining median islands, caring for the Scenic Pathway landscaping and undertaking projects at the Forest Theater, Devendorf Park and Vista Lobos. Long-standing partnerships with City support groups continued to flourish, and a unique public/private partnership with Carmel Cares blossomed.

While the coronavirus and its associated impacts to City finances and operations require the City to remain cautious regarding its proposed spending, the FY 21-22 Budget begins to rebuild staffing to support daily operations, to phase-in the re-opening of City facilities, to oversee capital projects and to support the implementation of Council initiatives.

***FY 21-22 Adopted Budget at a Glance***

FY 21-22 General Fund Operating Expenditures	\$22,128,391
FY 21-22 Capital Outlay Expenditures	\$2,324,580
FY 21-22 Debt Service	\$882,656
FY 21-22 Workers Compensation	\$116,158
<b><i>FY 21-22 Total Expenditures</i></b>	<b><i>\$25,451,785</i></b>
<b><i>Funded Full-Time Equivalent (FTE) Positions</i></b>	<b><i>81.21</i></b>

The FY 21-22 Adopted Budget totals \$25.5 million in planned expenses, which consists of \$22.1 million for the General Fund Operating Budget. In comparison, the FY 20-21 Adopted Operating Budget totaled \$18.4 million. The primary reasons for the proposed increase of \$3.5 million include:

- Staffing cost increase of \$1.4 million due to negotiated salary adjustments and other step increases for existing staff, increased healthcare, retirement and other benefits, funding for 7.73 restored full-time equivalent positions and funding for a new 1.0 Associate Planner for a total of 81.21 FTE
- Pension mitigation funding of \$1 million as well as a \$235,000 increase in the City's required unfunded actuarial liability payment to CalPERS
- An increase in services and supplies of \$900,000, which includes a new one-time expense for consultants for grant-funded affordable housing studies (\$290,000) as well as increased costs for fire services (\$178,000), Sunset Center (\$173,000), and legal (\$100,000) services when compared to the FY 20-21 Adopted Budget. The FY 21-22 Budget also includes funding for supplemental facility maintenance (\$45,000), code enforcement (\$38,000), supplemental tree services (\$30,000 for a total of \$105,000), forest management planning (\$20,000), wildfire risk assessment (\$20,000), zoning and design guidelines (\$15,000), the continuation of the retention schedule project (\$12,000), tree removal and wildfire reduction efforts at Mission Trail Nature Preserve (\$10,000) and an update to our stormwater ordinance (\$7,000).

***Staffing and Service Levels:***

Of the \$22.1 million in expenses, approximately \$11 million, or 50%, pays for staff salary and benefits. Personnel costs include one new full-time equivalent (FTE) position as well as the restoration of 7.73 FTE positions including:

- 1.00 FTE within Community Planning and Building to work on grant-funded projects and other Council directed initiatives.
- 1.23 FTE restored within City Administration for increased IT part-time assistance needed to support virtual meetings, remote IT capabilities and other requests; increased part-time support for payroll and other financial activities to strengthen internal controls and continuity of operations and increased counter and other customer service support related to the re-opening of City Hall. The latter position will also provide administrative support to the Police Department (0.25 FTE) and Public Works (0.25 FTE) and is an example of a centralized shared resource to achieve cost savings.
- 2.0 FTE restored in Public Works, including the restoration of a capital projects manager and a maintenance worker while Police staffing includes the restoration of 1.0 FTE police services officer.
- 3.0 FTEs restored in Library to facilitate the continuation of the curbside pickup program as well as to support the gradual re-opening of library branches, estimated at approximately 20 hours a week for each branch library.

## *Council Strategic Planning and Priorities Pension Mitigation*

The California Public Employees' Retirement System ("CalPERS") is the largest pension fund in the country and manages investments for nearly 2 million members on behalf of the State, schools and various public agencies. The City is a public agency member of CalPERS and has two primary CalPERS plans, one for its miscellaneous members and one for safety. Together the City's plans represent approximately 260 covered members, which includes approximately 74 active members, based upon the most recent actuarial data.

As a member agency, the City makes two types of payment to CalPERS: (1) the annual cost for current employees ("normal cost") and (2) the unfunded accrued liability ("UAL"). The UAL is the actuarial liability less the actuarial value of the assets. In other words, the UAL is the difference between the amount CalPERS needs in order to pay for retirement benefits when people retire compared to the amount that CalPERS currently has on hand to pay for the estimated costs of the retirement benefits. Ideally, this ratio is 100%; however, the current funded status is 67.4% for safety and 71.5% for miscellaneous members. *As a result, the City's projected UAL is \$24.7 million as of 6/30/2021.*

Over the last decade, the City has used a combination of strategies to help mitigate the costs associated with pension liability. These strategies have included the issuance of pension obligation bonds; negotiating employee contributions toward the employer's cost of pensions; and prepaying the annual UAL payment to reduce the amount of interest paid to CalPERS. More recently, City Council has been exploring additional strategies to address rising pension costs including using cash reserves to *either* fund a Pension Rate Stabilization Program (e.g. Section 115 Trust) dedicated to pension and/or other post-employment benefit costs *and/or* making a lump sum payment to CalPERS to pay down the UAL.

The Adopted Budget includes \$1.8 million for the City's required Fiscal Year 2021-2022 UAL payment, which reflects an increase of \$235,000 over the FY 20-21 Adopted Budget. Based upon Council direction from the March 2, 2021 City Council meeting, the budget includes \$1.0 million within the General Fund Operating Budget to implement pension mitigation strategies.

### *Capital Outlay*

The FY 21-22 Adopted Budget includes \$2.3 million for Capital Outlay. It prioritizes public safety response capabilities through enhanced radio communications. The budget funds the purchase of a new ambulance and Police patrol car. In addition, it allocates funding of \$111,000 in total for both an IT infrastructure to help ensure continuity of citywide operations and for the first phase of a Planning-led project for public access to property files to improve customer service and operational efficiency.

Recognizing the deferred capital needs of our facilities, the budget includes funding for facilities, including window repairs at the Sunset Center and the development of a Library Master Plan. The budget recommends investing in both the City's hardscape of streets, sidewalks and storm drains as well as our "green" infrastructure. These projects include both the Mission Trail Nature Preserve (MTNP) Stream Stability project and the Well Decommissioning and Tank Removal project. In terms of the beach and shoreline, the budget recommends funding for Carmel Beach sand surveys and shoreline armoring inspections, North Dunes Habitat Restoration and the Scenic Pathway barriers project.

The Scenic Pathway in particular is one of the Village's endearing assets, in terms of both its natural beauty and its ability to promote community involvement and partnership between the City and its residents who have volunteered time and money to be stewards of this resource. Likewise, many other volunteers, support groups and organizations are instrumental in caring for the North Dunes, the Carmel Beach and the MTNP through such efforts as beach cleanup days, weed pulls and invasive plant eradication efforts.



## Other Expenditures

The FY 21-22 Adopted Budget also includes \$883,000 for Debt Service and \$116,000 for the Workers Compensation Fund. Debt service includes funding for the Countywide Monterey County Next Generation Radio project (NGEN), the Sunset Center 2020 Refunding Lease Bond and the 2012 Pension Obligation Bond. The FY 21-22 Budget reflects temporary savings associated with making the interest only payment on the Sunset Center bond for fiscal year 2021-2022. The payment for the bond will increase to approximately \$500,000 in future years until the bond matures in 2032. Debt service also includes payment for the pension obligation bond (POB). In 2013, Council authorized the issuance of the POB to refinance the City's outstanding pension liabilities. The bond matures on June 1, 2023. While the City incurs costs associated with workers compensation, these expenses typically are included within the General Fund. The FY 21-22 Budget utilizes the City's existing fund structure and allocates \$116,000 to the workers compensation fund as a way to better align expenses and to budget for the cost of potential claims. The budget also includes funding for preventive measures, such as ergonomic equipment and evaluations.

### *Policy Options and Balancing Short and Long-term Needs*

The ability to bring back services and provide them in a similar manner as prior to the pandemic is possible due to the projected recovery of the City's major revenue sources. However, we must be cautious and prudent in our spending as we develop plans to phase in the re-opening of City facilities, re-think services and re-invest in capital projects.

Although we anticipate ending the current fiscal year with a surplus, the pandemic illustrated the criticality of having sufficient reserves to buffer against the unexpected. In addition, the FY 21-22 budget assumes that our sales tax and transient occupancy tax start to rebound. However, the long-term financial forecast indicates that it will take several years for these revenues to return to pre-pandemic levels of performance. While the return of revenues is uncertain, there is a greater degree of certainty with the City's expenditures, including its unfunded pension liability. The UAL payment of \$1.4 million in FY 19-20 is projected to increase to \$2.5 million in FY 25-26, illustrating the significance of this liability. One strategy to address this increase is to re-direct revenues from services and projects to the UAL payment on an annual budgetary basis. An alternative option sets aside funds now for future pension needs.

Based on Council direction, this budget recognizes the difficult choice of making short-term funding decisions regarding services and projects, and includes funding for pension mitigation to help address the City's long-term financial stability. Moreover, with Council's guidance, this budget increases the amount within the General Fund Reserve from 10% of operating expenses, as stipulated within the City's Municipal Code, to 15% of budgeted operating expenses, in an effort to ensure the City has sufficient funding on hand to buffer against emergencies and other unforeseeable events.

As we [again] begin to rebuild our organization, I wish to acknowledge the collaboration by my department heads in putting forth pragmatic budgets to prioritize limited resources and develop alternative ways to best serve our community. I also extend my appreciation to my Finance team for stewarding the budgeting process. I look forward to Council's continued guidance and leadership as we adopt a budget that funds services and projects for our community, allocates resources to our priorities of the natural environment and Village character, community engagement, infrastructure, and the business environment while also maintaining fiscal sustainability.

Respectfully submitted,

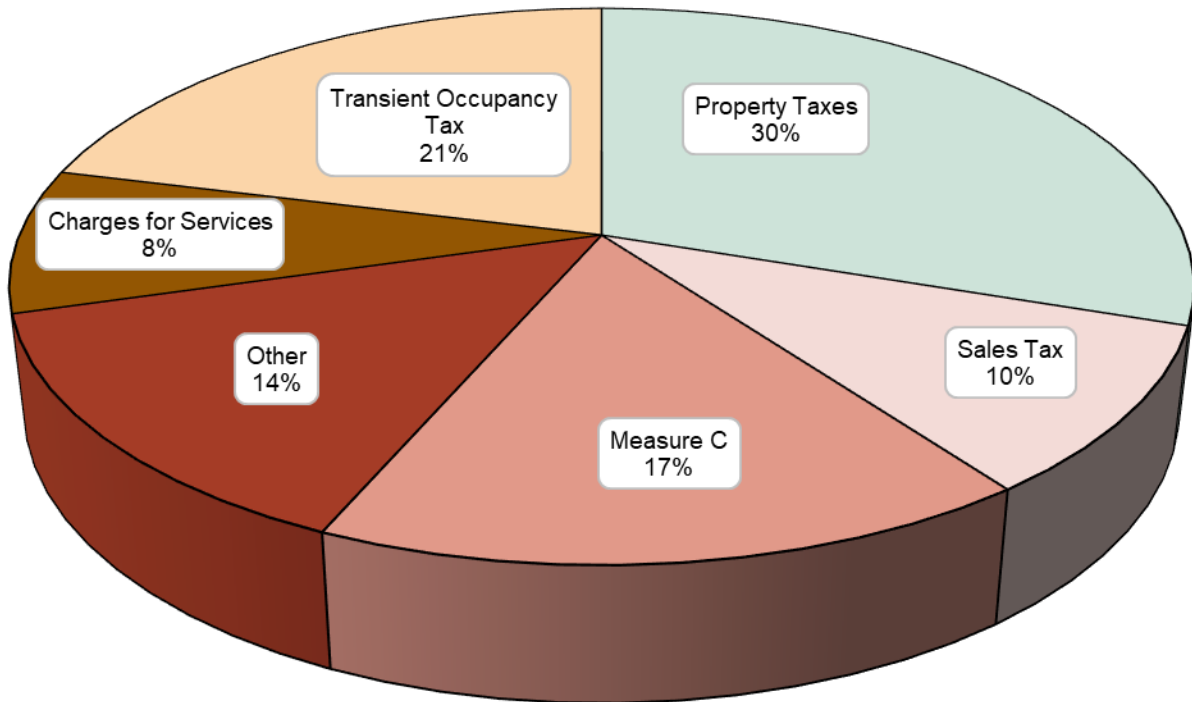


Chip Rerig  
City Administrator

# REVENUE

The FY 21-22 Adopted Budget includes \$25.3 million in new revenue. As illustrated in the chart below, *FY 21-22 Revenue Sources*, property taxes are the leading source of revenue, accounting for 30% of the budgeted revenue. With an expected increase in visitors, transient occupancy tax represents 21% of budgeted revenue, as compared to 13% in FY 20-21. Sales tax, including the local Measure C, contributes 27% followed by other miscellaneous revenues (14%) and charges for services (8%).

**FY 21-22 Revenue Sources**



Source	Budget
Property Taxes	\$ 7,629,510
Sales Tax	\$ 2,466,109
Measure C	\$ 4,206,660
Other	\$ 3,555,716
Charges for Services	\$ 2,127,620
Transient Occupancy Tax	\$ 5,333,562
<b>Total</b>	<b>\$25,319,177</b>

Property taxes are budgeted at \$7.6 million, or 30% of total revenues. The City’s portion of the statewide sales tax (“Bradley Burns”), Proposition 172 public safety sales tax and the local sales tax (Measure C) account for \$6.7 million, or 27% of revenue. On March 3, 2020, Carmel voters approved a new local sales tax of 1.5% referred to as Measure C. This replaced the prior 1% local sales tax known as Measure D. Revenue projections assume a gradual return to pre-COVID levels for sales and use tax as well as transient occupancy tax (TOT). With a budget of \$5.3 million, TOT, which is a “hotel tax” of 10% of the rent charged by a hostelry operator, accounts for 21% of revenues, as compared to 13% in FY 20-21 and 28% in FY 19-20. Charges for services are fees collected from a specific user of a service, for such services as plan review, building inspection and ambulance transports and account for \$2.1 million, or 8% of the budget. The category of “Other” revenue

# REVENUE

includes General Fund revenues from business license tax, franchise fee and other intergovernmental revenue as well as restricted revenue for Community Oriented Policing Services (COPS), road maintenance and transportation-related projects and federal and State grants for planning, parks and radio communications.

**Table1: Estimated Performance and Adopted Budget for Major Revenue Sources**

Revenue	FY 19-20 Adopted Budget	FY 19-20 Estimated Actual	FY 19-20 Audited Actual	FY 20-21 Adopted Budget	FY 20-21 Estimated Actual	FY 21-22 Adopted Budget
Property Taxes	\$6,573,376	\$6,623,596	\$6,690,948	\$6,822,304	\$7,250,053	\$7,629,510
Statewide Sales Tax- Bradley Burns	2,606,100	2,134,416	2,154,960	1,886,796	2,044,800	2,454,109
Local Sales Tax- Measure C/D	3,023,000	2,504,000	2,611,802	3,050,000	3,713,170	4,206,660
Transient Occupancy Taxes (TOT)	6,842,900	4,523,996	5,115,271	2,488,198	4,000,409	5,333,562

As shown in Table 1, *Estimated Performance and Adopted Budget for Major Revenue Sources*, the City's major revenue sources are beginning to rebound from the economic impacts of COVID-19. After experiencing a significant decline in the latter part of Fiscal Year 2019-2020, sales tax and transient occupancy taxes are currently outperforming budget expectations. Consumer preferences and spending patterns have varied since the pandemic; however, the projected loss to sales tax statewide in FY 20-21 is less than expected. While sales and use tax is significantly less than in FY 18-19, spending in certain sectors, including automobiles, building and construction that includes home improvement stores, food and drug that includes grocery, convenience and liquor stores, certain types of retail, and online purchases, bolstered overall growth. From a timing perspective, the State's implementation for collection of taxes from out-of-state vendors and online sales coincided with the emergency of COVID-19 and helped buffer the loss of sales tax revenues. Moreover, the pandemic shifted consumer spending from services to goods, the latter is more likely to be subject to taxes. Restaurants and general consumer goods (retail) are the City's leading drivers of sales and use tax revenue. These sectors continue to face economic challenges in FY 20-21 due to shelter-in-place restrictions and other COVID-19 protocols that affect seating capacity at dining establishments and limit retail customers. However, the number of visitors within the Village exceeded expectations given travel restrictions, the allowance for outdoor dining and the permitted sale of food "to go" are three factors that influence sales tax revenues. Projections indicate the City's share of the statewide sales tax (Bradley Burns) will generate \$2.0 million in FY 20-21, or \$158,000 more than budgeted while local sales tax will raise \$3.7 million or \$663,000 over the adopted budget.

Budget projections assume the lifting of statewide restrictions in June 2021, the successful deployment of vaccines, increased foot traffic and demand for dining and retail, especially heading toward summer 2021. FY 21-22 anticipated \$2.5 million from the City's share of the statewide sales tax, which is an increase of \$567,000, or 30%, over the FY 20-21 Adopted Budget. In FY 20-21, the City started to receive an additional 0.5% of local sales tax (1.5% in total) from the State based upon the passage of a voter-approved sales tax measure in March 2020. The impact of the local sales tax on the City's overall revenues is significant, especially as the economy rebounds. Prior to COVID-19, the local sales tax generated \$3.1 million. The FY 21-22 budget of \$4.2 million is an increase of \$1.2 million, or 38%, over the FY 20-21 Adopted Budget. Similar to sales tax, the City's receipt of transient occupancy tax (TOT) thus far is greater than expected. The timing of COVID-19 in March 2020 coincided with the spring and early summer season for the City's hotel

# REVENUE

establishments, resulting in an estimated loss of \$2.3 million in FY 19-20 budgeted TOT revenue. Budget preparations for FY 20-21 occurred during this same time, and faced with unknown certainties regarding the ongoing economic impact associated with an unprecedented global pandemic, the FY 20-21 TOT revenue was conservatively budgeted at \$2.8 million. While the majority of FY 20-21 included economic losses, travel restrictions and reports of new variants of the coronavirus, the consumer's desire to travel remained strong. Based upon receipts to date, the FY 20-21 projected Estimated Actual is \$4.0 million.

FY 20-21 shows Carmel's resiliency related to travel and leisure spending. However, the FY 21-22 budget assumes a continued phased recovery before reaching receipts similar to FY 18-19. While there is optimism about vaccine deployment and the lifting of travel restrictions, variants of the pandemic are also emerging and have the ability to impact travel and leisure spending. The FY 21-22 Adopted Budget for TOT revenue is \$5.3 million, which is approximately 78% of the FY 18-19 Actual. Staff researched industry-specific literature, which indicated recovery to pre-pandemic levels for domestic travel spending and international travel in 2024 and 2025, consulted with other similar jurisdictions and reviewed forecasts by local marketing entities to develop the budget target.

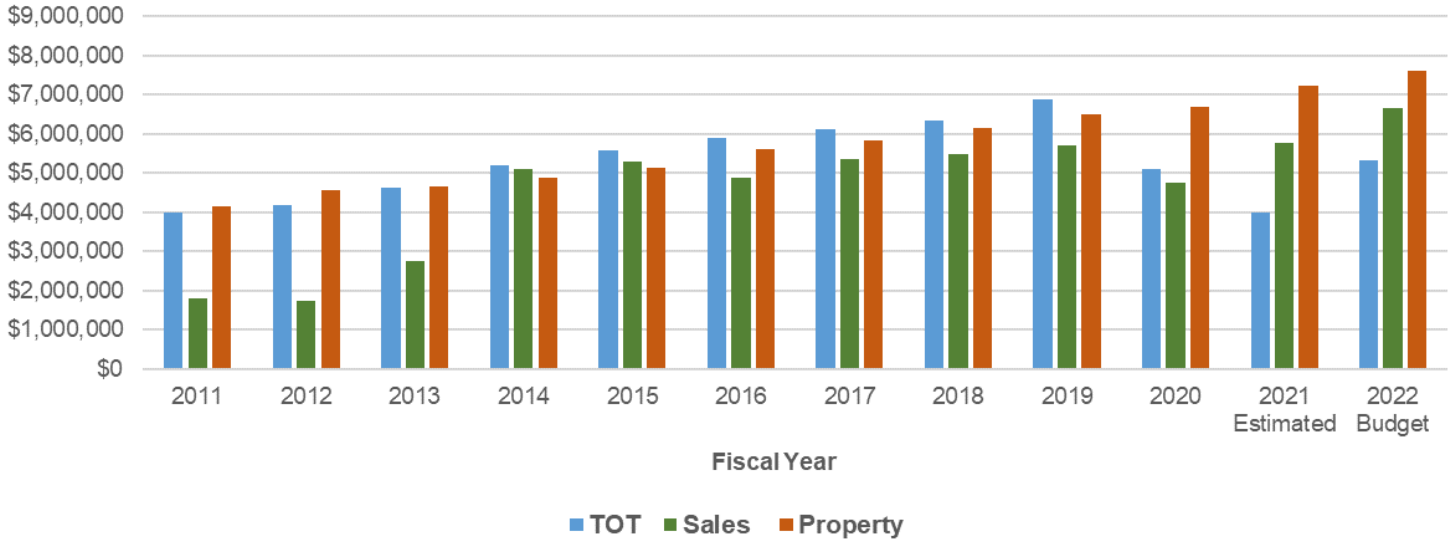
Unlike, sales tax and transient occupancy tax, the FY 20-21 budget assumes that COVID-19 does not affect property taxes. In actuality, the performance of the real estate market improved during the pandemic. The Economic Outlook contained within the Governor's 21-22 Budget discusses the strong housing market despite the COVID-19 recession and the ability of high-income households to purchase homes. The State median home price averaged over \$600,000 in March through May, set new record highs from June to September 2020 and reached a record high of \$712,430 in September 2020. The California median home sales price through November 2020 reflected a 9.2% increase, on average, compared to the same period in 2019. This real estate phenomenon affects Carmel, which has a consistently strong property tax base.

Property tax revenue includes secured, unsecured, unitary and property transfer tax. Together, property taxes are budgeted at \$7.6 million in FY 21-22, which includes \$7.0 million, or 92%, for secured property taxes. The budget reflects an increase of \$379,000 or 5% over the FY 20-21 Estimated Actual. Based upon performance to date, the FY 20-21 Estimated Actual of \$7.2 million is \$428,000, or 6%, more than the FY 20-21 Adopted Budget. However, staff do not believe this level of performance is sustainable and have conservatively budgeted 3% growth. Historically, the annual increase in property taxes over the last ten years averages 5.1%.

Revenue assumptions drive the FY 21-22 Adopted Budget, including an outlook that phases in an economic recovery of the City's two major revenues sources over several years. As the City looks forward to its future revenues that are available to fund services, projects and other initiatives, stepping back and reviewing the City's historic performance is of value. The chart below depicts the performance of the City's three major revenue sources over the last 10 years. Property taxes generated \$4.1 million in 2011, increasing to \$5.1 million in 2015, to \$6.1 million in 2018 and projected at \$7.6 million in FY 21-22. Sales tax revenue of \$1.8 million in 2011 increased after the passage of Measure D, the 1% local sales tax in 2013, eclipsing \$5 million in 2015. Sales tax, inclusive of the voter-approved Measure D in March 2020, represents 27% of citywide revenues in FY 21-22 at \$6.6 million. TOT generated \$4.1 million in 2011, increasing to \$6.1 million in 2017 and nearly reached \$7 million in FY 18-19. With the emergency of the coronavirus, TOT decreased to \$5.1 million in 2020, with a projected recovery of \$4.0 million in 2021 and \$5.3 million in 2022.

# REVENUE

City's Major Revenues Historical Trend



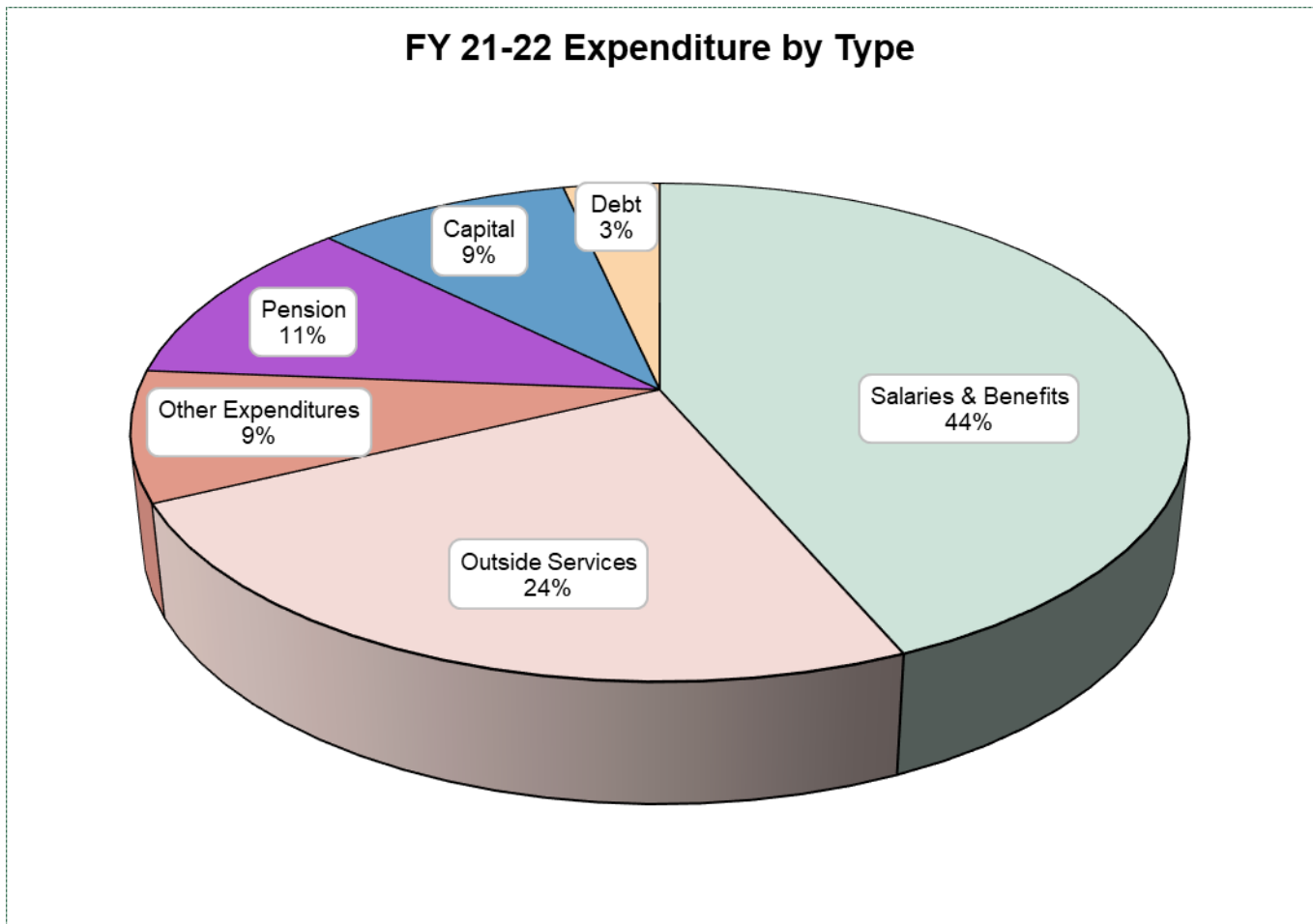
Fiscal Year Ending June 30	TOT	Sales	Property
2011	\$4,002,509	\$1,805,000	\$4,158,000
2012	\$4,179,900	\$1,743,748	\$4,571,481
2013	\$4,615,598	\$2,760,414	\$4,652,176
2014	\$5,185,880	\$5,115,880	\$4,881,534
2015	\$5,593,689	\$5,280,418	\$5,127,974
2016	\$5,890,538	\$4,897,325	\$5,598,743
2017	\$6,112,347	\$5,373,800	\$5,825,889
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 Estimated	\$4,000,409	\$5,757,970	\$7,250,053
2022 Budget	\$5,333,562	\$6,660,769	\$7,629,510

# EXPENDITURES

The FY 21-22 Adopted Budget totals \$25.4 million, which consists of the:

- Operating Budget, or General Fund, totals \$22.2 million, or 88%, of the citywide budget;
- Debt service totals \$883,000, or 3%, of the citywide budget;
- Capital totals \$2.3 million, or 9% of the citywide budget.

The Operating Budget consists of the City departments and services. Debt is based upon required payments toward various bonds issued by the City or by other governmental agencies on behalf of the City. As shown in the chart below, *FY 21-22 Expenditure by Type*, the FY 21-22 Budget includes the Operating Budget and Debt Service. The Operating Budget is further categorized by type of expenditure including salaries and benefits, outside services, and other expenditures as explained below.



Type of Expenditure	Budget
Salaries & Benefits	\$11,085,996
Outside Services	\$6,174,304
Other Expenditures	\$2,150,723
Pension	\$2,833,526
Capital Outlay	\$2,324,580
Debt Service	\$882,656
<b>Total</b>	<b>\$25,451,785</b>

# EXPENDITURES

The City's largest expenditure is related to the cost of personnel. Salaries and benefits total \$11.0 million and account for 44% of the citywide budget. Outside services is the second largest type of expenditure at \$6.2 million, or 24% of the budget. This category includes various line item accounts, 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 service provided by the City of Monterey (\$2.7 million); support for the operations of the Sunset Center and other marketing activities (\$1.0 million); legal services (\$385,00); tree care and landscape maintenance (\$180,000) and janitorial service (\$225,000).

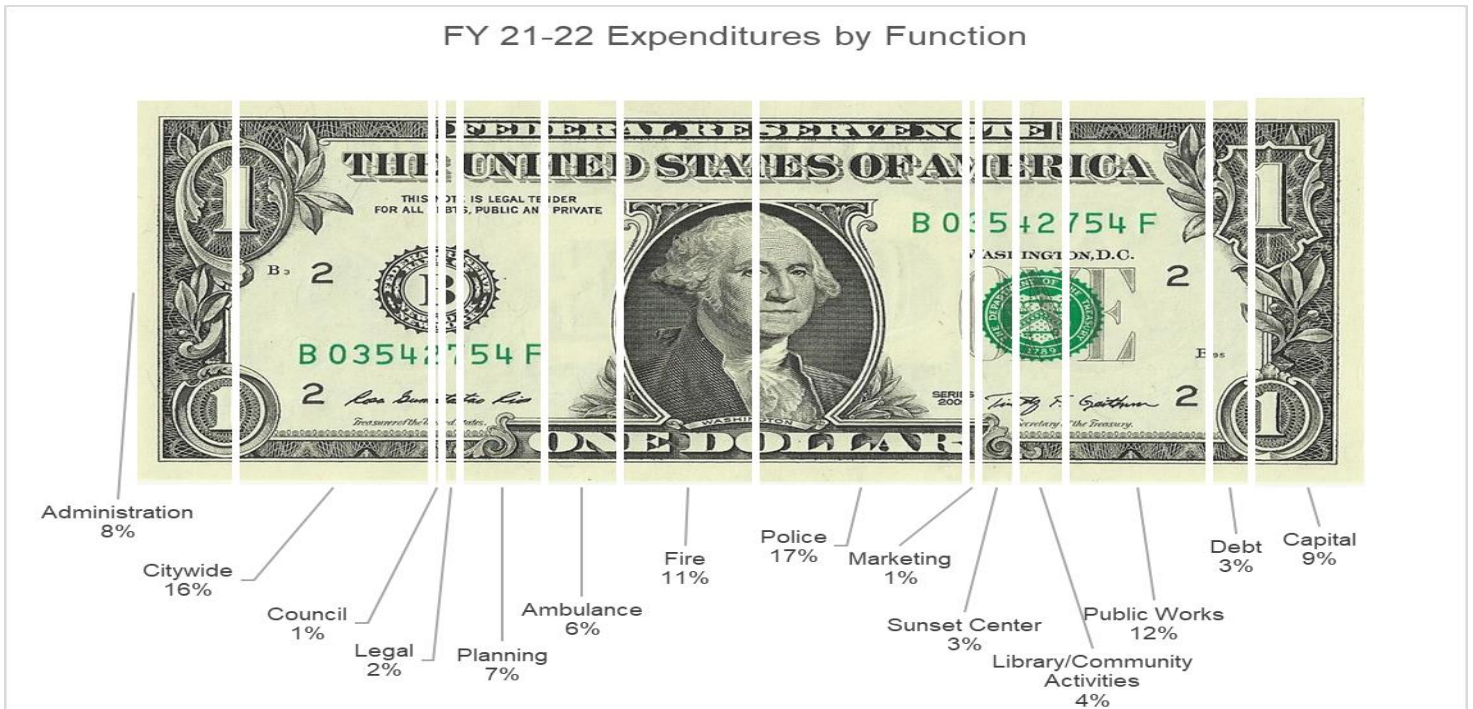
Other expenditures total \$2.2 million and account for 9% of the citywide budget. This category includes various line item accounts such as, retiree healthcare and citywide operational expenses like property tax assessments and utilities. Also included here are the City's general liability and property insurance premiums (\$690,000) and expenses such as public works materials and supplies, telecommunications, fuel, training and conferences, vehicle maintenance, medical and safety supplies and printing and postage.

Pension expenses total \$2.8 million, or 11%, of the budget and include the annual required unfunded pension liability (\$1.8 million). Based upon Council direction, the budget includes an additional \$1.0 million for pension mitigation to address the City's long-term UAL planning, such as funding a Section 115 trust and/or making additional payments to CalPERS.

The citywide budget is rounded out with Capital Outlay (\$2.3 million) accounting for 9% and Debt Service (\$883,000) accounting for 3% of the citywide budget.

# EXPENDITURES

Another way to view expenditures is by function as depicted in the “FY 21-22 Expenditures by Function” illustration. Together the public safety functions of Ambulance, Fire and Police make up 34% of the budget. Citywide is the next largest expenditure at 16% as it includes the City’s unfunded actuarial liability, followed by the Public Works Department at 12% of the budget. In total, Administration, Council, Planning, Legal, Marketing, the Sunset Center, and Library and Community Activities represent the remaining 25% of the Operating Budget.



Expenditures	Budget	Percentage
Administration	\$ 2,089,281	8%
Citywide	\$ 4,035,914	16%
Council	\$ 206,921	1%
Legal	\$ 385,000	2%
Planning	\$ 1,738,412	7%
Ambulance	\$ 1,543,899	6%
Fire	\$ 2,804,146	11%
Police	\$ 4,310,440	17%
Marketing	\$ 275,807	1%
Sunset Center	\$ 757,500	3%
Library/Community Activities	\$ 1,043,665	4%
Public Works	\$ 2,937,406	12%
<b>Operating Budget</b>	<b>\$ 22,128,391</b>	<b>87%</b>
<b>Debt</b>	<b>\$ 882,656</b>	<b>3%</b>
<b>Capital</b>	<b>\$ 2,324,580</b>	<b>9%</b>
<b>Workers Comp</b>	<b>\$ 116,158</b>	<b>0%</b>
<b>Total</b>	<b>\$ 25,451,785</b>	<b>100%</b>



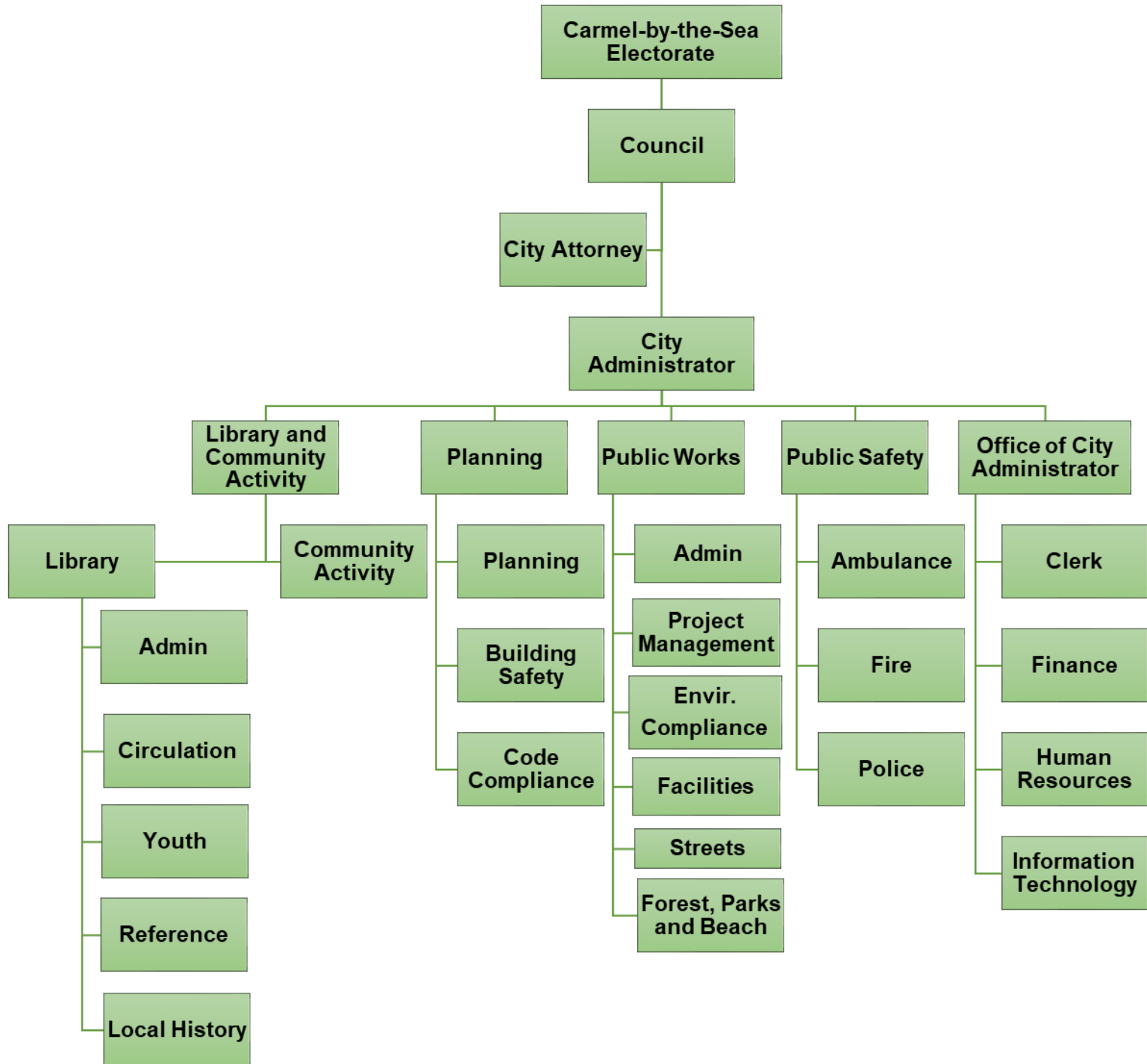
**POSITIONS**

# FY 2021-2022 ADOPTED FUNDED POSITIONS

Department and Position Title	FY 20/21 Adopted	FY 21/22 Adopted	FY 21/22 Change
<b>Council</b>			
Councilmember	4.00	4.00	0.00
Mayor	1.00	1.00	0.00
<b>City Council Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>Administration</b>			
City Administrator	1.00	1.00	0.00
Assistant Administrator	1.00	1.00	0.00
Administrative Coordinator	0.00	0.50	0.50
City Clerk	1.00	1.00	0.00
Director of Budgets and Contracts	1.00	1.00	0.00
Finance Manager	1.00	1.00	0.00
Senior Human Resources Analyst	1.00	1.00	0.00
Information Services / Network Manager	1.00	1.00	0.00
IT Help Desk/Technician	0.00	0.00	0.00
Hourly Help Desk Technician (1,000 hours)	0.25	0.48	0.23
Finance Specialist	1.00	1.50	0.50
Office Assistant/ Public Records Act Clerk	0.00	0.00	0.00
Retired Annuitant (480 hrs.)	0.23	0.23	0.00
Hourly Office Assistant (400 hrs.)	0.00	0.00	0.00
<b>Administration Total</b>	<b>8.48</b>	<b>9.71</b>	<b>1.23</b>
<b>Community Activities</b>			
Community Services Assistant	0.00	0.00	0.00
Executive Assistant	0.50	0.50	0.00
<b>Community Activities Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>Library</b>			
Circulation Supervisor	1.00	1.00	0.00
Director of Library and Community Services	1.00	1.00	0.00
Hourly Librarian I	0.00	1.00	1.00
Librarian I	1.00	1.00	0.00
Librarian II	1.00	2.00	1.00
Librarian II (Local History)	1.00	1.00	0.00
Library Assistant (full-time)	1.00	1.00	0.00
Library Assistant (part-time)	0.00	0.00	0.00
Hourly Library Assistant	0.00	1.00	1.00
Executive Assistant	0.50	0.50	0.00
<b>Library Total</b>	<b>6.50</b>	<b>9.50</b>	<b>3.00</b>
<b>Community Planning &amp; Building</b>			
Administrative Coordinator	1.00	1.00	0.00
Assistant Planner	1.00	1.00	0.00
Associate Planner	1.00	2.00	1.00
Building Inspector	1.00	1.00	0.00
Building Official	1.00	1.00	0.00
Code Compliance Coordinator	1.00	1.00	0.00
Permit Technician	1.00	1.00	0.00
Planning & Building Services Director	1.00	1.00	0.00
Senior Planner	1.00	1.00	0.00
<b>Community Planning &amp; Building Total</b>	<b>9.00</b>	<b>10.00</b>	<b>1.00</b>

# FY 2021-2022 ADOPTED FUNDED POSITIONS

Department and Title	FY 20/21 Adopted	FY 21/22 Adopted	FY 21/22 Change
<b>Public Works</b>			
Administrative Coordinator	0.00	0.25	0.25
Director of Public Works	1.00	1.00	0.00
Environmental Compliance Manager	1.00	1.00	0.00
Maintenance Worker	2.00	3.00	1.00
Public Works Superintendent	1.00	1.00	0.00
Senior Maintenance Worker	3.00	3.00	0.00
Street Supervisor	1.00	1.00	0.00
Project Manager	0.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	0.00
Senior Maintenance Worker (Facilities)	1.00	1.00	0.00
City Forester	1.00	1.00	0.00
Senior Maintenance Worker	1.00	1.00	0.00
Maintenance Worker/Gardener	1.00	1.00	0.00
Tree Care Specialist	1.00	1.00	0.00
<b>Public Works Total</b>	<b>15.00</b>	<b>17.25</b>	<b>2.25</b>
<b>Police</b>			
Community Services Officer	1.0	1.0	0.0
Community Services Officer/Animal Control	1.0	1.0	0.0
Corporal	2.0	2.0	0.0
Police Commander	1.0	1.0	0.0
Police Officer	5.0	5.0	0.0
Police Officer/Detective	1.0	1.0	0.0
Police Officer/FTO	2.0	2.0	0.0
Police Services Officer	5.0	6.0	1.0
Police/Patrol Officer	1.0	1.0	0.0
Public Safety Director	1.0	1.0	0.0
Sergeant	2.0	2.0	0.0
Administrative Coordinator	0.00	0.25	0.25
Office Assistant	0.0	0.0	0.0
<b>Police Total</b>	<b>22.0</b>	<b>23.25</b>	<b>1.25</b>
<b>Ambulance</b>			
Paramedic/Firefighters	6.00	6.00	0.00
<b>Ambulance Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
	<b>FY 20/21 Adopted</b>	<b>FY 21/22 Adopted</b>	<b>FY 21/22 Change</b>
<b>Citywide Total Funded Positions</b>	<b>72.48</b>	<b>81.21</b>	<b>8.73</b>
	<b>FY 20/21 Adopted</b>	<b>FY 21/22 Adopted</b>	<b>FY 21/22 Change</b>
<b>Citywide Total Authorized Positions: available to be filled as funding allows</b>	<b>93.14</b>	<b>94.14</b>	<b>1.00</b>



**General Fund (101)  
OPERATING BUDGET  
(CITY DEPARTMENTS  
AND SERVICES)**

## Description

The City Council consists of the Mayor and four Councilmembers, elected at large by the citizens of Carmel-by-the-Sea on a non-partisan basis. The City Council is the policy making legislative body of the City. The Council adopts the annual budget, enacts ordinances, and approves major contracts, acquisitions and leases. 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.

## 2020-2021 Initiatives and Accomplishments

- Provided direction to refinance the City's Sunset Center Lease Revenue Bond to take advantage of low interest rates and maximize cash flow savings pertaining to debt service.
- Provided direction on options to address the City's pension liability, including setting aside \$1 million in proposed funding as part of the Fiscal Year 2021-2022 budget for pension mitigation.
- Oversight of the City's response to the coronavirus pandemic, including declaration of a local emergency, prohibiting tenant evictions, addressing public access to the Carmel Beach and providing direction regarding outdoor dining and the establishment of "parklets" to help support the local economy while also ensuring public safety and the adherence to COVID-19 protocols.

## 2021-2022 Priorities

- Continued oversight of the City's implementation of COVID-19 protocols to ensure the safe reopening of City facilities and the continuity of services. Continued regional collaboration and advocating for federal and state assistance in addressing the ongoing economic impacts of COVID-19.
- Update the City's strategic plan and establish City objectives for the upcoming fiscal year, including funding service and capital projects while balancing the City's long-term fiscal stability needs.
- 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 and \$81,000 for the cost of courier service for the mail delivery program for a total budget of \$101,000.

<b>City Council</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-110-00-41008	Salaries -Elected	\$9,600	\$9,600	\$9,600
101-110-00-41101	Retirement	\$85	\$85	\$83
101-110-00-41104	Health Insurance	\$33,254	\$32,122	\$39,710
101-110-00-41105	Social Security	\$484	\$376	\$484
101-110-00-41106	Medicare	\$139	\$114	\$139
101-110-00-41108	Worker's Comp	\$1,281	\$1,128	\$700
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$44,843</b>	<b>\$43,425</b>	<b>\$50,716</b>
101-110-00-42001	Contract Services	\$0	\$0	\$0
101-110-00-42005	Community Promotions	\$103,900	\$101,400	\$101,000
101-110-00-42007	Regional Memberships	\$49,032	\$46,708	\$46,405
101-110-00-42101	Office Supplies	\$475	\$0	\$450
101-110-00-42301	Training & Education	\$0	\$0	\$0
101-110-00-42302	Conferences & Meetings	\$4,550	\$75	\$8,350
<b>Services &amp; Supplies Subtotal</b>		<b>\$157,957</b>	<b>\$148,183</b>	<b>\$156,205</b>
<b>Total</b>		<b>\$202,800</b>	<b>\$191,608</b>	<b>\$206,921</b>

<b>Regional Memberships</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-110-00-42007	Transportation Agency of Monterey County Association of Monterey Bay Area	\$1,329	\$1,225	\$1,295
101-110-00-42007	Governments Monterey Peninsula Chamber of Commerce	\$4,184	\$3,795	\$3,825
101-110-00-42007	Monterey County Mayors Association	\$788	\$500	\$775
101-110-00-42007	Monterey County Business Council	\$1,575	\$1,500	\$1,575
101-110-00-42007	MBUAPCA (Air Pollution Control District)	\$578	\$578	\$500
101-110-00-42007	League of CA Cities	\$1,822	\$1,856	\$1,900
101-110-00-42007	League of CA Cities- Monterey Bay Division	\$2,705	\$2,876	\$2,850
101-110-00-42007	LAFCo	\$158	\$350	\$165
101-110-00-42007	Community Human Services	\$18,900	\$17,183	\$16,375
101-110-00-42007	CoastWalks/Coastal Trail Association	\$16,100	\$16,100	\$16,375
101-110-00-42007	Carmel Chamber of Commerce	\$315	\$300	\$300
101-110-00-42007		\$578	\$445	\$470
<b>Total</b>		<b>\$49,032</b>	<b>\$46,708</b>	<b>\$46,405</b>

# CITY ATTORNEY

## Description

The City Council appoints the City Attorney. The City Attorney legally represents the City and provides legal advice and/or training to the City Council, City Administrator, boards, commissions, and departments. The City Attorney assists City staff in drafting ordinances, resolutions, contracts and staff reports. The City Attorney investigates and resolves claims against the City; defends the City in litigation and administrative actions; and initiates and prosecutes litigation on behalf of the City.

## Budget Summary and Service Impacts

- The FY 21-22 Budget of \$385,000 includes \$325,000 for general legal services and \$60,000 for other specialized legal assistance, including labor negotiations and personnel.
- Prior to COVID-19, general legal services was budgeted at \$360,000. Due to the economic impact associated with the pandemic, the City Attorney voluntarily reduced the legal budget down to \$285,000, a reduction of \$75,000, and deferred the hourly rate increase scheduled for July 1, 2020. The FY 21-22 Budget reflects an increase of \$40,000 for general legal services to \$325,000 and phases in a return to the pre-pandemic legal budget of \$360,000 proposed for FY 22-23.

<b>City Attorney</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-112-00-42001	Contract Services	\$285,000	\$295,000	\$385,000
<b>Total</b>		<b>\$285,000</b>	<b>\$295,000</b>	<b>\$385,000</b>



# ADMINISTRATION

## Description

The City Administrator is appointed by the City Council and is responsible for the enforcement of City laws and ordinances, managing day-to-day citywide operations and implementing policies as directed by the City Council. In addition to overseeing City departments, the Administrator also serves as the director of the centralized administrative functions pertaining to the City Clerk, Finance, Human Resources and Information Technology.

## 2020-2021 Initiatives and Accomplishments

- Oversight of the City's response to COVID-19: Ensuring the continuity of services and operations, including providing IT support for remote operations and virtual meetings. Using the Friday newsletter and video blog to provide updates regarding the pandemic to the public. Supporting the local economy by facilitating outdoor dining in the public right-of-way. Developing options to balance public safety and public coastal access. Monitoring daily finances and cash flow and complying with reporting requirements pertaining to the use of federal and State COVID-19 relief funds.
- Oversight of the Sunset Center Lease Revenue Bond refinancing process to generate \$1 million in savings and to minimize debt service payments in Fiscal Years 2020-2021 and 2021-2022.
- In tandem with the County of Monterey, administered the November 2020 City Council election and ensured the filing of candidate forms.

## 2021-2022 Priorities

- Continue to oversee the City's response to COVID-19 including the safe re-opening of City facilities and the adherence to State and County protocols by employees, residents, businesses and visitors.
- Explore service delivery alternatives to minimize expenses and seek options to enhance revenue, including paid parking, as directed by Council. Monitor federal and state legislation, including any potential climate resiliency and economic stimulus funding, to support the City's capital needs.
- Continue to work with Council to implement options to mitigate the City's unfunded pension liability and to update the City's financial policies to reflect a commitment to fund pension efforts.

## Budget Summary and Service Impacts

- The FY 21-22 Budget includes funding for 1.23 full-time equivalent positions for increased IT assistance needed to support meetings, remote IT capabilities and other requests; increased support for payroll and other financial activities to strengthen internal controls and continuity of operations and increased counter and other customer service support related to the re-opening of City Hall.
- The Administration Divisional Budget includes funding for the City Administrator's performance evaluation within contract services, office supplies, copier, and the citywide postage meter.

# ADMINISTRATION

<b>Office the City Administrator</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-111-00-41001	Salaries	\$1,028,254	\$1,107,608	\$1,155,670
101-111-00-41003	Salaries -Part time	\$82,847	\$63,208	\$119,192
101-111-00-41101	Retirement	\$62,287	\$67,772	\$70,006
101-111-00-41103	Deferred Compensation	\$16,800	\$30,056	\$48,380
101-111-00-41104	Health Insurance	\$131,417	\$135,625	\$151,068
101-111-00-41105	Social Security	\$2,905	\$2,073	\$2,905
101-111-00-41106	Medicare	\$15,670	\$16,344	\$17,958
101-111-00-41107	LTD/STD/Life	\$1,198	\$1,172	\$1,261
101-111-00-41108	Worker's Comp	\$29,120	\$28,958	\$21,386
101-111-00-41109	Benefits-MOU Obligations	\$2,080	\$2,080	\$3,120
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$1,372,578</b>	<b>\$1,454,896</b>	<b>\$1,590,946</b>
101-111-00-42001	Contract Services	\$116,840	\$106,931	\$121,290
101-111-00-42002	Recruiting Services	\$19,385	\$8,550	\$18,385
101-111-00-42003	Auditing Services	\$37,000	\$42,127	\$48,500
101-111-00-42006	Records Management	\$5,000	\$3,675	\$5,000
101-111-00-42009	Advertising and Legal Notices	\$15,000	\$12,151	\$15,000
101-111-00-42015	Other Services	\$11,080	\$11,256	\$12,000
101-111-00-42101	Office Supplies	\$9,300	\$4,000	\$9,750
101-111-00-42102	Publications & Subscriptions	\$77,373	\$98,930	\$78,690
101-111-00-42106	Small Tools and Equipment	\$350	\$0	\$350
101-111-00-42202	Equipment Maintenance	\$8,500	\$2,670	\$8,500
101-111-00-42301	Training & Education	\$4,366	\$500	\$10,750
101-111-00-42302	Conferences & Meetings	\$4,720	\$4,102	\$5,845
101-111-00-42304	Dues & Memberships	\$2,555	\$2,055	\$3,175
101-111-00-42305	Mileage Reimbursement	\$50	\$0	\$50
101-111-00-42306	Employee Programs	\$5,950	\$4,950	\$20,450
101-111-00-42403	Printing	\$10,900	\$675	\$5,900
101-111-00-42404	Shipping/Postage/Freight	\$10,950	\$8,781	\$11,700
101-111-00-42405	Telephone & Communications	\$73,912	\$73,912	\$80,000
101-111-00-42406	Bank & Merchant Fees	\$18,000	\$21,751	\$19,000
101-111-00-42407	Computer Non Capital	\$5,000	\$6,200	\$15,000
101-111-00-42410	Pre-employment Costs	\$8,000	\$0	\$9,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$444,231</b>	<b>\$413,214</b>	<b>\$498,335</b>
<b>Total</b>		<b>\$1,816,809</b>	<b>\$1,868,110</b>	<b>\$2,089,281</b>

# ADMINISTRATION

<b>Administration</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-111-10-42001	Contract Services	\$8,200	\$8,200	\$13,850
101-111-10-42015	Other Services	\$11,080	\$11,256	\$12,000
101-111-10-42101	Office Supplies	\$4,800	\$3,000	\$5,250
101-111-10-42102	Publications & Subscriptions	\$150	\$150	\$150
101-111-10-42302	Conferences & Meetings	\$1,200	\$1,587	\$1,200
101-111-10-42304	Dues & Memberships	\$900	\$900	\$1,350
101-111-10-42403	Printing	\$100	\$100	\$100
101-111-10-42404	Shipping/Postage/Freight	\$10,500	\$8,531	\$11,250
<b>Services &amp; Supplies Subtotal</b>		<b>\$36,930</b>	<b>\$33,724</b>	<b>\$45,150</b>

**Clerk:** The City Clerk provides timely and accessible service in response to all inquiries and requests for public information and records. The position records the City's legislative history through approved minutes and by maintaining City Ordinances and the Municipal Code. The Clerk is responsible for the administration of elections; the coordination of Statements of Economic Interest and other campaign and other financial disclosure related filings; public records requests processing; records management; and the legislative process.

<b>City Clerk</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-111-11-42001	Contract Services	\$54,480	\$54,440	\$46,080
101-111-11-42006	Records Management	\$5,000	\$3,675	\$5,000
101-111-11-42009	Advertising and Legal Notice	\$15,000	\$12,151	\$15,000
101-111-11-42302	Conferences & Meetings	\$925	\$925	\$1,550
101-111-11-42304	Dues & Memberships	\$260	\$260	\$260
101-111-11-42403	Printing	\$10,000	\$0	\$5,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$85,665</b>	<b>\$71,450</b>	<b>\$72,890</b>

## Budget Summary and Service Impacts

- Clerk Contract services includes costs associated with Council and other public meetings, such as agenda management, video streaming and virtual meeting technology (\$16,000), as well as costs for Municipal Code updates, e-filing software, records management software (\$18,000) and funding (\$12,000) to continue the retention schedule project that started in FY 20-21.
- Finance, on the following chart, includes bond compliance reporting, sales tax analysis and other financial consulting services (contract services), audits of the City's financial statements, Measure X and actuarial studies (auditing), financial systems (publications and subscriptions) and bank fees.

# ADMINISTRATION

**Finance:** Finance provides financial analysis, management and reporting through the development of the annual budget, ongoing financial monitoring and reporting of revenues and expenditures. Routine financial duties include vendor payments, payroll, business license processing and the collection of the transient occupancy tax and the administration of pass-through funding to the hospitality, restaurant and tourism improvement districts. Provides treasury services and manages debt.

<b>Finance</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-111-12-42001	Contract Services	\$22,700	\$22,700	\$25,500
101-111-12-42003	Auditing Services	\$37,000	\$42,127	\$48,500
101-111-12-42101	Office Supplies	\$300	\$300	\$300
101-111-12-42102	Publications & Subscriptions	\$26,173	\$25,702	\$27,490
101-111-12-42301	Training & Education	\$500	\$500	\$750
101-111-12-42302	Conferences & Meetings	\$0	\$0	\$0
101-111-12-42304	Dues & Memberships	\$465	\$465	\$635
101-111-12-42305	Mileage Reimbursement	\$50	\$0	\$50
101-111-12-42403	Printing	\$500	\$500	\$500
101-111-12-42406	Bank & Merchant Fees	\$18,000	\$21,751	\$19,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$105,688</b>	<b>\$114,044</b>	<b>\$122,725</b>

**Human Resources:** Human Resources 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 negotiating Memorandums of Understanding with the City's three bargaining units, subject to Council direction and approval.

<b>HR</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-111-13-42001	Contract Services	\$6,460	\$7,883	\$2,460
101-111-13-42002	Recruiting Services	\$19,385	\$8,550	\$18,385
101-111-13-42101	Office Supplies	\$700	\$700	\$700
101-111-13-42102	Publications & Subscriptions	\$3,050	\$1,078	\$3,050
101-111-13-42301	Training & Education	\$3,866	\$0	\$9,500
101-111-13-42302	Conferences & Meetings	\$2,595	\$1,590	\$2,595
101-111-13-42304	Dues & Memberships	\$800	\$300	\$800
101-111-13-42306	Employee Programs	\$5,950	\$4,950	\$20,450
101-111-13-42403	Printing	\$300	\$75	\$300
101-111-13-42404	Shipping/Freight/Postage	\$200	\$0	\$200
101-111-13-42410	Pre-employment Costs	\$8,000	\$0	\$9,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$51,306</b>	<b>\$25,125</b>	<b>\$67,440</b>

# ADMINISTRATION

**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, council members, and the community; and to support and continuously improve essential technology infrastructure for enabling day-to-day operations of the City.

IT				
Account Number	Account Description	FY20-21 Amended Budget	FY20-21 Estimated Actual	FY21-22 Adopted
101-111-14-42001	Contract Services	\$25,000	\$13,709	\$33,400
101-111-14-42101	Office Supplies	\$3,500	\$0	\$3,500
101-111-14-42102	Publications & Subscriptions	\$48,000	\$72,000	\$48,000
101-111-14-42105	Materials and Supplies	\$0	\$0	\$0
101-111-14-42106	Small Tools and Equipment	\$350	\$0	\$350
101-111-14-42202	Equipment Maintenance	\$8,500	\$2,670	\$8,500
101-111-14-42301	Training & Education	\$0	\$0	\$500
101-111-14-42302	Conferences & Meetings	\$0	\$0	\$500
101-111-14-42304	Dues & Memberships	\$130	\$130	\$130
101-111-14-42404	Shipping/Postage/Freight	\$250	\$250	\$250
101-111-14-42405	Telephone and Communications	\$73,912	\$73,912	\$80,000
101-111-14-42407	Computer Non capital	\$5,000	\$6,200	\$15,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$164,642</b>	<b>\$168,871</b>	<b>\$190,130</b>

## Budget Summary and Service Impacts

- The HR budget includes costs for recruitment, citywide training, and employee programs, which includes employee appreciation expenses, flu clinics and service awards.
- The IT budget includes required licensing for Microsoft products, G-Suite and security monitoring (Publications and Subscriptions). Citywide telephone, cable and Internet service increases by \$6,000, or 8%, in FY 21-22. Computer purchases increase by \$10,000 in FY 21-22 due to the computer replacement schedule and increased purchases of laptops and other remote capacity technologies.

# CITYWIDE (NON-DEPARTMENTAL)

## Description

Citywide, or non-departmental costs, are expenses that span across the entire organization. These items include required operational expenses such as the City's insurance premiums for general liability and property insurance, utilities and property tax assessments for water and sewer services. Costs associated with retired City personnel are also included within this account, including the City's annual payment to CalPERS for pension, the unfunded actuarial liability, and the City's share of costs toward retiree healthcare. Other operational expenses include the administrative fee charged by Monterey County for property tax collection.

## 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 \$235,000, or 15%, in FY 21-22 compared to the FY 20-21 Adopted Budget. In FY 20-21, the City was unable to make the annual lump sum payment, resulting in a loss of interest savings. Due to improvements in cash flow projections based upon anticipated increases in revenue receipts, the City will pay the annual lump sum UAL in July, which will result in approximately \$61,000 of interest savings. Based upon Council direction, the budget includes \$1,000,000 for pension mitigation to address the City's long-term UAL planning, such as funding a Section 115 trust and/or making additional payments to CalPERS.
- The required contribution to retiree healthcare increases by 10%, or \$7,500, in FY 21-22 due to additional retiree enrollment.

<b>Non-Departmental</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-130-00-42501	Liability Insurance Premium	\$712,283	\$574,662	\$689,500
101-130-00-42503	PERS Unfunded Accrued Liability Payment	\$1,598,574	\$1,598,574	\$1,833,526
101-130-00-42503	Pension Mitigation Options			\$1,000,000
101-130-00-42504	Insurance Claims Paid	\$14,400	\$14,400	\$30,000
101-130-00-42505	Utilities	\$235,000	\$261,964	\$235,000
101-130-00-42506	Property Tax Assessments	\$76,260	\$80,501	\$82,115
101-130-00-42508	Unemployment Costs	\$15,000	\$27,367	\$15,000
101-130-00-42510	Retiree Health Share	\$72,438	\$72,078	\$79,980
101-130-00-42511	County Property Tax Admin Fees	\$67,422	\$67,422	\$70,793
	<b>Total</b>	<b>\$2,791,377</b>	<b>\$2,696,967</b>	<b>\$4,035,914</b>

# ECONOMIC DEVELOPMENT

## Description

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 City is currently soliciting proposals from qualified persons and organizations to enter into a lease agreement for theatrical programming and facility management of the Forest Theater.

Additionally, the City funds the Monterey County Convention and Visitors Bureau (MCCVB) and Visit Carmel to manage visitors. Visit Carmel maintains the City's official travel website and develops targeted and seasonal marketing campaigns to encourage visitors to stay overnight, dine and shop in town. While General Fund revenues support these marketing efforts and organizations, the City also collects an assessment from its lodging establishments on behalf of the County and remits these pass-thru funds to MCCVB on a bi-monthly basis. Similarly, the City also collects an assessment on lodging located within the City as part of the Carmel Hospitality Improvement District and remits these funds to Visit Carmel for the marketing of overnight stays within the Village during mid-week and the non-peak season. On January 1, 2019, the City began collecting an assessment from full-service restaurants on behalf of the Carmel Restaurant Improvement District. The City remits these funds to Visit Carmel for marketing efforts to increase food and beverage sales within the City.

The Carmel Chamber of Commerce is also a partnering agency included within the City's marketing and economic development budget. In addition to operating a visitor center in town, the Chamber publishes a comprehensive visitor guide and assists businesses by 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". The assistance to business is even more important as businesses respond to the pandemic and its associated economic impact.

## Budget Summary and Service Impacts

- The FY 21-22 budget increases by \$209,000, or 25%, from the FY 20-21 Adopted Budget, largely due to the anticipated reopening of Sunset Center (\$173,000) and increased funding to marketing partners (\$45,000). Funding to MCCVB (\$160,000) equates to 3% of the FY 21-22 budget of \$5.3 million for transient occupancy tax revenue while funding to Visit Carmel (\$101,000) reflects a 5% increase over the FY 20-21 Adopted Budget.
- The FY 21-22 Budget includes placeholder funding of \$7,500 for month-to-month management of the Forest Theater by the Sunset Center through October 2021 while the City reviews proposals for a new lease agreement for theatrical programming and facility management of the Forest Theater.

# ECONOMIC DEVELOPMENT

<b>Marketing &amp; Economic Development</b>					
<b>Account Number</b>	<b>Account Description</b>	<b>Details</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-122-00-42005	Community Promotions	Monterey County Film Commission	\$0	\$0	\$0
101-122-00-42008	Marketing & Economic Dev	SCC- Sunset Center Operating Grant	\$577,500	\$577,500	\$750,000
101-122-00-42008	Marketing & Economic Dev	SCC- Forest Theater Operating Grant	\$16,000	\$0	\$7,500
101-122-00-42008	Marketing & Economic Dev	Monterey County Convention & Visitors Bureau	\$120,000	\$120,000	\$160,007
101-122-00-42008	Marketing & Economic Dev	Visit Carmel	\$96,000	\$96,000	\$100,800
101-122-00-42008	Marketing & Economic Dev	Carmel Chamber of Commerce	\$15,000	\$15,000	\$15,000
<b>Total</b>			<b>\$824,500</b>	<b>\$808,500</b>	<b>\$1,033,307</b>



# LIBRARY AND COMMUNITY ACTIVITIES

## Description

### 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.

## 2020-2021 Workload Indicators / Performance Measures

- 13,579 reference and information questions were answered
- 241 items were loaned to other libraries across the United States
- 1,224 library cards were issued
- 84,810 library items were circulated
- 5,254 people attended library programs
- 5,433 people used the library's public computers
- 27,079 digital items (e-books, audios, magazines, films, music) were accessed

## 2020-2021 Initiatives and Accomplishments

- In response to the pandemic pivoted library services to provide reference and tech help via phone, email, and text, and implemented a new curbside pick-up system.
- Completed the Main Library Gathering Place project.

## 2021-2022 Priorities

- Focus on safely restoring in building library services.
- Continue the implementation of the Library's Strategic Plan.

## Budget Summary and Service Impacts

- The City funds the personnel and building maintenance costs for operating the Main and Park Branch libraries. The sources of funding for library materials, programs and services are the Carmel Public Library Foundation, the Friends of the Library, and other donations.

# LIBRARY AND COMMUNITY ACTIVITIES

<b>Library</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-120-00-41001	Salaries	\$474,961	\$491,975	\$643,426
101-120-00-41003	Salaries -Part time	\$0	\$9,011	\$131,934
101-120-00-41005	Overtime	\$0	\$0	\$0
101-120-00-41101	Retirement	\$30,366	\$29,889	\$38,541
101-120-00-41103	Deferred Compensation	\$6,450	\$6,484	\$7,350
101-120-00-41104	Health Insurance	\$68,512	\$55,756	\$77,984
101-120-00-41105	Social Security	\$0	\$0	\$8,180
101-120-00-41106	Medicare	\$6,887	\$6,987	\$11,240
101-120-00-41107	LTD/STD/Life	\$923	\$792	\$1,062
101-120-00-41108	Worker's Comp	\$74,255	\$45,284	\$15,658
101-120-00-41109	Benefits-MOU Obligations	\$10,400	\$8,683	\$13,520
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$672,754</b>	<b>\$654,861</b>	<b>\$948,895</b>
101-120-00-42001	Contract Services	\$3,500	\$3,500	\$3,500
101-120-00-42301	Training & Education	\$0	\$0	\$0
<b>Services &amp; Supplies Subtotal</b>		<b>\$3,500</b>	<b>\$3,500</b>	<b>\$3,500</b>
<b>Total</b>		<b>\$676,254</b>	<b>\$658,361</b>	<b>\$952,395</b>

# LIBRARY AND COMMUNITY ACTIVITIES

## Community Activities

The Community Activities department and Commission encourage and support the interaction of neighbors, friends, families and visitors through the shared experience of special events, programs, and gatherings which bring the community together virtually and in-person safely on the City's streets and in its parks and create opportunities to interact, celebrate, enrich people's lives, and promote inclusiveness.

The Community Activities department facilitates the weekly Farmers' Market, permitting for special events, beach events, and filming, the City's annual special events, and manages the Vista Lobos Community Room and the Scout House.

## 2020-2021 Workload Indicators/Performance Measures

- Planned and facilitated seven City special events
- An estimated 5,000 people attended City Special Events
- Issued 11 event and film permits

## 2020-2021 Initiatives and Accomplishments

- In lieu of traditional gatherings during the pandemic year, the Community Activities Commission developed the "Pumpkins on Parade" and "Lights-by-the-Sea" campaigns to encourage residents and business owners to decorate the village and encourage community connection through socially distanced joyful celebration.
- Began conducting outreach at the Farmer's Market and encouraging other community groups to use the Farmer's Market as a venue for soliciting community input on various topics
- Completed a new Strategic Plan (May 2021)

## 2021-2022 Priorities

- Begin implementing the new strategic plan that includes goals to maximize communication opportunities, embrace opportunities for community connections – whatever the form, engaging in environmentally sustainable practices, and to put our community spaces to their best use.
- Continue to streamline processes for special event permit applications.

## 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. Contractual Services includes the cost of holiday tree decorating and audio for the annual holiday tree lighting.

# LIBRARY AND COMMUNITY ACTIVITIES

<b>Community Activities</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-121-00-41001	Salaries	\$42,000	\$48,287	\$42,000
101-121-00-41101	Retirement	\$3,373	\$4,101	\$3,310
101-121-00-41103	Deferred Compensation	\$150	\$216	\$150
101-121-00-41104	Health Insurance	\$5,039	\$5,897	\$5,660
101-121-00-41106	Medicare	\$609	\$707	\$609
101-121-00-41107	LTD/STD/Life	\$65	\$80	\$65
101-121-00-41108	Worker's Comp	\$9,468	\$4,394	\$5,176
101-121-00-41109	Benefits-MOU Obligations	\$0	\$173	\$0
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$60,704</b>	<b>\$63,855</b>	<b>\$56,970</b>
101-121-00-42001	Contract Services	\$12,950	\$12,950	\$9,000
101-121-00-42005	Community Promotions	\$14,136	\$14,136	\$19,500
101-121-00-42009	Advertising and Legal Notice	\$2,000	\$2,000	\$3,000
101-121-00-42101	Office Supplies	\$200	\$100	\$300
101-121-00-42301	Training & Education	\$0	\$0	\$0
101-121-00-42403	Printing	\$500	\$500	\$2,500
<b>Services &amp; Supplies Subtotal</b>		<b>\$29,786</b>	<b>\$29,686</b>	<b>\$34,300</b>
<b>Total</b>		<b>\$90,490</b>	<b>\$93,541</b>	<b>\$91,270</b>

# COMMUNITY PLANNING AND BUILDING

## Description

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

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

## 2020-2021 Initiatives and Accomplishments

- Updated the Title 15 Building and Construction Code
- Responded to County-issued COVID-19 protocols pertaining to construction activities by ensuring on-site compliance during inspections
- Continued planning review and other land use permit processing services while adhering to shelter in place protocols, including holding virtual Planning Commission and Historic Resources Board meetings.
- Implementation of Council direction regarding beach fires, short-term rentals within the commercial district, and adoption of a permanent Street Vending program
- Successful implementation and continued oversight of the temporary encroachment permit program for “parklets” in the public right of way

## 2021-2022 Priorities

- Continued response to County-issued COVID-19 protocols for construction, restaurants, retail and hospitality, including reopening CPB offices to the greatest extent possible
- Continued implementation of the CPB 2019 strategic plan, with a focus on customer service, technology, and streamlining processes
- Select and hire consultant to begin work on housing planning study in accordance with State “SB 2”, local “LEAP”, regional “REAP” grants
- Finalize the Historic Context Statement update
- Adoption of: (1) updated Accessory Dwelling Unit Ordinance; (2) updated Wireless Ordinance; and (3) updated City Zoning Code, Residential and Commercial Design Guidelines
- Scan/digitize historic property files for online public access

## Budget Summary and Service Impacts

- Contract services include \$290,000 in FY 21-22 representing State, local and regional grants for affordable housing and \$15,000 for 3<sup>rd</sup> party review of Zoning and Design Guideline amendments.
- As part of the Capital Improvement Plan, CPB is contracting to scan and upload historic property files for online access via the City’s GIS mapping tool by the public. The estimated cost to implement this project is \$132,500, with the first phase of funding included within the FY 21-22 Adopted Budget.

# COMMUNITY PLANNING AND BUILDING

Community Planning & Building				
Account Number	Account Description	FY20-21 Amended Budget	FY20-21 Estimated Actual	FY21-22 Adopted
101-115-00-41001	Salaries	\$661,984	\$706,444	\$1,033,806
101-115-00-41005	Overtime	\$0	\$99	\$0
101-115-00-41101	Retirement	\$38,847	\$35,945	\$55,420
101-115-00-41103	Deferred Compensation	\$7,200	\$4,800	\$7,750
101-115-00-41104	Health Insurance	\$134,650	\$108,562	\$184,093
101-115-00-41106	Medicare	\$11,049	\$9,581	\$14,990
101-115-00-41107	LTD/STD/Life	\$1,273	\$1,023	\$1,417
101-115-00-41108	Worker's Comp	\$28,935	\$21,436	\$15,818
101-115-00-41109	Benefits-MOU Obligations	\$14,560	\$14,581	\$16,468
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$898,498</b>	<b>\$902,471</b>	<b>\$1,329,762</b>
101-115-00-42001	Contract Services	\$298,950	\$123,607	\$383,350
101-115-00-42009	Advertising and Legal Notice	\$500	\$500	\$500
101-115-00-42015	Other Services	\$0	\$0	\$0
101-115-00-42101	Office Supplies	\$4,450	\$2,500	\$3,650
101-115-00-42102	Publications & Subscriptions	\$775	\$350	\$775
101-115-00-42104	Safety Equipment and Supplies	\$0	\$0	\$800
101-115-00-42107	Gas and Oil	\$1,560	\$960	\$1,560
101-115-00-42115	Other Supplies	\$1,000	\$800	\$600
101-115-00-42301	Training & Education	\$3,835	\$620	\$4,085
101-115-00-42302	Conferences & Meetings	\$6,650	\$675	\$5,450
101-115-00-42304	Dues & Memberships	\$4,580	\$3,300	\$4,580
101-115-00-42305	Mileage Reimbursement	\$300	\$0	\$300
101-115-00-42403	Printing	\$3,000	\$1,000	\$3,000
<b>Sevices &amp; Supplies Subtotal</b>		<b>\$325,600</b>	<b>\$134,312</b>	<b>\$408,650</b>
<b>Total</b>		<b>\$1,224,098</b>	<b>\$1,036,783</b>	<b>\$1,738,412</b>

# PUBLIC WORKS

## Description

The mission of the Public Works Department is to plan, design, construct, operate, and maintain public infrastructure, facilities, urban forest, and equipment that contribute to the health, safety, and well-being of the community, and do so in an efficient, cost-effective manner without detrimental effects on the environment. Public Works consists of five operating divisions with responsibilities as follows:

- **Administration Unit:** Prepare Council reports and presentations, perform City engineering services, serve on the Traffic Safety Committee, and provide daily oversight of the five operating divisions.
- **Environmental Compliance:** enforce storm water quality state regulations, promote trash diversion goals, review development plans, inspect businesses and construction sites, coordinate with regional agencies, provide training, manage special environmental projects and provide public outreach.
- **Facilities Maintenance:** maintenance and repair of 20 City-owned buildings with 149,050 square feet, support capital projects, oversee janitorial contract and implement small construction projects.
- **Forestry, Parks and Beach:** staff the Forest & Beach Commission, maintain 8 municipal parks, Carmel Beach, shoreline pathway, and landscaped islands, manage 9,000 City trees, process tree removal and pruning permits, and oversee landscape maintenance services.
- **Project Management:** implement the Capital Improvement Plan, perform condition assessments and cost estimates, plan, design, inspect, and manage construction of capital projects, administer the public bidding process, and coordinate with consultants, contractors, utilities, and other departments.
- **Streets Maintenance:** maintain streets, sidewalks, and curbs, repair potholes, maintain storm drainage system, traffic signs, striping and pavement markings, provide street sweeping, coordinate repairs of City fleet, review encroachment permit applications, support City events, and emergency response.

## 2020-2021 Initiatives and Accomplishments

- Established a unique, public/private partnership with Carmel Cares, who are volunteering to restore the Scenic Pathway, Forest Theater, and Devendorf and Vista Lobos Parks, and donated a multi-purpose truck for watering, various maintenance tools, and a sidewalk scrubber machine.
- Completed the Scout House Roof Replacement and Sunset Center Boiler Replacement CIP Projects.
- Made notable progress on the Climate Committee and the Climate Action and Adaptation Project.
- Coordinated with the Friends of Mission Trail Nature Preserve (MTNP) to remove additional dead and invasive trees, weeds, and fire fuel, while completing the renovation of Doolittle Trail.
- In the North Dunes, removed a significant quantity of weeds and invasive plants, removed and pruned non-native trees, installed post and cable railing, and presented progress to Council and Commissions.
- Installed 25 dual trash/recycling, metal ribbon cans in downtown, all paid by a Cal Recycle grant.
- Resumed basic vehicle maintenance tasks in-house for the first time since the 1990s.
- Installed three more dual electric vehicle chargers in the Sunset Center north parking lot.
- Resumed landscape maintenance services in-house, versus by contractor, to save funds and a position.
- Obtained rigging equipment enabling crews to remove mid-sized dead or diseased trees in-house.
- Cleared tree limbs, debris, and drainage channels following winter storms.

# PUBLIC WORKS

## 2021-2022 Priorities

- Re-commence Capital Improvement Program projects, halted due to economic impacts of COVID-19.
- Support the Climate Committee by completing the Vulnerability and Greenhouse Gas Emissions Studies.
- Continue to guide Carmel Cares, Friends of MTNP, and other volunteer organizations who are supplementing staff with landscaping, aesthetic improvements, repairs, and donations.
- Issue an RFP for Citywide janitorial services for the next three fiscal years.
- Resume the annual traffic striping and markings program, on hold due to the pandemic.
- Update Coastal Development Permits for the North Dunes and MTNP.
- Update the Carmel Municipal Code relative to trees, organics recycling, and storm water quality.
- Decrease the backlog of dead tree and stump removals, and plant many new trees.



# PUBLIC WORKS

<b>Public Works Department Total</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-119-00-41001	Salaries	\$1,312,435	\$1,336,024	\$1,521,663
101-119-00-41005	Overtime	\$8,800	\$441	\$8,800
101-119-00-41101	Retirement	\$81,189	\$79,167	\$88,011
101-119-00-41103	Deferred Compensation	\$10,380	\$12,011	\$12,612
101-119-00-41104	Health Insurance	\$234,625	\$243,927	\$278,844
101-119-00-41106	Medicare	\$18,574	\$18,639	\$22,064
101-119-00-41107	LTD/STD/Life	\$2,055	\$2,264	\$2,423
101-119-00-41108	Worker's Comp	\$95,738	\$92,142	\$67,744
101-119-00-41109	Benefits-MOU Obligations	\$27,040	\$26,864	\$28,600
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$1,790,836</b>	<b>\$1,811,479</b>	<b>\$2,030,761</b>
101-119-00-42001	Contract Services*	\$539,213	\$498,804	\$683,385
101-119-00-42009	Advertising and Legal Notice	\$1,000	\$0	\$1,000
101-119-00-42101	Office Supplies	\$2,500	\$1,042	\$2,500
101-119-00-42102	Publications & Subscriptions	\$3,860	\$5,500	\$6,860
101-119-00-42104	Safety Equipment and Supplies	\$8,000	\$8,000	\$8,000
101-119-00-42105	Materials and Supplies	\$214,030	\$251,506	\$110,500
101-119-00-42106	Small Tools and Equipment	\$10,309	\$10,309	\$750
101-119-00-42107	Gas and Oil	\$21,000	\$22,004	\$24,000
101-119-00-42201	Building Maintenance*	\$13,280	\$13,280	\$0
101-119-00-42202	Equipment Maintenance	\$5,500	\$5,500	\$10,000
101-119-00-42203	Vehicle Maintenance	\$46,000	\$46,000	\$41,000
101-119-00-42301	Training & Education	\$2,215	\$600	\$5,000
101-119-00-42304	Dues & Memberships	\$1,150	\$1,000	\$1,500
101-119-00-42403	Printing	\$400	\$0	\$400
101-119-00-42408	Permits and Licenses	\$9,500	\$9,500	\$9,500
101-119-00-42409	Rentals	\$2,250	\$2,250	\$2,250
<b>Services &amp; Supplies Subtotal</b>		<b>\$880,207</b>	<b>\$875,294</b>	<b>\$906,645</b>
101-119-00-43002	Buildings & Improvements*	\$7,034	\$7,034	\$0
101-119-00-43004	Machinery & Equipment*	\$10,380	\$10,380	\$0
101-119-00-43005	Vehicles & Fire Trucks*	\$22,450	\$22,450	\$0
101-119-00-43006	Other Assets*	\$5,000	\$5,000	\$0
<b>Capital Assets Subtotal</b>		<b>\$44,864</b>	<b>\$44,864</b>	<b>\$0</b>
<b>Total</b>		<b>\$2,715,907</b>	<b>\$2,731,638</b>	<b>\$2,937,406</b>

\*Per accounting principles, the value of donated items is included.

# PUBLIC WORKS

<b>PW Administration</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-119-40-42001	Contract Services	\$36,164	\$36,164	\$15,900
101-119-40-42009	Advertising and Legal Notice	\$1,000	\$0	\$1,000
101-119-40-42101	Office Supplies	\$2,500	\$1,042	\$2,500
101-119-40-42102	Publications & Subscriptions	\$3,860	\$5,500	\$6,860
101-119-40-42104	Safety Equipment and Supplies	\$8,000	\$8,000	\$8,000
101-119-40-42105	Materials and Supplies*	\$63,750	\$63,500	\$51,500
101-119-40-42106	Small Tools and Equipment*	\$7,978	\$7,978	\$750
101-119-40-42107	Gas and Oil	\$21,000	\$22,004	\$24,000
101-119-40-42202	Equipment Maintenance	\$5,500	\$5,500	\$10,000
101-119-40-42203	Vehicle Maintenance	\$46,000	\$46,000	\$41,000
101-119-40-42301	Training & Education	\$2,215	\$600	\$5,000
101-119-40-42304	Dues & Memberships	\$1,150	\$1,000	\$1,500
101-119-40-42403	Printing	\$400	\$0	\$400
101-119-40-42409	Rentals	\$2,250	\$2,250	\$2,250
<b>Services &amp; Supplies Subtotal</b>		<b>\$201,767</b>	<b>\$199,538</b>	<b>\$170,660</b>
101-119-40-43002	Buildings & Improvements*	\$7,034	\$7,034	\$0
<b>Capital Assets Subtotal</b>		<b>\$7,034</b>	<b>\$7,034</b>	<b>\$0</b>

<b>PW Streets</b>				
101-119-41-43004	Machinery & Equipment*	\$10,380	\$10,380	\$0
<b>Capital Assets Subtotal</b>		<b>\$10,380</b>	<b>\$10,380</b>	<b>\$0</b>

<b>PW Facilities</b>				
101-119-42-42001	Contract Services	\$268,949	\$259,499	\$362,720
101-119-42-42105	Materials and Supplies*	\$45,000	\$91,316	\$35,000
101-119-42-42106	Small Tools and Equipment*	\$2,331	\$2,331	\$0
101-119-42-42201	Building Maintenance*	\$13,280	\$13,280	\$0
<b>Services &amp; Supplies Subtotal</b>		<b>\$329,560</b>	<b>\$366,427</b>	<b>\$397,720</b>
101-119-42-43006	Other Assets*	\$5,000	\$5,000	\$0
<b>Capital Assets Subtotal</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>

<b>PW Environmental Compliance</b>				
101-119-43-42001	Contract Services	\$109,100	\$115,275	\$124,765
101-119-43-42105	Materials and Supplies	\$80,280	\$75,889	\$0
101-119-43-42408	Permits and Licenses	\$9,500	\$9,500	\$9,500
<b>Services &amp; Supplies Subtotal</b>		<b>\$198,880</b>	<b>\$200,664</b>	<b>\$134,265</b>

# PUBLIC WORKS

<b>PW Forest &amp; Beach</b>				
101-119-45-42001	Contract Services*	\$125,000	\$87,865	\$180,000
101-119-45-42105	Materials and Supplies*	\$25,000	\$20,801	\$24,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$150,000</b>	<b>\$108,666</b>	<b>\$204,000</b>
101-119-45-43005	Vehicles & Fire Trucks*	\$22,450	\$22,450	\$0
<b>Capital Assets Subtotal</b>		<b>\$22,450</b>	<b>\$22,450</b>	<b>\$0</b>

\*Per accounting principles, the value of donated items is included.

## Budget Summary and Service Impacts

- The Facilities Division contract services includes funding for janitorial services (\$225,000), facility maintenance supplement (\$45,000) and facility repairs, inspections, testing (\$93,000).
- The Environmental Compliance division budget reflects costs related to storm water regulatory compliance including water sampling (\$32,000), vector cleaning of storm drains (\$29,000), regional dues (\$22,000), restaurant inspections (\$9,500) and initial work on updating the storm water ordinance (\$7,000).
- The Forestry division contract services includes funding for tree-related contract services to assist in maintaining the health of Carmel's forest (\$130,000), funding for the update of the forest management plan (\$20,000) and funding for on-call landscaping and beautification services (\$30,000).

# PUBLIC SAFETY

## Description

The Director of Public Safety/Police Chief manages the Public Safety Department and three distinct functions:

- 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 that assists with daily clerical activities, errands, public outreach and special events and the City Community Emergency Response Team of volunteers ready to assist the community during an emergency situation.
- The **Fire Department** 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 Public Safety Department manages the contract with the City of Monterey and is responsible for oversight of needed equipment and supplies.
- **Carmel Fire Ambulance** provides advanced life support ambulance service to the residents of Carmel-by-the-Sea. 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. The City of Monterey also provides administrative oversight of this function through a contractual agreement managed by the Public Safety Department.

## 2020-2021 Initiatives and Accomplishments

- Managed pandemic-related challenges including emergency ordinances, closures and re-opening.
- Managed multiple protests resulting from police incidents that occurred nationally.
- Began an investigation of a resident attack at Scenic and 13th in May 2020. With witness statements and the City's surveillance camera system, the suspect was identified within 48 hours and placed in custody in 4 days.
- In August, assisted Cal Fire and the Monterey County Sheriff's Department with the evacuation order of multiple residents in Carmel valley.
- In January 2021, utilized police officers and Community Emergency Response Team (CERT) members to assist the Monterey County Sheriff's Department with flood evacuation orders at Carmel Point.
- Increased the number of volunteer group and CERT members and utilized their services on multiple occasions to include assistance with evacuations, beach closures and vaccination clinics.

## 2021-2022 Priorities

- Fill vacancies, including Firefighter/Paramedic, Police Officer, Dispatchers, and Police Commander.
- Develop new contract language for Fire Services with the City of Monterey.
- Improve radio communications and complete the radio transition from analog to digital for police services.
- Continue to align policies and procedures with federal and State legislation regarding police tactics.
- Work with City Staff and Council on the implementation of paid parking in the City.
- Increase commitment to service in the Village through police programs to include increased bicycle patrols, community camera sharing, and use of volunteer groups like CERT.

# PUBLIC SAFETY

## Budget Summary and Service Impacts

### Ambulance

- The FY 21-22 Budget increases by \$42,000 primarily due to anticipated training and equipment costs by filling a vacancy. Contract services include station coverage by the City of Monterey as needed (\$170,000), ambulance billing (\$40,000), Monterey Fire management of Ambulance personnel (\$21,000), narcotics management (\$11,000). Other major expenses include medical supplies (\$39,000), fuel and vehicle maintenance (\$17,000), safety equipment (\$11,000) and required training to maintain credentials (\$13,000).

<b>Ambulance</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-118-00-41002	Salaries -Safety	\$640,288	\$706,593	\$709,018
101-118-00-41006	Overtime -Safety	\$160,000	\$80,307	\$160,000
101-118-00-41009	Holiday in Lieu	\$58,460	\$55,234	\$64,574
101-118-00-41102	Retirement -Safety	\$88,642	\$82,996	\$99,761
101-118-00-41103	Deferred Compensation	\$4,350	\$4,200	\$4,500
101-118-00-41104	Health Insurance	\$112,013	\$65,923	\$81,349
101-118-00-41106	Medicare	\$12,500	\$11,928	\$13,589
101-118-00-41107	LTD/STD/Life	\$780	\$702	\$858
101-118-00-41108	Worker's Comp	\$49,641	\$46,858	\$52,072
101-118-00-41111	Uniform Allowance	\$3,300	\$3,000	\$3,600
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$1,129,974</b>	<b>\$1,057,741</b>	<b>\$1,189,321</b>
101-118-00-42001	Contract Services	\$259,600	\$203,796	\$261,528
101-118-00-42101	Office Supplies	\$1,100	\$0	\$1,100
101-118-00-42103	Medical Supplies	\$39,150	\$30,485	\$39,150
101-118-00-42104	Safety Equipment and Supplies	\$10,000	\$10,000	\$11,000
101-118-00-42107	Gas and Oil	\$7,000	\$9,864	\$7,000
101-118-00-42201	Building Maintenance	\$1,500	\$4,000	\$1,500
101-118-00-42202	Equipment Maintenance	\$3,500	\$1,500	\$3,500
101-118-00-42203	Vehicle Maintenance	\$42,000	\$42,000	\$17,000
101-118-00-42301	Training & Education	\$7,800	\$3,675	\$12,800
101-118-00-42302	Conferences & Meetings	\$0	\$0	\$0
<b>Services &amp; Supplies Subtotal</b>		<b>\$371,650</b>	<b>\$305,320</b>	<b>\$354,578</b>
<b>Total</b>		<b>\$1,501,624</b>	<b>\$1,363,061</b>	<b>\$1,543,899</b>

# PUBLIC SAFETY

## Fire

- The FY 21-22 Budget increases by \$128,700 over the FY 20-21 Adopted Budget. Contract services include fire services provided to the Village by the City of Monterey (\$2,670,900) and dispatch services (\$30,000). Funding for a wildfire risk assessment is also included within the budget (\$20,000).
- The FY 21-22 Budget also includes funding for fuel (\$14,000) and vehicle maintenance (\$35,000) as Carmel is responsible for vehicle repair and replacement under the contract with Monterey.

<b>Fire</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-117-00-42001	Contract Services	\$2,611,495	\$2,611,495	\$2,740,196
101-117-00-42005	Community Promotions	\$500	\$500	\$500
101-117-00-42103	Medical Supplies	\$3,000	\$3,000	\$3,000
101-117-00-42104	Safety Equipment and Supplies	\$7,000	\$7,000	\$7,000
101-117-00-42107	Gas and Oil	\$14,000	\$14,000	\$14,000
101-117-00-42202	Equipment Maintenance	\$4,450	\$4,450	\$4,450
101-117-00-42203	Vehicle Maintenance	\$35,000	\$35,000	\$35,000
<b>Total</b>		<b>\$2,675,445</b>	<b>\$2,675,445</b>	<b>\$2,804,146</b>

## Police

- The FY 21-22 Budget increases by \$363,000 over the FY 20-21 Adopted Budget, primarily due to salary and benefits being budgeted for filling positions that were frozen during the FY20-21 year. The Department will continue to focus on patrol and responding to public safety needs. The Department continues to look for opportunities to reduce overtime through reduced staffing and using both virtual and hosted training to minimize costs.
- The FY 21-22 Budget reflects an increase of \$5,700 in services and supplies over FY 20-21. The increase is primarily the result of equipment, training and supplies needed to fill vacant positions. Training expenses increase to add Critical Incident Training, De-escalation and Racial Bias Training for all department members. Contract services include expenses critical to operations including dispatch, jail booking and animal services provided by Monterey County, body and surveillance cameras and associated software and maintenance costs.

# PUBLIC SAFETY

<b>Police</b>				
<b>Account Number</b>	<b>Account Description</b>	<b>FY20-21 Amended Budget</b>	<b>FY20-21 Estimated Actual</b>	<b>FY21-22 Adopted</b>
101-116-00-41001	Salaries	\$517,156	\$526,278	\$619,434
101-116-00-41002	Salaries -Safety	\$1,717,710	\$1,738,694	\$1,931,512
101-116-00-41006	Overtime -Safety	\$185,000	\$98,161	\$185,000
101-116-00-41009	Holiday in Lieu	\$128,289	\$122,635	\$141,270
101-116-00-41101	Retirement	\$38,636	\$39,471	\$42,945
101-116-00-41102	Retirement -Safety	\$293,267	\$295,578	\$327,515
101-116-00-41103	Deferred Compensation	\$16,440	\$13,225	\$21,294
101-116-00-41104	Health Insurance	\$383,078	\$351,720	\$441,847
101-116-00-41106	Medicare	\$37,398	\$36,044	\$42,201
101-116-00-41107	LTD/STD/Life	\$3,203	\$3,152	\$3,469
101-116-00-41108	Worker's Comp	\$180,179	\$135,886	\$98,498
101-116-00-41109	Benefits-MOU Obligations	\$0	\$0	\$520
101-116-00-41111	Uniform Allowance	\$30,960	\$29,840	\$33,120
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$3,531,316</b>	<b>\$3,390,684</b>	<b>\$3,888,625</b>
101-116-00-42001	Contract Services	\$245,500	\$159,136	\$268,800
101-116-00-42005	Community Promotions	\$2,050	\$2,050	\$1,000
101-116-00-42101	Office Supplies	\$7,500	\$3,504	\$7,500
101-116-00-42102	Publications & Subscriptions	\$915	\$748	\$915
101-116-00-42104	Safety Equipment and Supplies	\$8,950	\$11,320	\$9,450
101-116-00-42106	Small Tools and Equipment	\$17,000	\$14,202	\$0
101-116-00-42107	Gas and Oil	\$32,500	\$30,008	\$32,500
101-116-00-42201	Building Maintenance	\$1,000	\$1,650	\$1,000
101-116-00-42202	Equipment Maintenance	\$49,774	\$78,357	\$42,300
101-116-00-42203	Vehicle Maintenance	\$23,000	\$22,267	\$23,000
101-116-00-42301	Training & Education	\$6,750	\$6,750	\$14,250
101-116-00-42304	Dues & Memberships	\$1,450	\$750	\$1,400
101-116-00-42403	Printing	\$4,700	\$2,777	\$4,700
101-116-00-42404	Shipping/Postage/Freight	\$500	\$503	\$500
101-116-00-42405	Telephone and Communications	\$8,500	\$12,000	\$8,500
101-116-00-42415	Other Expenditures	\$6,000	\$1,955	\$6,000
<b>Services &amp; Supplies Subtotal</b>		<b>\$416,089</b>	<b>\$347,977</b>	<b>\$421,815</b>
<b>Total</b>		<b>\$3,947,405</b>	<b>\$3,738,661</b>	<b>\$4,310,440</b>

**DEBT SERVICE  
(Fund 401)**



# DEBT SERVICE

## Description: Fund 401

Debt service includes payments for the Next Generation Radio Project, the Sunset Center, and the Pension Obligation bonds. These payments total \$882,656 as shown in Table 1, *FY 21-22 Debt Service*, below.

**Countywide Radio Project:** On April 7, 2009, City Council authorized the City's participation in the Countywide Monterey County Next Generation Radio project (NGEN), including approving a pro-rata share of infrastructure costs and debt financing. The purpose of the project was to enhance communication among public safety agencies. The Certificate of Participation (COP), issued for \$381,440, matures on June 30, 2023. A recent radio count by the County indicated that the City has 29 less radios than previously billed (41 radios in total), resulting in a reduction in the debt service payment for FY 21-22.

**2020 Refunding Lease Revenue Bonds:** On September 10, 2010, City Council approved the issuance and sale of certificates to finance improvements at the Sunset Center (the Sunset Theater Project), including the refinancing of the City's lease payment obligation related to the preliminary financing of the Sunset Center (the 2010 Refunding Lease Revenue Bond). The 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 COVID-19 on the City's revenues. The 2020 Refunding Lease Revenue Bond of approximately \$3.9 million matures on November 1, 2032. As part of the refinancing, the City will make significantly lower interest only payments in FY 21-22; however, payments will increase to approximately \$500,000 annually beginning in FY 23-24.

**2012 Taxable Pension Obligation Bonds:** In 2003, the City's pension plans were pooled with other small cities and agencies and the California Public Employees Retirement System (CalPERS) estimated that the pension liabilities of the City's two pension plans exceeded the plans' assets by approximately \$6 million. CalPERS sought to realign assets with liabilities and created the "side fund." On July 3, 2012, the City Council authorized the issuance of pension obligation bonds to refinance the City's side fund obligations to CalPERS. The COP of approximately \$6.3 million matures on June 1, 2023.

**Table 1: FY 21-22 City Total Debt Service**

Debt Service				
Account Number	Account Description	FY20-21 Amended Budget	FY20-21 Estimated Actual	FY21-22 Adopted
401-411-00-44001	Principal	\$1,003,770	\$662,896	\$677,110
401-411-00-44002	Interest	\$237,565	\$130,311	\$200,546
401-411-00-44003	Administrative Fees	\$3,180	\$3,913	\$5,000
<b>Total</b>		<b>\$1,244,515</b>	<b>\$797,120</b>	<b>\$882,656</b>

**Table 2: FY 21-22 Debt Service by Bond**

Debt Service: by Bond				
Bond	Principal	Interest	Admin. Fee	Total
NGEN Radio	\$17,110	\$0	\$0	\$17,110
Sunset Center	\$0	\$160,128	\$2,500	\$162,628
Pension Obligation	\$660,000	\$40,418	\$2,500	\$702,918
<b>Total</b>	<b>\$677,110</b>	<b>\$200,546</b>	<b>\$5,000</b>	<b>\$882,656</b>

## Funding Sources

General Fund revenues are the source of funding for debt service payments. The General Fund (Fund 101) will transfer \$883,000 to Debt Service (Fund 401) in FY 21-22.

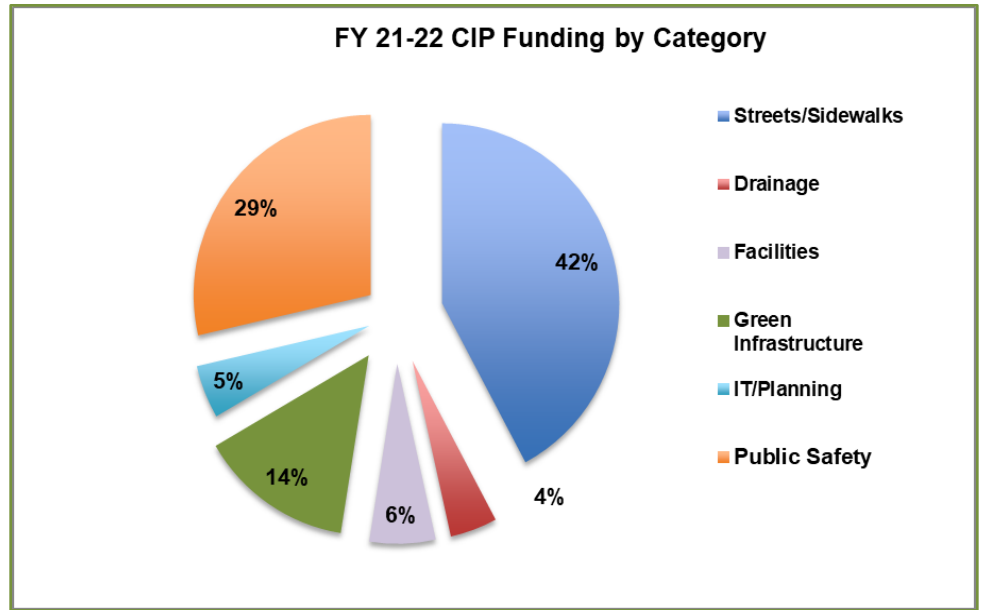
# CAPITAL IMPROVEMENT PLAN (CIP)

# CAPITAL IMPROVEMENT PLAN

## Description

The FY 21-22 Adopted Budget includes \$2.3 million for capital projects. Capital spending represents 9% of the total citywide budget of \$25.3 million. As the economy starts to rebound from the economic impact of the pandemic, sales tax revenue generated by Measure C, the City’s local sales tax, will increase and provide a funding source for the City’s capital needs. In FY 21-22, Measure C funds the purchase of vehicles, equipment, and capital projects, as described in more detail below.

Capital Outlay funds several types of projects as depicted to the right in the “FY 21-22 CIP Funding by Category” chart. Streets and sidewalks account for 42% of capital expense, with a proposed budget of \$981,000, largely due to the revenues the City receives specifically for street maintenance and other transportation-related projects. Funding prioritizes public safety response capabilities, including enhanced radio communications and the purchase of new vehicles. Public safety is \$665,000, or 29%, of the Capital budget. The FY 21-22 Budget recognizes the importance of also investing in our “green” infrastructure and includes \$327,250, or 14%, of the capital budget for projects pertaining to the Mission Trail Nature Preserve, the Carmel Beach, North Dunes and the Scenic Pathway. The Scenic Pathway in particular is one of the Village’s endearing assets, in terms of both its natural beauty and its ability to promote community involvement and partnership between the City and its residents whom have volunteered time and money to be stewards of this resource. Likewise, many other volunteers, support groups and organizations are instrumental in caring for the North Dunes, the Carmel Beach and the Mission Trail Nature Preserve through such efforts as beach cleanup days, weed pulls and invasive plant eradication efforts. The FY 21-22 Budget also allocates funding of \$111,000, or 5%, for IT infrastructure to help ensure continuity of citywide operations and for a Planning-led project for public access to property files to improve customer service and operational efficiency.



Capital outlay includes \$725,000 for the projects listed in Table 1, FY 21-22 Adopted Vehicle and Equipment Acquisitions and Funding Source.

**Table 1: FY 21-22 Adopted Vehicle and Equipment Acquisitions and Funding Source**

Vehicle and Equipment Fund			
Account Number	Account Description	FY 21-22 Adopted	Funding Source
503-513-00-43003	Police Radio Antennea	\$200,000	Measure C FY 21-22 revenue
503-513-00-43003	Police Radio Antennea	\$175,000	Federal Grant
503-513-00-43004	Park Branch Library Generator	\$15,000	Measure C FY 21-22 revenue
503-513-00-43005	Ambulance	\$200,000	Measure C FY 21-22 revenue
503-513-00-43005	Police Patrol Vehicle	\$60,000	Measure C FY 21-22 revenue
503-513-00-43006	Police Radios Lease (Year 1 of 6)	\$30,000	Measure C FY 21-22 revenue
503-513-00-43007	Servers (Resilience Computer Equipment)	\$45,000	Measure C FY 21-22 revenue
<b>Total</b>		<b>\$725,000</b>	

# CAPITAL IMPROVEMENT PLAN

## Projects:

- **Police Radio Antenna:** This antenna will meet 2013 Federal Communications Commission (FCC) requirements for digital radio usage. The City anticipates receiving an Urban Areas Security Initiative grant for \$175,000 to offset the cost of the installation.
- **Park Branch Library Backup Generator:** The backup generator at the Park Branch Library is past its useful life. If the generator should fail during a storm, it is likely to cause flooding in the library basement.
- **Ambulance:** This purchase replaces the 22-year-old back up ambulance, which has far exceeded its life expectancy and is no longer a reliable resource. In addition, 11-year-old ambulance recently experienced an engine failure due to the vehicle's age, high miles and accumulated engine hours.
- **Police Vehicle:** The patrol car has exceeded its useful life and a new vehicle contributes to the Department's ability to respond to incidents.
- **Police Radios:** The existing hand-held radios, previously purchased in 2009, are past their useful life. At \$8,200 each, the new 22 radios cost \$180,400. Funding pays the first year of a six-year lease for the radios.
- **Servers:** This project reconfigures the City server system to a hybrid-cloud model system to improve redundancy and disaster recovery services.

In addition to the Vehicle and Equipment Fund, approximately \$1.7 million is budgeted within the Capital Projects Fund to pay for other capital projects. These projects include:

- **FY 2019-20 Citywide Annual Paving Project:** The design of this paving project, coupled with the San Carlos Street Bike Route and San Carlos Street Median Islands, (three CIP Projects) is nearly complete. (Approximately 90% of the final design occurred last spring and construction halted due to the economic impact of COVID-19). Based on the Pavement Management System's Pavement Condition Index ratings, this project includes resurfacing pavement along Junipero Street, between Third and Ocean Avenues, San Antonio Avenue between Fourth and Eighth Avenues, and introducing micro-surfacing technology along San Carlos Street between Eighth and Thirteenth Avenues.

Funding for the paving projects includes transportation-related revenues generated through State gas tax and vehicle registration fees. In addition, the City received an allocation of local sales tax (Measure X) administered by the Transportation Agency for Monterey County (TAMC). As the City placed the FY 19-20 paving project on hold in the spring of 2020 and has not undertaken a paving project in the current fiscal year, there are prior years' revenues available for use in FY 21-22. In order to receive this funding, the City is required to contribute general fund monies for road maintenance and other eligible projects. This "Maintenance of Effort" funding helps ensure a funding commitment to road maintenance and rehabilitation and that these specific revenues do not replace, or supplant, local funding for roads.

## VEHICLE AND EQUIPMENT FUND

The FY 21-22 Adopted Budget uses \$175,000 from a federal grant and \$550,000 of Measure C revenue to fund the projects, listed on the left of this page, for a total cost of \$725,000.

In light of the City's need to purchase vehicles, such as the street sweeper and fire engine, in the near future, the FY 21-22 Adopted Budget also allocates \$308,000 of Measure C revenue to the Vehicle and Equipment Fund. With this infusion of funding, the projected FY 21-22 Vehicle and Equipment Fund Balance is \$262,000 as shown on the fund balance tables located within this budget document.

# CAPITAL IMPROVEMENT PLAN

- **Mission Street Sidewalk Repairs:** This project removes and replaces the entire 720 square feet of uneven sidewalk on the west side of Mission Street, between Fifth and Sixth Avenues. Partial funding includes the City's allocation of Regional Transportation Improvement Program (RSTIP) through TAMC.
- **Sidewalk Repairs:** Sidewalk repairs at San Carlos and Fourth Avenue and Dolores and Sixth Avenue.
- **Wayfinding Signs:** As approved at the March 2, 2021 Council meeting, TAMC will reimburse the City up to \$18,500 for approximately 15 wooden signs. These signs will provide directions to various Carmel area points of interest, especially for bicyclists, pedestrians, and visitors. Staff will seek Planning Commission and Council approval regarding the design and locations.
- **Drainage System Repairs:** The Drainage Master Plan identified numerous spot repairs needed for the existing underground storm drain pipes, as well as significant "bottlenecks" in the drainage system that result in excess surface runoff flowing down streets and potentially onto private properties during heavy storms. This is the first phase of a multi-year project. The estimated cost to fix the two most critical bottlenecks is \$4 million.
- **Sunset Center Materials Testing and Windows:** This is the first phase of the project and includes testing, asbestos and lead paint remediation around the windows of the Sunset Center buildings as needed, and window repair. The second phase is to complete exterior repairs and paint the exterior walls.
- **ADA Upgrades, Year 4:** This funds various facility improvements based on the results of the City's 2018 Americans with Disabilities Act Transition Plan.
- **Library Master Plan:** This complements the Library's Strategic Plan objective to develop facility plans for the Harrison Memorial and Park Branch library buildings. The plan will identify opportunities for improvements within the buildings, including accessibility, shelving, modular furniture and improved catalog access.
- **Public Access to Digital Property Files- Phase 1:** The budget provides funding to begin scanning and electronically digitizing of all property files and utilize the City's existing, interactive GIS map tool on the website to create a link to these property-specific digital records. This will allow the public the ability to go online at any time and from anywhere, click on any lot in the City, and receive a link to all public documents in the current physical property file. This project will provide better customer service, free up staff time for productivity, and utilize technology to make operations more efficient.
- **North Dunes Habitat Restoration Project:** The budget includes funding to continue the multi-year effort pertaining to the North Dunes habitat restoration. Funding continues biological monitoring and reporting of endangered and sensitive species, as well as other enhancements, such as new interpretive signage and/or split rail border fencing.
- **Beach Sand Survey and Wall Inspections:** This project involves collecting and reviewing existing data and aerial imagery to determine rates of beach sand loss. Next, the project establishes a series of beach profile transects to facilitate long-term beach sand monitoring. In addition, this project funds the initial, non-destructive inspection by a coastal engineer of the shoreline armoring structures during low sand levels to determine priorities and phasing for anticipated repairs.
- **Scenic Pathway Barriers:** Constructed in the 1980s, the existing barriers between the Scenic Pathway and the top of the Dunes consist of different wooden configurations, posts and cable railings. Most of the wooden structures have deteriorated due to age, exposure to the elements and limited preventative maintenance. This project replaces the most heavily deteriorating railings along the Scenic Pathway.
- **Mission Trails Nature Preserve Well Decommission and Tank Removal:** This project involves the proper regulatory decommissioning of the water well located within the Mission Trail Nature Preserve and the physical removal of the elevated tank.
- **Mission Trails Nature Preserve (MTNP) Stream Stability Projects:** The FY 21-22 Budget includes initial funding to retain an engineering and environmental consultant to design and obtain environmental permits for the first (3 out of 8) stream restoration and erosion control measures for MTNP, as Adopted in the 2019 MTNP Stream Stability Report. The California Department of Parks and Recreation Per Capita Grant of \$187,000 funds the majority of the design, environmental permit acquisitions, and construction costs. A City match of 20% is required.

# CAPITAL IMPROVEMENT PLAN

Table 2, labeled the FY 21-22 Adopted Capital Projects and Funding Source, as shown below illustrates the funding source for various capital projects. Sources include the City's local sales tax (Measure C), Monterey County local sales tax (Measure X), State gas taxes, Regional Transportation Improvement Program (RSTIP), funding from the Transportation Agency for Monterey County and a California Department of Parks and Recreation grant.

**Table 2: FY 21-22 Adopted Capital Projects and Funding Source**

<b>Capital Projects Fund</b>		
<b>Account Number 301-311-00-43008</b>		
<b>Description</b>	<b>FY 21-22 Adopted</b>	<b>Funding Source</b>
Paving Project includes San Carlos Bike Route & Medians	\$200,000	General Fund
Paving Project	\$319,352	Transportation Safety Fund
Paving Project	\$306,567	Gas Tax & RMRHA
Mission Street Sidewalk	\$15,311	RSTIP
Mission Street Sidewalk	\$21,000	General Fund
Sidewalk Repair: San Carlos/4th & Dolores/6th	\$100,000	General Fund
Paving and Sidewalk	\$962,230	
Wayfinding Signs	\$18,850	TAMC
Drainage Repair	\$100,000	Measure C
Sunset Center Material Testing & Windows	\$60,000	Measure C
ADA Upgrades (Year 4)	\$15,000	Measure C
Library Master Plan	\$50,000	Measure C
Digital Property Files- Phase 1	\$66,250	Measure C
North Dunes Habitat Restoration	\$12,250	Measure C
Beach Sand Survey and Wall Inspections	\$25,000	Measure C
Scenic Pathway Phase 2 Barrier Rails	\$50,000	Measure C
MTNP Well Decommissioning & Tank Removal	\$150,000	Measure C
MTNP Stream Stability Design	\$70,000	CA State Park Per Capita grant
MTNP Stream Stability Design	\$20,000	Measure C (Required Match)
MTNP Stream Stability Design	\$90,000	
<b>Total</b>	<b>\$1,599,580</b>	

## Five-Year CIP Summary

The estimated cost of the Five-Year Capital Improvement Plan is \$19.8 million as follows:

- \$4.8M for roadway improvement projects, including paving, sidewalks, and bicycle facilities
- \$4.6M for facility repairs and upgrades, including \$1.4M for the Police Building Renovation Project
- \$3.6M for libraries, including the \$2.5M Sixth Avenue/Devendorf Park Community Improvement Project
- \$2.0 M for equipment and fleet acquisitions, including a fire engine and street sweeper
- \$1.7M to repair broken drainage pipes and eliminate critical drainage system bottlenecks
- \$1.3M for environmental resilience from climate change and beach stabilization
- \$1.0M for forestry and park projects including \$0.7M for upgrades in the Mission Trail Nature Preserve
- \$0.8M for IT systems, including records management and hardware upgrades

With an identified cost of \$2.5 to \$4 million for each of the four fiscal years subsequent to FY 21-22, the City's infrastructure needs far exceed the anticipated budget available for capital projects for all five years.

# OTHER FUNDS

## Description

The City uses a fund accounting structure, which is an accounting structure to record and track resources that are limited in use by law or governing agency. The major governmental funds are the General Fund, Measure D and Capital Projects. The first set of funds listed below are discretionary, meaning there are no legal or policy-related 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.

### **Hostelry Fund (102)**

This fund is used to account for the transient occupancy tax 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. City financial policy recommends a reserve of 10% of revenues.

### **Measure C Sales Tax (Fund 206) (Formerly Measure D)**

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.

The next set of funds are restricted as 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 account for 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 accounts for the expenditures for eligible transportation safety projects.

### **COPS Grant**

This fund accounts for the 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 account for activities associated with parking in-lieu fees as prescribed by Carmel Municipal Code Section 17.38.040.

### **Asset Seizure (Fund 205)**

This fund accounts for expenditures related to asset seizures.



The next two funds pertain to certain types of expenditures.

### **Capital Projects (Fund 301)**

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

### **Debt Service (Fund 401)**

This fund accounts for activities related to the repayment of the Certificate of Participation, Pension Obligation Bond and capital lease obligations.

The next set of funds are considered to be internal service funds.

### **Workers Compensation (Fund 501)**

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

### **Other Post-Employment Benefits (OPEB) Liability Reserve Fund**

This fund accounts for other post-employment benefits.

### **Vehicle and Equipment Replacement Fund**

This fund is to set aside financial resources for future purchases of replacement equipment essential to the operations of the City.

There is one agency fund.

### **Refundable Deposits**

This fund accounts for monies received that are unearned and required to be returned by the City.

The accompanying tables depicts the Projected Fund Balance for FY 20-21 and FY 21-22.

### **General Fund**

The General Fund is estimated to start FY 21-22 with a fund balance of \$7.7 million and end with \$7.7 million on June 30, 2022 due to the General Fund budget being balanced with the use of estimated new revenue and transfers in from other funds, such as the Hostelry Fund. Fund balance is the accumulation of prior years' savings and may also be considered a "rainy day fund". Carmel Municipal Code Section 3.06.040 states that the City shall maintain a General Fund balance equivalent to at least 10% of the General Fund budget in each fiscal year and this is referred to as the reserve. A reserve may be considered as a minimum amount of savings that the City has available for emergency or other purposes.

### **Hostelry Fund**

FY 21-22 assumes \$5.3 million in new revenue that will be transferred to the General Fund to support citywide operations.

### **Gas Tax (Fund 201)**

Revenue of \$180,591 is anticipated in FY 21-22. The funds, along with \$125,976 of fund balance, will be transferred to Capital Projects for street paving.

### **Transportation Safety (Fund 202)**

Revenue of \$196,212 is anticipated in FY 21-22. The funds, along with \$123,140 of fund balance, will be transferred to Capital Projects for street paving.

**COPS Grant**

Revenue of \$158,000 is anticipated in FY 21-22 and will be transferred to the General Fund for Police Department salaries for eligible positions.

**Parking in Lieu (Fund 204)**

There is no activity budgeted in this fund for FY 21-22.

**Asset Seizure (Fund 205)**

There is no activity budgeted in this fund for FY21-22.

**Measure C Sales Tax (Fund 206)**

Measure C has a projected fund balance of \$1.3 million as of 7/1/21. The FY 21-22 projected revenue of \$4.2 million will be transferred to the General Fund (\$2.7 million), Capital Improvement Projects (\$510,000), and Vehicle & Equipment Replacement (\$968,000). There is no reserve requirement for Measure C.

**Capital Projects (Fund 301)**

This fund is projected to start and end FY 21-22 with \$454,000 due to anticipated activity being covered by new revenue and transfers in.

**Debt Service (Fund 401)**

The FY 21-22 debt service activity is \$883,000. Additional details on the bonds is found within the debt service section of this document. This fund includes a reserve required by the Sunset Center bond.

**Workers Compensation (Fund 501)**

The anticipated costs of claims payments and third party administrator services are reflected in this fund. Previously, these expenses were accounted for in the General Fund. Based upon the auditor recommendation, they will be accounted for in this fund.

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

This fund was created by Council resolution to set aside funding to address OPEB liabilities. There is no reserve requirement. There is \$1.8 million in the fund and \$79,980 will be transferred to the General Fund for the required contribution to retiree healthcare.

**Vehicle and Equipment Replacement Fund**

The planned activity in this fund for FY 21-22 in the amount of \$725,000 will be covered by new revenue and transfers in.

# PROJECTED REVENUE BALANCE

## Projected Fund Balance as of June 30, 2021

<b>Fund</b>	<b>Description</b>	<b>Audited Fund Balance June 2020</b>	<b>Revenue and Transfers In</b>	<b>Expendiures and Transfers Out</b>	<b>Estimated Fund Balance June 2021</b>	<b>Change in Fund Balance</b>
101	General Fund	7,748,875	18,198,133	18,237,115	7,709,893	(38,982)
102	Hostelry	1,009,272	4,000,409	2,488,198	2,521,483	1,512,211
201	Gas Tax	51,426	164,846	-	216,272	164,846
202	Transportation Safety	36,452	184,794	-	221,246	184,794
203	COPS	58,971	156,727	160,000	55,698	(3,273)
204	Parking in Lieu	734,767	-	-	734,767	-
205	Asset Seizure	5,437	-	-	5,437	-
206	Local Measure Sales Tax	678,802	3,713,170	3,050,000	1,341,972	663,170
301	Capital Projects	571,657	22,250	140,014	453,893	(117,764)
401	Debt Service	323,192	1,244,515	797,120	770,587	447,395
501	Worker's Comp	0	79,440	78,975	465	465
502	OPEB Reserve	1,839,429	-	-	1,839,429	-
503	Veh & Eq Replacement	200,452	-	244,421	(43,969)	(244,421)
		<b>13,258,731</b>	<b>27,764,284</b>	<b>25,195,843</b>	<b>15,827,172</b>	<b>2,568,441</b>

# PROJECTED REVENUE BALANCE

## Projected Fund Balance as of June 30, 2022

Fund	Description	Estimated Fund Balance June 2021	Revenue and Transfers In	Expenditures and Transfers Out	Proposed Fund Balance June 2022	Change in Fund Balance
101	General Fund	4,390,634	23,442,516	23,442,516	4,390,634	-
101	General Fund Reserve	3,319,259	-	-	3,319,259	-
101	General Fund Total	7,709,893	23,442,516	23,442,516	7,709,893	-
102	Hostelry	1,988,126	5,333,562	5,333,562	1,988,126	-
102	Hostelry Reserve	533,356	-	-	533,356	-
102	Hostelry Total	2,521,482	5,333,562	5,333,562	2,521,482	-
201	Gas Tax	216,272	180,591	306,567	90,296	(125,976)
202	Transportation Safety	221,246	196,212	319,352	98,106	(123,140)
203	COPS	55,698	158,000	213,698	0	(55,698)
204	Parking in Lieu	734,767	-	-	734,767	-
205	Asset Seizure	5,437	-	-	5,437	-
206	Local Measure Sales Tax	1,341,972	4,206,660	4,206,660	1,341,972	-
301	Capital Projects	453,893	1,599,580	1,599,580	453,893	-
401	Debt Service	770,587	882,656	882,656	770,587	-
501	Worker's Comp	465	116,158	116,158	465	-
502	OPEB Reserve	1,839,429	-	79,980	1,759,449	(79,980)
503	Veh & Eq Replacement	(43,969)	1,030,663	725,000	261,694	305,663
		<b>15,827,172</b>	<b>37,146,598</b>	<b>37,225,729</b>	<b>15,748,041</b>	<b>(79,131)</b>



# FINANCIAL AND BUDGET POLICIES

## BUDGET POLICIES AND PROCEDURES

The budget process for the City of Carmel-by-the-Sea involves the citizens, City Council, and staff. Each person plays a critical role in the development of the budget for the upcoming year. The annual budget and operating plan balances the public service demands of the community with the fiscal resources of the City. It is intended to achieve the goals and objectives established by the City Council.

The goal of the City Administrator is to present a balanced budget to the City Council for review and adoption. A balanced budget is a budget in which sources meet or exceed uses. Available funding sources shall be at least equal to recommended appropriations. As a general rule, the year-end undesignated General Fund balance should not be used to fund ongoing operations.

As set in the Carmel Municipal Code prior to the beginning of each fiscal year, the City Council shall adopt a budget for expenditures and anticipated revenues. On or before February 15th of each year, the City Administrator will present to the City Council a proposed budget schedule. The City Administrator prepares and submits to the City Council a proposed operating and capital budget for the forthcoming fiscal year. The City Council shall adopt the budget by July 1st.

The City Administrator shall have the right to approve the transfer of appropriations within a departmental budget; however, no additional positions shall be created without the authorization of the City Council. All transfers of appropriations between departments or in regards to capital items or projects shall be approved by the City Council. The City Administrator shall be charged with the responsibility of controlling the expenditures for all departments in accordance with the approved budget. A report on current year revenues, expenditures and fund balances shall be maintained.

The accounts of the City are organized on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balanced set of accounts. The minimum number of funds is maintained consistent with legal and managerial requirements. Annually appropriated budgets are legally adopted on a budgetary basis for the governmental fund types (General Fund, Special Revenue Fund, Debt Service Fund, and Capital Projects Fund) and are controlled on a fund and departmental level. These funds are used to account for most of the City's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified-accrual basis of accounting and budgeting. Expenditures are recognized as encumbrances when a commitment is made. Unencumbered appropriations lapse at year-end.

## **FINANCIAL POLICIES**

The City of Carmel-by-the-Sea has strong financial policies that provide City Council direction to allow staff to provide sound fiscal planning and continued management of fiscal integrity. The financial policies are divided into five categories: Capital Budget Policies, Operating Management, Fund Balance Policy, Debt Policies, and Investment Policies. The City has financial policies that are adopted by the City Council with review every two years during the budget development process. The financial policies help ensure that the City maintains a healthy financial foundation into the future.

The goal of these policies is to promote:

- An extended financial planning horizon to increase awareness of future potential challenges and opportunities
- Setting aside reserves for contingencies, replacement of capital equipment, and other similar needs
- Maintaining the effective buying power of fees and charges and increasing cost recovery where directed to do so
- Accountability for meeting standards for financial management and efficiency in providing services
- Planning for the capital needs of the City
- Maintaining manageable levels of debt while furthering quality bond ratings
- Communication to residents and customers on how the community goals are being addressed

## **CAPITAL BUDGET POLICIES**

The City develops an annual five-year plan for capital improvements; it includes project design, development, implementation, and operating and maintenance costs. Each project in the Capital Improvement Plan (CIP) shows the estimated capital and on-going maintenance costs, known and potential funding sources and a design/development schedule. As used in the CIP, projects include land acquisition, buildings and facilities construction; these projects do not have a cost threshold. A capital outlay (fixed asset) purchase is any single item or piece of equipment that costs more than \$10,000 and has an expected useful life exceeding one year. The development of the Capital Improvement Plan is coordinated with the development of the operating budget. The CIP is a planning document; the City Council appropriates funding for capital projects in the annual operating budget. Costs for professional services needed to implement the CIP are to be included in the appropriate year's operating budget.

Annual operating budgets should provide adequate funds for maintenance of the City's buildings and maintenance and replacement of the City's capital equipment. The City will make all capital improvements in accordance with an adopted and funded capital improvement program. Prior to ratification of the capital budget for the forthcoming year by the City Council, the Planning Commission shall review the capital improvement plan and shall advise the City Council as to its recommendations regarding the proposed capital projects in accordance with the Government Code.

### **Capital (Policy No. C94-01)**

Capital expenditures shall be effectively planned and controlled.

Guidelines:

1. The level of capital improvement expenditures, excluding road maintenance program expenditures and lease payments, is established at three and one-half percent (3.5%) of total revenues.
2. Funding for the road maintenance program should improve the pavement condition index.
3. The City shall maintain a Five-Year Capital Improvement Program (CIP), which shall be updated at least annually as part of the budget review process.
4. The City shall annually establish a phasing calendar for capital improvement expenditures.
5. At least ten percent (10%) of the unrestricted funds designated for capital project expenditures shall be set aside for unanticipated expenditures.
6. The City shall conduct periodic reviews of property and facilities to determine the appropriate use and disposition of said property and facilities.

7. The City shall consider the ongoing impact of operations and maintenance expenses before undertaking any capital improvement expenditure.
8. The City shall maintain a capital reserve policy as described in the Reserve Policy.
9. Public participation in the Capital Improvement Program is a priority concern for the City.
10. All projects included in the Capital Improvement Plan shall be consistent with the City's General Plan.
11. Capital projects that are not encumbered or completed during the fiscal year are required to be rebudgeted to the next fiscal year and subsequently approved by the City Council. All rebudgeted capital projects should be so noted in the proposed budget.

### **OPERATING MANAGEMENT (Policy No. C94-01)**

Operating revenues shall exceed operating expenditures.

Guidelines:

1. The annual operating budget shall contain a current surplus (or "revenue buffer") of at least five percent (5%) of projected expenditures.
2. A balanced budget is a budget in which total funding sources meet or exceed uses.
3. An appropriated City Discretionary Account of at least one-half of one percent (0.5%) of total projected General Fund expenditures shall be maintained.
4. Ongoing expenses shall not be funded with one-time revenues.
5. The City shall establish internal service funds for the repair, operation, and replacement of rolling stock and data processing equipment.
6. The level of capital outlay expenditures is established at three percent (3%) of total revenues.
7. The City shall annually establish a phasing calendar for capital outlay expenditures.
8. The City shall develop a five-year forecast of operating revenue and expenditures.
9. The City shall establish salary adjustments in conjunction with the budget process.
10. The City shall review the relationship between fees/charges and the cost of providing services at least every three years.
11. The City's fees and charges for services shall be adjusted annually, based upon the San Francisco-Oakland Consumer Price Index.
12. The City will seek to comply with suggested criteria of the Government Finance Officer's Association in producing a budget document that meets the Distinguished Budget Presentation criteria.

### **FUND BALANCE POLICY**

The Fund Balance Policy is designed to develop standards for setting reserve levels for various, significant City funds. Adequate fund balance and reserve levels are a necessary component of the City's overall financial management strategy and a key factor in external agencies' measurement of the City's financial strength. The City shall maintain reserves at a prudent level, and shall use reserves appropriately with a focus on contributing to the reserves in good times and drawing on the reserves in times of difficult budget periods to maintain a consistent level of service and quality operations. Use of reserves are to supplement the annual budget.

Guidelines:

1. General Fund and Hostelry Fund reserves shall be maintained at no less than ten percent (10%) of their annual projected revenues.
2. The City shall maintain prudent reserves for identified liabilities
  - a. A Vehicle Replacement reserve will be maintained sufficient to replace vehicles and heavy equipment at the end of their useful lives, with the target being 10% of the total City fleet replacement value.
  - b. Technology equipment replacement reserves will be maintained sufficient to repair covered equipment and for replacement at the end of its useful life.



3. The City will maintain a long-term budget stability reserve consisting of any unassigned General Fund balance. When available, the year-end General Fund operating surplus will be dedicated to the long-term budget stability reserve.
4. A general capital reserve fund will be maintained with a targeted balance of 20% of the estimated total five-year capital improvement plan project expenditure. Net proceeds from the sale of City owned property will be dedicated to the general capital reserve. Funds in the general capital reserve will be allocated through the budget process for capital projects.
5. Reserves shall be used only for established purposes.
6. Depleted reserves shall be restored as soon as possible.
7. A minimum level for each of the reserve funds shall be established (see chart below).
8. The City shall maintain reserves required by law, ordinance and/or bond covenants.

## **DEBT POLICIES**

The City considers the use of debt financing for one-time capital improvements that benefit the residents of Carmel-by-the-Sea when the term of the financing is no longer than the project life, and when specific resources are found to be sufficient to provide for the debt. Use of longterm debt is limited to capital projects or special projects or obligations that cannot be financed from current revenues. The City has traditionally kept annual debt service payments to less than 5% of the budget.

### **Use of Long-Term Debt Policy**

The City recognizes that it may need to enter into long-term financial obligations to meet the demands of providing a high quality level of government services to our community. The following long-term debt policy sets the considerations for issuing debt and provides guidance in the timing and structuring of long-term debt commitments by the City.

#### **General Practices:**

1. The City will strive to maintain good relations with credit rating agencies, investors of the City's long-term financial obligations and those in the financial community that participate in the City's financings and demonstrate City officials are following a prescribed financial plan. The City also will strive to maintain and, if possible, improve its current AA+ bond rating in order to minimize borrowing costs and preserve access to credit. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.
2. Bond issue proposals are to be accompanied by an analysis defining how the new issue, combined with current debt, impacts the City's debt capacity and conformance with City debt policies. Such analysis shall include identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the City's credit rating, if any.
3. City Council must review such analysis, including existing debt level, ability to pay debt service, impact on City services, and make a finding that use of debt is appropriate.
4. Debt service costs (COP, Lease Purchase Agreements and other contractual debt that are backed by General Fund Operating Revenues) are not to exceed 25% of the City's General Fund operating revenues.
5. The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a fashion consistent with the best interests of the City and taxpayers.
6. Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

The City will consider the issuance of long-term obligations under the following conditions:

1. The City will use debt financing for one-time capital improvement projects and specific nonrecurring equipment purchases or refunding of existing liabilities, and only under the following circumstances:
  - a. When the project is included in the City's adopted five-year capital improvement program (CIP) and is in conformance with the City's adopted General Plan.
  - b. When the project is not included in the City's adopted five-year capital improvement program (CIP), but the project is an emerging critical need whose timing was not anticipated in the five-year capital improvement program, or it is a project mandated by State or Federal requirements.
  - c. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing.
  - d. When there are designated General Fund revenues sufficient to service the debt, whether from project revenues, other specified and/or reserved resources, or infrastructure cost-sharing revenues.
  - e. Debt financing (other than tax and revenue anticipation notes) is not considered appropriate for any recurring purpose such as current operating and maintenance expenditures.
2. The City will follow all State and Federal regulations and requirements related to bonds and debt financing instruments regarding bond provisions, issuance, taxation and disclosure.
3. Costs incurred by the City, such as bond counsel and financial advisor fees, printing, underwriter's discount, and project design and construction costs, will be charged to the bond issue to the extent allowable by law.
4. The City will monitor compliance with bond covenants and adhere to federal arbitrage and disclosure regulations.
5. The City shall continually review outstanding obligations for opportunities to achieve debt service savings through refunding and shall pursue refinancing when economically feasible and advantageous.

### **Debt Limit**

The City will keep outstanding debt within the limits prescribed by State of California statutes and at levels consistent with credit objectives. California Government Code provides that "a city may incur indebtedness for any municipal improvement requiring an expenditure greater than the amount allowed for it by the annual tax levy" (43602). A "city shall not incur an indebtedness for public improvements which exceeds in the aggregate 15 percent of the assessed value of all real and personal property of the city. Within the meaning of this section "indebtedness" means bonded indebtedness of the city payable from the proceeds of taxes levied upon taxable property in the city" (43605). The limit is relative to the principal amount of bonds sold and delivered (43606). The City of Carmel-by-the-Sea, Policy No C94-01 establishes "the City's debt shall not exceed predetermined levels." The guideline in that policy is that "the City's debt service level shall not exceed eight and one-fourth percent (8.25%) of total expenditures.

### **INVESTMENT POLICIES**

This is a time to be particularly cautious. Municipal moneys not required for immediate expenditure will be invested. The City will maintain adequate cash availability and yield on invested idle funds while insuring that invested moneys are protected. The Carmel Municipal Code requires the City Administrator to prepare investment policies and guidelines for adoption by the City Council. The adopted investment policy follows.

## **INVESTMENT POLICY AND GUIDELINES**

### **Policy**

In accordance with the Municipal Code of the City of Carmel-by-the-Sea and under authority granted by the City Council, the City Treasurer is responsible for investing the unexpended cash in the City Treasury.

The investment of the City of Carmel-by-the-Sea funds is directed to the goals of safety, liquidity and yield, in that order. The authority governing investments for municipal government is set forth in the California Government Code, Sections 53601 through 53659.

The primary objective of the investment policy of the City of Carmel-by-the-Sea is SAFETY OF PRINCIPAL. Investments shall be placed in those securities as outlined by type and maturity sector in this document. Effective cash flow management and resulting cash investment practices are recognized as essential to good fiscal management and control. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Portfolio management requires continual analysis, and as a result the balance between the various investments and maturities may change in order to give the City of Carmel-by-the-Sea the optimum combination of necessary liquidity and optimal yield based on cash flow projections.

### **Scope**

The investment policy applies to all financial assets of the City of Carmel-by-the-Sea as accounted for in the Annual Financial Report. Policy statements outlined in this document focus on the City of Carmel-by-the-Sea's pooled funds, but will also apply to all funds under the City Treasurer's control unless specifically exempted by statute or ordinance.

### **Prudence**

The standard to be used by investment officials shall be that of a "prudent person" and shall be applied in the context of managing all aspects of the overall portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

It is the City's full intent, at the time of purchase, to hold all investments until maturity to insure the return of all invested principal dollars.

### **Safety**

Safety of principal is the foremost objective of the City. Each investment transaction shall seek to ensure that capital losses are avoided, whether from securities default, broker-dealer default, or from erosion of the market value.

### **Liquidity**

Historical cash flow trends are compared to current cash flow requirements on an ongoing basis in an effort to ensure that the City's investment portfolio will remain sufficiently liquid to enable the City to meet all reasonably anticipated operating requirements.

### **Yield**

The investment portfolio should be designed to attain a market average rate of return through budgetary and economic cycles, consistent with the risk limitations, prudent investment principles and cash flow characteristics identified within the financial statements.

## **Performance Evaluation**

Investment performance is continually monitored and evaluated by the City Treasurer. Investment performance statistics and activity reports are generated on a monthly basis for presentation to the City Administrator and City Council.

## **Delegation of Authority**

For short-term investments, the Administrative Services Director has authority to make transfers to and from the City's Local Agency Investment Funds (LAIF) account in order to maximize interest earned and meet cash flow requirements. The transfers are made to and from the City's general checking account to the LAIF account, with a minimum balance maintained in the general checking account to meet daily cash requirements.

The City Treasurer is responsible for investment of all unexpended City funds as per California Government Code section 41000 et seq. The City Treasurer makes long-term investments after review and approval by the Administrative Services Director and the City Administrator.

## **Ethics and Conflict of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that conflicts with the proper execution of the investment program, or impairs their ability to make impartial investment decisions. Additionally, the City Treasurer and the members of the investment committee are required to annually file applicable financial disclosures as required by the Fair Political Practices Commission (FPPC).

## **Safekeeping of Securities**

To protect against fraud, embezzlement, or losses caused by a collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third party bank trust department, acting as an agent of the City under the terms of a custody agreement or PSA agreement (repurchase agreement collateral). The third party bank trust department must have safe keeping as a professional business line with expertise in this particular service area. All trades executed by a dealer will settle Delivery vs. Payment (DVP) through the City's safekeeping agent. Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings. All exceptions to this safekeeping policy must be approved by the City Treasurer in written form and included in quarterly reporting to the City Council.

## **Internal Control**

Separation of functions between the City Treasurer's Office and the Administrative Services Department would be an ideal situation. Time and necessity, however, dictate a different approach. Due to the lack of personnel dedicated to the investment function alone, a proper balance must be maintained between Treasury activities and Administrative Services Department functions. The City Treasurer will make the appropriate arrangements to buy and sell securities that are deemed permissible by the Laws of the State of California as time permits. The Administrative Services Director and/or City Administrator will have the power as granted under the section titled Delegation of Authority in the absence of the City Treasurer. The City Administrator will have the authority to enter into agreements on securities so long as written policies set by the City Treasurer and State Legislature are followed.

The investment portfolio and all related transactions are reviewed and balanced to appropriate general ledger accounts by the Administrative Services Director on a monthly basis. An independent analysis by an external auditor shall be conducted annually to review internal control, account activity, and compliance with government policies and procedures.

## **Reporting**

The City Treasurer shall review and render monthly reports to the City Administrator and the City Council, which shall include the face amount of the cash investment, the classification of the investment, the name of the institution or entity, the rate of interest, the maturity date, and the current value and accrued interest to date due for all securities.

## **Qualified Broker/Dealers**

The City shall transact business only with banks and broker/dealers that are properly licensed and in good standing. The Administrative Services Director and the City Treasurer shall investigate dealers who wish to do business with the City to determine if they are adequately capitalized and if they market securities appropriate to the City's needs.

The City Treasurer shall annually send a copy of the current investment policy to all broker/dealers approved to do business with the City. Confirmation of receipt of the City's policy by the broker/dealer shall be considered evidence that the broker/dealer understands the City's investment policies and intends to sell the City only appropriate investments authorized by this investment policy.

## **Collateral Requirements**

Collateral is required for investments in certificates of deposit. In order to reduce market risk, the collateral level will be at least 110% of market value of principal and accrued interest.

In order to conform with the provisions of the Federal Bankruptcy Code that provide for liquidation of securities held as collateral, the only securities acceptable as collateral shall be certificates of deposit, commercial paper, eligible banker's acceptances, medium term notes or securities that are the direct obligations of, or are fully guaranteed as to principal and interest by, the United States or any agency of the United States.

## **Authorized Investments**

Investment of City funds is governed by the California Government Code Sections 53600 et seq. Within the context of the limitations, the following investments are authorized as further limited herein:

- 1) United States Treasury Bills, Bonds, and Notes or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no percentage limitation of the portfolio that can be invested in this category, although a five-year maturity limitation is applicable but current market conditions and interest rate projections may call for shorter terms.
- 2) Local Agency Investment Fund (LAIF), which is a State of California managed investment pool, may be used up to the maximum permitted by the California State Law. LAIF is a demand account so no maturity limitation is required.

Investments detailed in items 3) are further restricted to percentage of the cost value of the portfolio in any one-issuer name to a maximum percentage of 15%. The total value invested in any one issuer shall not exceed 5% of the issuer's net worth. Again, a five-year maximum maturity is applicable unless further restricted by current policy. Market conditions should be evaluated as an important consideration and may indicate a shorter maturity.

- 3) Negotiable certificates of deposit issued by nationally or state chartered bank or state or federal savings institutions. Negotiable certificates of deposit shall be rated in a category of "A" or its equivalent or better by two Nationally Recognized Statistical Rating Organizations. Purchases of negotiable certificates of deposit may not exceed 30% of the total portfolio. A maturity limitation of up to five years is applicable after considered evaluation of the financial markets.

Ineligible investments are those that are not described herein, including, but not limited to, common stocks and long term (over five years maturity) notes, bonds, and time deposits, unless specifically allowed both by state law and City Council approval. It is noted that special circumstances may arise where these methods of investment may become necessary. When this becomes necessary, the City Council will be asked to take the appropriate action to ratify the means of investment necessary, provided that it is allowable by California Code.

### **Legislative Changes**

Any State of California legislative actions that further restrict allowable maturities, investment type, or percentage allocations will supersede any of the material presented herein. In this case, the applicable law will become part and parcel of this investment policy.

### **Interest Earnings**

All moneys earned and collected from investments authorized in this policy shall be allocated monthly to the General Fund and various special funds of the City that legally require interest proration or when City Council action dictates such proration. This distribution will be based on the cash balance in the fund as a percentage of the entire pooled portfolio.

### **Policy Review**

The City of Carmel-by-the-Sea's investment policy shall be approved by resolution of the City Council. This investment policy shall be reviewed at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity and yield, and its relevance to current law and financial and economic trends. Any amendments to the policy, other than State and Federal laws that automatically supersede the relevant sections shall be forwarded to the City Council for approval by resolution.

# APPROPRIATIONS LIMIT

CITY OF CARMEL-BY-THE-SEA  
CITY COUNCIL

RESOLUTION NO. 2021-032

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA ADOPTING THE FISCAL YEAR 2021-2022 APPROPRIATIONS LIMIT

WHEREAS, under Article XIIB of the State Constitution, public agencies are required to annually establish maximum appropriations limits referred to as the GANN limit (Limit); and

WHEREAS, since fiscal year 1991, the City is permitted to adjust its Limit in accordance with inflation and population adjustment factors; and

WHEREAS, the annual adjustment factors that were selected to calculate the Fiscal Year 2021-2022 Limit were the California per capita personal income adjustment factor of 1.0573 and the Carmel by the Sea population growth factor of 0.9958; and

WHEREAS, in accordance with California Government Code Section 7910, a notice of the public hearing was published in the Carmel Pine Cone on May 21, 2021; the documentation used in determining the Limit has been made available to the general public for fifteen days prior to the date of the adoption; and Council conducted a public hearing on the Limit on June 8, 2021; and WHEREAS, the City may not appropriate any proceeds of taxes in excess of its Limit.

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

1. Adopt the final calculation of the Appropriation Limit for Fiscal Year 2021-2022 as \$37,094,607, which is attached hereto as Exhibit A.
2. Certify the Fiscal Year 2021-2022 Adopted Appropriation Limit of \$20,700,025 does not exceed the GANN limit, which is attached hereto as Exhibits A and B respectively.

PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA this 8th day of June 2021, by the following vote:

AYES: COUNCIL MEMBERS BARON, FERLITO, THEIS, MAYOR PRO TEM RICHARDS, MAYOR POTTER

NOES: NONE

ABSENT: NONE

ABSTAIN: NONE

APPROVED:

ATTEST:

  
\_\_\_\_\_

Dave Potter  
Mayor

  
\_\_\_\_\_

Britt Avrit, MMC  
City Clerk



## Exhibit A

### City of Carmel-by-the-Sea Spending Limit Calculations Fiscal Year 2021-2022

#### Appropriations Subject to Limit

Fiscal Year 2021-2022 General Tax Revenues	\$	20,700,025
Less Non proceeds of Tax	\$	-
Total appropriations subject to limits	\$	20,700,025

#### Appropriations Limit

Fiscal Year 2020-2021 Appropriations limit	\$	35,230,893
Plus change factors		
A. Cost of Living adjustment/Per Capital Income		1.0573
B. Population Adjustment		0.9958
Total Change Factor		1.0529
Increase in appropriations limit	\$	1,863,714

<b>Fiscal Year 2021-2022 Appropriations Limit</b>	\$	37,094,607
Remaining appropriations capacity	\$	16,394,582
Availability capacity as a percent of appropriations limit		44%

**Exhibit B**

**City of Carmel-by-the-Sea  
Spending Limit Calculation  
Fiscal Year 2021-2022**

<b>Revenue Source</b>	<b>Fiscal Year 2021-2022 Budget</b>
Property Tax	\$ 7,629,510
Sales and Use Tax	\$ 6,660,769
Transient Occupancy Tax	\$ 5,333,562
Business License Tax	\$ 525,000
Motor Vehicle in Lieu	\$ 551,184
<b>Total Budgeted Tax Revenues</b>	<b>\$ 20,700,025</b>

**APPENDIX A  
FY 21-22  
ADOPTED BUDGET**

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

**RESOLUTION NO. 2021-033**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA ADOPTING THE FISCAL YEAR 2021-2022 ANNUAL OPERATING AND CAPITAL BUDGET**

WHEREAS, on February 2, 2021, the City Council of the City of Carmel-by-the-Sea adopted the budget schedule for Fiscal Year 2021-2022 in accordance with Carmel Municipal Code Section 3.060.020; and

WHEREAS, the City Council held public meetings on the proposed Fiscal Year 2021-2022 capital projects and Five Year Capital Improvement Program on March 16, 2021 and April 6, 2021; and

WHEREAS, in accordance with Section 3.06.020 of the Carmel Municipal Code and Section 65103 of the State Government Code, the City's Planning Commission held a hearing on April 28, 2021 and determined that the Capital Improvement Program is consistent with the City's General Plan; and

WHEREAS, the City Council has received and completed its review of the proposed Fiscal Year 2021-2022 Operating and Capital Improvement Program Budgets during the budget hearing held on May 18, 2021 and gave general direction on the recommendations contained therein during a public meeting; and

WHEREAS, the City Council held a public hearing on June 8, 2021 for consideration of adoption of the proposed Fiscal Year 2021-2022 Operating and Capital Budget; and

WHEREAS, in accordance with Carmel Municipal Code Section 3.06.010, the City Council shall adopt a budget for expenditures and anticipated revenues prior to the beginning of the fiscal year and the City Council now desires to adopt the Operating and Capital Budgets for Fiscal Year 2021-2022.

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

Authorize the City Administrator to make ministerial changes to budgeted transfers and adjust appropriations to or from designated funds for Fiscal Year 2020-2021 as necessary as part of the fiscal year-end process on June 30, 2021.

Approve and adopt the City's budget of \$37,225,729 for Fiscal Year 2021-2022 consisting of appropriations, inter-fund transfers, General Fund expenditures of \$23,442,516, Capital expenditures of \$2,324,580 (Capital Projects and Vehicle and Equipment Funds), Debt Service expenditures of \$882,656 and Workers Compensation expenditures of \$116,158.

Approve and adopt the City's budgeted revenue of \$37,146,598 for Fiscal Year 2021-2022, including General Fund revenue of \$14,969,129.

Approve and adopt transfers included within the Projected Fund Balance as of June 30, 2022 table of the Fiscal Year 2021-2022 budget book, including \$213,698 from the COPS Fund to the General Fund for the Police Department; \$65,000 from the Urban Forest Restoration (Deposit) to the General Fund for the Public Works Department for the forest management plan and tree planting efforts; \$306,567 from the Gas Tax Fund and \$319,352 from the Transportation Safety Fund to Capital Projects and \$2,781,147 from Measure C to the General Fund for citywide services and general purposes and \$1,425,513 for Capital Projects and Vehicle and Equipment.

Approve and adopt the transfer of \$5,333,562 from the Hostelry Fund to the General Fund for the Sunset Center, Forest Theater and Community Activities (16% of projected transient occupancy tax revenues) and for other General Fund usual and current expenses; and

Find that payment of the City's FY 21-22 budgeted cost for retiree healthcare is an eligible use of the Other Post Employment Benefit (OPEB) Reserve Fund and authorizes and approves the transfer of \$79,980 from OPEB Fund to the General Fund.

Authorize the City Administrator to make ministerial changes to budgeted transfers and adjust appropriations to or from designated funds as necessary during Fiscal Year 2021-2022.

Approve and adopt establishing the General Fund Reserve based upon fifteen percent (15%) of the General Fund Operating Expenditures for Fiscal Year 2021-2022.

A copy of the adopted budget, signed by the Mayor and attested to by the City Clerk, shall be kept on file with the City Clerk of the City of Carmel-by-the-Sea as the official budget of the City of Carmel-by-the-Sea for Fiscal Year 2021-2022.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BYTHE-SEA this 8th day of June, 2021, by the following vote:**

AYES: COUNCIL MEMBERS BARON, FERLITO, THEIS, MAYOR PRO TEM RICHARDS, MAYOR POTTER

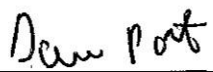
NOES: NONE

ABSENT: NONE

ABSTAIN: NONE

APPROVED:

ATTEST:

  
\_\_\_\_\_  
Dave Potter  
Mayor

  
\_\_\_\_\_  
Britt Avrit, MMC  
City Clerk

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>Revenue</b>					
<b>General Fund</b>					
<b>Taxes</b>					
101-000-00-31001	Property Taxes-Secured	6,166,672	6,302,218	6,799,355	7,003,336
101-000-00-31002	Property Taxes-Unsecured	247,712	247,175	248,660	256,120
101-000-00-31003	Property Tax-Unitary	65,785	66,950	70,993	73,123
101-000-00-31004	Property Transfer Tax	183,446	205,961	301,045	296,931
101-000-00-31006	Sales & Use Tax	2,143,020	1,886,796	2,044,800	2,454,109
101-000-00-31008	PS Sales Tax-Police	5,970	5,000	6,076	6,000
101-000-00-31009	PS Sales Tax-Fire	5,970	5,000	6,076	6,000
101-000-00-31010	Business License Tax	592,466	505,750	519,073	525,000
	<b>Taxes Totals:</b>	<b>9,411,041</b>	<b>9,224,850</b>	<b>9,996,078</b>	<b>10,620,619</b>
<b>Franchise Fees</b>					
101-000-00-32001	Garbage Franchise	269,243	282,912	345,335	352,241
101-000-00-32002	Cable Franchise	163,647	167,244	160,944	164,162
101-000-00-32003	Gas & Electric Franchise	93,734	95,609	95,778	97,693
101-000-00-32004	Water Franchise	106,209	108,323	122,181	124,625
	<b>Franchise Fees Totals:</b>	<b>632,833</b>	<b>654,088</b>	<b>724,238</b>	<b>738,721</b>
<b>Licenses and Permits</b>					
101-000-00-33001	Parking Stall Use Permit	31,687	25,000	12,435	15,000
101-000-00-33002	Parking Permits	10,165	9,500	9,500	9,500
101-000-00-33003	Passenger Transport Permits	62,046	67,500	7,977	25,000
	<b>Licenses and Permits Totals:</b>	<b>103,898</b>	<b>102,000</b>	<b>29,912</b>	<b>49,500</b>
<b>Fines and Forfeitures</b>					
101-000-00-34001	Court Fines	9,493	9,000	12,200	15,000
101-000-00-34003	Property Damage/Restitution	2,514	0	0	0
101-000-00-34020	Other Fines & Forfeitures	146	0	50	0
	<b>Fines and Forfeitures Totals:</b>	<b>12,153</b>	<b>9,000</b>	<b>12,250</b>	<b>15,000</b>
<b>Rev from Other Gov Agencies</b>					
101-000-00-35001	County CSA74	13,873	14,150	16,219	17,000
101-000-00-35003	Booking and Processing Fees	0	0	550	0
101-000-00-35004	POST Reimbursement	10,180	8,000	0	0
101-000-00-35005	Motor Vehicle In-Lieu	515,591	475,000	540,376	551,184
101-000-00-35006	Off Highway Tax	0	0	0	0
101-000-00-35007	HOPTR	27,333	26,687	27,000	27,540
101-000-00-35008	State Mandated Costs	0	0	0	0
101-000-00-35009	Other Rev frm oth Agencies	5,000	0	408,669	358,669
101-000-00-35010	Local Streets Roads-Prop 1B	0	0	0	0
101-000-00-35011	Grants	61,834	165,000	81,330	5,000
101-000-00-35012	RSTIP - TAMC	0	40,311	16,365	15,311
101-000-00-35013	Traffic Congestion Relief (42)	4,482	4,500	4,500	4,500
101-000-00-35014	Grants-Planning	0	0	0	290,000
	<b>Rev from Other Gov Agencies Totals:</b>	<b>638,293</b>	<b>733,648</b>	<b>1,095,009</b>	<b>1,269,204</b>
<b>Charges for Svcs-Admin</b>					
101-000-00-36101	Copy/Print/Mail/Recordings	72	100	0	0
101-000-00-36102	Admin Fee-CRID	3,132	9,000	3,040	2,359
101-000-00-36103	Bus License Administration Fee	40,836	34,450	30,000	39,221

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
101-000-00-36104	Bus License ADA-City Share	7,440	6,195	6,500	7,403
101-000-00-36105	Appeal Fees	7,415	3,000	8,085	8,981
101-000-00-36106	Research	0	0	1,400	476
101-000-00-36107	Returned Check Processing	85	60	140	119
101-000-00-36108	Admin Fees-TID/CHID	19,997	7,000	4,536	10,771
101-000-00-36109	Credit Card Processing Fee	11,522	10,000	14,774	12,431
101-000-00-36110	Business Lic Late Fee/Penalty	4,517	2,525	19,000	9,241
101-000-00-36111	Elections	0	0	150	0
101-000-00-36113	Prop Damage/Restitution	0	0	0	0
101-000-00-36120	Other Admin Revenue	0	0	0	0
<b>Charges for Srvc-Admin Totals:</b>		<b>95,017</b>	<b>72,330</b>	<b>87,624</b>	<b>91,002</b>
<b>Charges for Srvc-Pub Safety</b>					
101-000-00-36201	Vehicle Impound	12,735	11,515	(6,973)	11,530
101-000-00-36202	Vehicle Abatement	0	0	0	0
101-000-00-36203	PD Reports/Disp Tapes/Photos	35	0	0	0
101-000-00-36204	False Alarms-Police	18,905	15,500	(10,205)	10,981
101-000-00-36205	Alarm Registration	20,550	16,200	(17,495)	19,229
101-000-00-36206	Fingerprinting Services	520	0	(700)	427
101-000-00-36207	Animal Impound/Transport	2,375	2,000	(500)	1,632
101-000-00-36208	Citation Sign Off	440	500	(100)	520
101-000-00-36211	Cost Recovery-DUI, Dist Peace	10,653	5,300	4,359	9,005
101-000-00-36212	Special Events	17,795	8,000	0	14,077
101-000-00-36213	Concealed Weapon Permit	0	0	0	0
101-000-00-36214	Traffic Safety Citations	47,264	43,665	15,481	40,343
101-000-00-36216	Police Parking & Other Permits	0	0	0	0
101-000-00-36217	Other Police Services	509	0	200	475
101-000-00-36219	Fire Inspection/Reinspection	22,125	18,000	20,021	22,367
101-000-00-36226	Ambulance Services	650,148	530,000	525,494	615,998
<b>Charges for Srvc-Pub Safety Totals:</b>		<b>804,052</b>	<b>650,680</b>	<b>529,582</b>	<b>746,584</b>
<b>Charges for Srvc-Planning</b>					
101-000-00-36301	Planning Permits	164,982	178,000	213,393	209,367
101-000-00-36304	Certificate of Compliance	0	0	0	932
101-000-00-36309	Research	500	0	4,598	3,386
101-000-00-36311	Bus License Application Fee	9,409	6,875	5,000	9,187
101-000-00-36320	Other Planning Revenues	915	0	1,221	1,139
<b>Charges for Srvc-Planning Totals:</b>		<b>175,806</b>	<b>184,875</b>	<b>224,212</b>	<b>224,011</b>
<b>Charges for Srvc-Building</b>					
101-000-00-36401	Building Permits	464,017	575,000	297,189	458,371
101-000-00-36402	Building Plan Check	335,032	408,000	252,222	334,848
101-000-00-36403	Inspections	13,190	9,555	6,835	27,438
101-000-00-36405	Encroachment Permits	104,536	82,000	70,486	104,687
101-000-00-36406	Sign/Banner Permits	5,625	4,500	6,240	5,954
101-000-00-36407	Bldg Standards Admin Fee	1,094	1,095	475	833
101-000-00-36409	Technical Surcharge	578	520	8,152	1,152
<b>Charges for Srvc-Building Totals:</b>		<b>924,072</b>	<b>1,080,670</b>	<b>641,598</b>	<b>933,283</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>Charges for Srvc-Code Enforce</b>					
101-000-00-36520	Other Code Enforce Charges	0	0	50	44
101-000-00-36601	Landscape PIn Chck/Inspections	1,080	1,000	1,440	2,055
101-000-00-36602	Bench Program	12,634	5,525	8,271	10,288
<b>Charges for Srvc-Code Enforce Totals:</b>		<b>13,714</b>	<b>6,525</b>	<b>9,761</b>	<b>12,387</b>
<b>Charges for Srvc-PW/Forestry</b>					
101-000-00-36605	Tree Removal-Private	40,777	45,000	39,981	41,429
101-000-00-36608	Debris Fine	0	0	41	0
101-000-00-36620	Other Public Works Fees	388	0	0	0
<b>Charges for Srvc-PW/Forestry Totals:</b>		<b>41,165</b>	<b>45,000</b>	<b>40,022</b>	<b>41,429</b>
<b>Charges for Srvc-Com Actvities</b>					
101-000-00-36701	Special Event Permit	9,440	7,080	500	8,892
101-000-00-36702	Facility Rental	7,375	5,269	125	5,950
101-000-00-36703	Sound/Film Permit	3,604	2,703	0	6,385
101-000-00-36704	Beach Permit	13,965	10,474	0	8,512
101-000-00-36705	Devendorf Park Permit	1,000	750	0	918
101-000-00-36706	Event Equipment	9,900	0	0	8,747
101-000-00-36707	Event Parking	20,635	0	0	25,557
101-000-00-36708	Event Staff	1,354	0	0	1,287
101-000-00-36710	Homecrafter's Marketplace	17,070	12,803	0	12,284
101-000-00-36720	Other Com Activities Rev	717	1,000	0	392
<b>Charges for Srvc-Com Actvities Totals:</b>		<b>85,060</b>	<b>40,079</b>	<b>625</b>	<b>78,924</b>
<b>Interest &amp; Investments</b>					
101-000-00-37001	Interest & Investment Earnings	142,384	75,000	25,000	25,000
101-000-00-37002	Cell Tower Lease Agreements	43,591	40,000	42,748	43,882
101-000-00-37004	Parking Lot Fees	47,936	44,000	52,977	54,583
101-000-00-37006	Gain or Loss on Sale of Assets	0	0	0	0
101-000-00-37020	Other Asset Revenue	1	0	0	0
<b>Interest &amp; Investments Totals:</b>		<b>233,912</b>	<b>159,000</b>	<b>120,725</b>	<b>123,465</b>
<b>Miscellaneous</b>					
101-000-00-38001	Reimbursements	893	0	0	0
101-000-00-38020	Other Miscellaneous	127,007	9,840	37,914	25,000
<b>Miscellaneous Totals:</b>		<b>127,900</b>	<b>9,840</b>	<b>37,914</b>	<b>25,000</b>
<b>Other</b>					
101-000-00-36230	Donations- Public Safety	0	0	17,000	0
101-000-00-36621	Donations- Public Works	150	0	105,952	0
<b>Other Totals:</b>		<b>150</b>	<b>0</b>	<b>122,952</b>	<b>0</b>
<b>Transfers In</b>					
101-000-00-39002	Transfer In From: Hostelry Fund	6,477,220	2,488,198	2,488,198	5,333,562
101-000-00-39007	Transfer In From: COPS Grant	242,762	160,000	160,000	213,698
101-000-00-39012	Transfer In From: OPEB Reserve	0	0	0	79,980
101-000-00-39014	Transfer In From: Deposits Fund	0	0	0	65,000



Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
101-000-00-39015	Transfer In From: Meas C	663,524	1,805,485	1,805,485	2,781,147
	<b>Transfers In Totals:</b>	<b>7,383,506</b>	<b>4,453,683</b>	<b>4,453,683</b>	<b>8,473,387</b>
	<b>Total General Fund Revenue:</b>	<b>20,682,571</b>	<b>17,426,268</b>	<b>18,126,186</b>	<b>23,442,516</b>
<b>Expenditures</b>	<b>General Fund</b>				
<b>101</b>					
<b>110</b>	<b>City Council</b>				
	<b>Salaries and Wages</b>				
101-110-000-41008	Salaries -Elected	9,600	9,600	9,600	9,600
	<b>Salaries and Wages Totals:</b>	<b>9,600</b>	<b>9,600</b>	<b>9,600</b>	<b>9,600</b>
	<b>Employee Benefits</b>				
101-110-00-41101	Retirement	54	85	85	83
101-110-00-41104	Health Insurance	27,709	33,254	32,122	39,710
101-110-00-41105	Social Security	376	484	376	484
101-110-00-41106	Medicare	114	139	114	139
101-110-00-41108	Worker's Comp	1,417	1,281	1,128	700
	<b>Employee Benefits Totals:</b>	<b>29,669</b>	<b>35,243</b>	<b>33,825</b>	<b>41,116</b>
	<b>Outside Services</b>				
101-110-00-42001	Contract Services	10,770	0	0	0
101-110-00-42005	Community Promotions	86,351	68,040	98,900	101,000
101-110-00-42007	Regional Memberships	73,410	68,825	49,208	46,405
	<b>Outside Services Totals:</b>	<b>170,531</b>	<b>136,865</b>	<b>148,108</b>	<b>147,405</b>
	<b>Supplies and Materials</b>				
101-110-00-42101	Office Supplies	100	475	0	450
	<b>Supplies and Materials Totals:</b>	<b>100</b>	<b>475</b>	<b>0</b>	<b>450</b>
	<b>Employee Development</b>				
101-110-00-42301	Training & Education	0	0	0	0
101-110-00-42302	Conferences & Meetings	6,399	4,550	75	8,350
	<b>Employee Development Totals:</b>	<b>6,399</b>	<b>4,550</b>	<b>75</b>	<b>8,350</b>
	<b>City Council Totals:</b>	<b>216,299</b>	<b>186,733</b>	<b>191,608</b>	<b>206,921</b>
<b>111</b>	<b>City Administration</b>				
	<b>Salaries and Wages</b>				
101-111-10-41001	Salaries	399,881	366,901	400,004	432,383
101-111-10-41003	Salaries -Part time	0	0	0	0
101-111-11-41001	Salaries	123,103	116,911	122,449	127,472
101-111-12-41001	Salaries	351,159	322,555	359,924	364,292
101-111-12-41003	Salaries -Part time	64,726	36,000	29,775	72,345
101-111-13-41001	Salaries	101,736	76,302	104,019	105,649
101-111-14-41001	Salaries	121,212	115,151	121,212	125,874
101-111-14-41003	Salaries -Part time	29,940	46,847	33,433	46,847
	<b>Salaries and Wages Totals:</b>	<b>1,191,756</b>	<b>1,080,667</b>	<b>1,170,816</b>	<b>1,274,862</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>Employee Benefits</b>					
101-111-10-41101	Retirement	24,370	25,561	26,857	28,837
101-111-10-41103	Deferred Compensation	28,361	22,000	13,501	29,300
101-111-10-41104	Health Insurance	41,592	46,072	44,825	54,642
101-111-10-41105	Social Security	0	0	0	0
101-111-10-41106	Medicare	5,784	5,320	5,468	6,270
101-111-10-41107	LTD/STD/Life	313	313	313	378
101-111-10-41108	Worker's Comp	43,245	39,120	28,958	21,386
101-111-10-41109	Benefits-MOU Obligations	0	0	0	1,040
101-111-11-41101	Retirement	6,342	5,367	6,948	7,005
101-111-11-41103	Deferred Compensation	2,413	1,200	1,200	2,400
101-111-11-41104	Health Insurance	4,282	855	6,887	1,355
101-111-11-41106	Medicare	1,834	1,695	1,827	1,848
101-111-11-41107	LTD/STD/Life	130	129	129	129
101-111-12-41101	Retirement	20,681	19,876	22,063	22,203
101-111-12-41103	Deferred Compensation	9,395	6,000	8,083	9,408
101-111-12-41104	Health Insurance	41,474	45,380	44,441	51,100
101-111-12-41106	Medicare	5,672	5,200	5,504	5,804
101-111-12-41107	LTD/STD/Life	443	444	444	442
101-111-12-41109	Benefits-MOU Obligations	2,080	2,080	2,080	2,080
101-111-13-41101	Retirement	4,054	3,611	4,851	4,849
101-111-13-41103	Deferred Compensation	1,200	1,200	1,200	1,200
101-111-13-41104	Health Insurance	12,795	12,873	13,723	15,294
101-111-13-41106	Medicare	1,374	1,106	1,420	1,532
101-111-13-41107	LTD/STD/Life	130	156	130	156
101-111-14-41101	Retirement	6,159	6,672	7,053	7,112
101-111-14-41103	Deferred Compensation	6,061	2,400	6,072	6,072
101-111-14-41104	Health Insurance	24,999	26,237	25,749	28,677
101-111-14-41105	Social Security	1,856	2,905	2,073	2,905
101-111-14-41106	Medicare	2,087	2,349	2,125	2,504
101-111-14-41107	LTD/STD/Life	156	156	156	156
<b>Employee Benefits Totals:</b>		<b>299,281</b>	<b>286,277</b>	<b>284,080</b>	<b>316,084</b>
<b>Outside Services</b>					
101-111-10-42001	Contract Services	8,186	5,000	8,200	10,850
101-111-10-42015	Other Services	16,501	11,080	11,256	12,000
101-111-11-42001	Contract Services	43,520	54,480	54,440	46,080
101-111-11-42006	Records Management	10,290	5,000	3,675	5,000
101-111-11-42009	Advertising and Legal Notice	15,175	15,000	12,151	15,000
101-111-11-42015	Other Services	1,917	0	0	0
101-111-12-42001	Contract Services	52,918	22,700	22,700	25,500
101-111-12-42003	Auditing Services	39,004	37,000	42,127	48,500
101-111-12-42015	Other Services	6,252	0	0	0
101-111-13-42001	Contract Services	6,636	6,460	7,883	2,460
101-111-13-42002	Recruiting Services	27,070	19,385	8,550	18,385
101-111-13-42015	Other Services	1,225	0	0	0
101-111-14-42001	Contract Services	59,893	25,000	13,709	33,400
101-111-14-42015	Other Services	1,862	0	0	0
<b>Outside Services Totals:</b>		<b>290,447</b>	<b>201,105</b>	<b>184,689</b>	<b>217,175</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>Supplies and Materials</b>					
101-111-10-42101	Office Supplies	5,892	8,000	3,000	5,250
101-111-10-42102	Publications & Subscriptions	128	150	150	150
101-111-12-42101	Office Supplies	304	300	300	300
101-111-12-42102	Publications & Subscriptions	31,520	26,173	25,702	27,490
101-111-13-42101	Office Supplies	0	700	700	700
101-111-13-42102	Publications & Subscriptions	5,563	3,050	1,078	3,050
101-111-14-42101	Office Supplies	328	3,500	0	3,500
101-111-14-42102	Publications & Subscriptions	36,725	48,000	72,000	48,000
101-111-14-42105	Materials and Supplies	0	0	0	0
101-111-14-42106	Small Tools and Equipment	345	350	0	350
<b>Supplies and Materials Totals:</b>		<b>80,805</b>	<b>90,223</b>	<b>102,930</b>	<b>88,790</b>
<b>Repairs &amp; Maintenance</b>					
101-111-14-42202	Equipment Maintenance	2,355	8,500	2,670	8,500
<b>Repairs &amp; Maintenance Totals:</b>		<b>2,355</b>	<b>8,500</b>	<b>2,670</b>	<b>8,500</b>
<b>Employee Development</b>					
101-111-10-42302	Conferences & Meetings	1,040	1,200	1,587	1,200
101-111-10-42304	Dues & Memberships	2,655	900	900	1,350
101-111-11-42301	Training & Education	595	0	0	0
101-111-11-42302	Conferences & Meetings	3,427	925	925	1,550
101-111-11-42304	Dues & Memberships	200	260	260	260
101-112-12-42301	Training & Education	26	500	500	750
101-111-12-42302	Conferences & Meetings	0	0	0	0
101-111-12-42304	Dues & Memberships	200	465	465	635
101-111-12-42305	Mileage Reimbursement	49	50	0	50
101-111-13-42301	Training & Education	1,517	9,500	0	9,500
101-111-13-42302	Conferences & Meetings	1,193	2,595	1,590	2,595
101-111-13-42304	Dues & Memberships	189	800	300	800
101-111-13-42306	Employee Programs	15,700	5,950	4,950	20,450
101-111-14-42301	Training & Education	62	0	0	500
101-111-14-42302	Conferences & Meetings	849	0	0	500
101-111-14-42304	Dues & Memberships	130	130	130	130
<b>Employee Development Totals:</b>		<b>27,834</b>	<b>23,275</b>	<b>11,607</b>	<b>40,270</b>
<b>Other Expenditures</b>					
101-111-10-42403	Printing	80	100	100	100
101-111-10-42404	Shipping/Postage/Freight	13,292	10,500	8,531	11,250
101-111-11-42403	Printing	5,334	10,000	0	5,000
101-111-12-42403	Printing	2,257	500	500	500
101-111-12-42406	Bank & Merchant Fees	12,970	18,000	21,751	19,000
101-111-13-42403	Printing	0	300	75	300
101-111-13-42404	Shipping/Postage/Freight	0	200	0	200
101-111-13-42410	Pre-employment Costs	27	8,000	0	9,000
101-111-14-42404	Shipping/Postage/Freight	55	250	250	250
101-111-14-42405	Telephone and Communications	87,475	73,912	73,912	80,000
101-111-14-42407	Computer Non Capital	21,301	5,000	6,200	15,000
<b>Other Expenditures Totals:</b>		<b>142,792</b>	<b>126,762</b>	<b>111,319</b>	<b>140,600</b>
<b>City Administration Totals:</b>		<b>2,035,271</b>	<b>1,816,809</b>	<b>1,868,110</b>	<b>2,086,281</b>

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
<b>112</b>	<b>City Attorney Outside Services</b>				
101-112-00-42001	Contract Services	383,396	285,000	295,000	385,000
	<b>Outside Services Totals:</b>	<b>383,396</b>	<b>285,000</b>	<b>295,000</b>	<b>385,000</b>
	<b>City Attorney Totals:</b>	<b>383,396</b>	<b>285,000</b>	<b>295,000</b>	<b>385,000</b>
<b>115</b>	<b>Community Planning &amp; Building Salaries and Wages</b>				
101-115-20-41001	Salaries	455,224	400,948	446,446	641,364
101-115-20-41005	Overtime	275	0	99	0
101-115-21-41001	Salaries	267,471	280,454	178,649	301,440
101-115-21-41005	Overtime	0	0	0	0
101-115-22-41001	Salaries	76,553	80,582	80,885	91,002
101-115-22-41005	Overtime	0	0	464	0
	<b>Salaries and Wages Totals:</b>	<b>799,523</b>	<b>761,984</b>	<b>706,543</b>	<b>1,033,806</b>
	<b>Employee Benefits</b>				
101-115-20-41101	Retirement	21,006	20,661	23,692	36,102
101-115-20-41103	Deferred Compensation	2,925	4,500	2,500	5,050
101-115-20-41104	Health Insurance	47,054	58,578	42,400	89,415
101-115-20-41106	Medicare	6,705	5,814	6,096	9,300
101-115-20-41107	LTD/STD/Life	610	702	580	845
101-115-20-41108	Worker's Comp	31,986	28,935	21,436	15,818
101-115-20-41109	Benefits-MOU Obligations	8,320	8,320	8,341	10,228
101-115-21-41101	Retirement	11,547	14,373	8,381	15,141
101-115-21-41103	Deferred Compensation	2,000	2,100	1,700	2,100
101-115-21-41104	Health Insurance	37,032	44,394	35,293	58,310
101-115-21-41106	Medicare	3,692	4,067	2,428	4,371
101-115-21-41107	LTD/STD/Life	405	415	287	415
101-115-21-41109	Benefits-MOU Obligations	4,160	4,160	4,160	4,160
101-115-22-41101	Retirement	3,016	3,813	3,872	4,177
101-115-22-41103	Deferred Compensation	600	600	600	600
101-115-22-41104	Health Insurance	28,758	31,678	30,869	36,368
101-115-22-41106	Medicare	984	1,168	1,057	1,320
101-115-22-41107	LTD/STD/Life	156	156	156	156
101-115-22-41109	Benefits-MOU Obligations	2,080	2,080	2,080	2,080
	<b>Employee Benefits Totals:</b>	<b>213,038</b>	<b>236,514</b>	<b>195,928</b>	<b>295,956</b>
	<b>Outside Services</b>				
101-115-20-42001	Contract Services	49,894	167,900	7,900	314,300
101-115-20-42009	Advertising and Legal Notice	420	500	500	500
101-115-20-42015	Other Services	6,350	0	0	0
101-115-21-42001	Contract Services	0	20,050	104,707	20,050
101-115-21-42015	Other Services	3,491	0	0	0
101-115-22-42001	Contract Services	0	11,000	11,000	49,000
101-115-22-42015	Other Services	912	0	0	0
	<b>Outside Services Totals:</b>	<b>61,067</b>	<b>199,450</b>	<b>124,107</b>	<b>383,850</b>
	<b>Supplies and Materials</b>				
101-115-20-42101	Office Supplies	2,071	3,800	2,100	3,000

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-115-20-42102	Publications & Subscriptions	0	125	350	125
101-115-20-42104	Safety Equipment and Supplies	0	0	0	800
101-115-20-42115	Other Supplies	0	0	0	0
101-115-21-42101	Office Supplies	0	400	400	400
101-115-21-42102	Publications & Subscriptions	1,550	650	0	650
101-115-21-42106	Small Tools and Equipment	0	0	0	0
101-115-21-42107	Gas and Oil	831	960	960	960
101-115-21-42115	Other Supplies	640	800	800	400
101-115-22-42101	Office Supplies	0	250	0	250
101-115-22-42107	Gas and Oil	0	600	0	600
101-115-22-42115	Other Supplies	158	200	0	200
<b>Supplies and Materials Totals:</b>		<b>5,250</b>	<b>7,785</b>	<b>4,610</b>	<b>7,385</b>

**Employee Development**

101-115-20-42301	Training & Education	1,800	1,125	620	2,125
101-115-20-42302	Conferences & Meetings	5,818	600	600	600
101-115-20-42304	Dues & Memberships	1,375	2,500	1,500	2,500
101-115-20-42305	Mileage Reimbursement	0	200	0	200
101-115-21-42301	Training & Education	284	2,210	0	1,460
101-115-21-42302	Conferences & Meetings	2,655	4,550	0	3,350
101-115-21-42304	Dues & Memberships	1,855	2,080	1,800	2,080
101-115-21-42305	Mileage Reimbursement	0	100	0	100
101-115-22-42301	Training & Education	0	500	0	500
101-115-22-42302	Conferences & Meetings	0	1,500	75	1,500
<b>Employee Development Totals:</b>		<b>13,787</b>	<b>15,365</b>	<b>4,595</b>	<b>14,415</b>

**Other Expenditures**

101-115-20-42403	Printing	2,073	3,000	1,000	3,000
<b>Other Expenditures Totals:</b>		<b>2,073</b>	<b>3,000</b>	<b>1,000</b>	<b>3,000</b>

**Community Planning & Building Totals: 1,094,737 1,224,098 1,036,783 1,738,412**

**116 Police Salaries and Wages**

101-116-00-41001	Salaries	676,402	517,156	526,278	619,434
101-116-00-41002	Salaries -Safety	1,575,833	1,717,710	1,738,694	1,931,512
101-116-00-41005	Overtime	0	0	0	0
101-116-00-41006	Overtime -Safety	150,757	185,000	98,161	185,000
101-116-00-41009	Holiday in Lieu	96,552	128,289	122,635	141,270
<b>Salaries and Wages Totals:</b>		<b>2,499,544</b>	<b>2,548,155</b>	<b>2,485,768</b>	<b>2,877,216</b>

**Employee Benefits**

101-116-00-41101	Retirement	35,183	38,636	39,471	42,945
101-116-00-41102	Retirement -Safety	261,012	293,267	295,578	327,515
101-116-00-41103	Deferred Compensation	16,472	16,440	13,225	21,294
101-116-00-41104	Health Insurance	354,798	383,078	351,720	441,847
101-116-00-41106	Medicare	39,393	37,398	36,044	42,201
101-116-00-41107	LTD/STD/Life	3,334	3,203	3,152	3,469
101-116-00-41108	Worker's Comp	199,178	180,179	135,886	98,498
101-116-00-41109	Benefits-MOU Obligations	0	0	0	520

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-116-00-41111	Uniform Allowance	31,680	30,960	29,840	33,120
	<b>Employee Benefits Totals:</b>	<b>941,050</b>	<b>983,161</b>	<b>904,916</b>	<b>1,011,409</b>
	<b>Outside Services</b>				
101-116-00-42001	Contract Services	299,256	245,500	159,136	268,800
101-116-00-42005	Community Promotions	987	2,050	2,050	1,000
	<b>Outside Services Totals:</b>	<b>300,243</b>	<b>247,550</b>	<b>161,186</b>	<b>269,800</b>
	<b>Supplies and Materials</b>				
101-116-00-42101	Office Supplies	5,913	7,500	3,504	7,500
101-116-00-42102	Publications & Subscriptions	740	915	748	915
101-116-00-42104	Safety Equipment and Supplies	11,233	8,950	11,320	9,450
101-116-00-42106	Small Tools and Equipment	0	0	14,202	0
101-116-00-42107	Gas and Oil	33,066	32,500	30,008	32,500
	<b>Supplies and Materials Totals:</b>	<b>50,952</b>	<b>49,865</b>	<b>59,782</b>	<b>50,365</b>
	<b>Repairs &amp; Maintenance</b>				
101-116-00-42201	Building Maintenance	1,028	1,000	1,650	1,000
101-116-00-42202	Equipment Maintenance	19,172	49,774	78,357	42,300
101-116-00-42203	Vehicle Maintenance	25,293	23,000	22,267	23,000
	<b>Repairs &amp; Maintenance Totals:</b>	<b>45,493</b>	<b>73,774</b>	<b>102,274</b>	<b>66,300</b>
	<b>Employee Development</b>				
101-116-00-42301	Training & Education	17,343	1,750	6,750	14,250
101-116-00-42303	POST Training	600	5,000	0	0
101-116-00-42304	Dues & Memberships	883	1,450	750	1,400
	<b>Employee Development Totals:</b>	<b>18,826</b>	<b>8,200</b>	<b>7,500</b>	<b>15,650</b>
	<b>Other Expenditures</b>				
101-116-00-42403	Printing	2,872	4,700	2,777	4,700
101-116-00-42404	Shipping/Postage/Freight	447	500	503	500
101-116-00-42405	Telephone and Communications	8,657	8,500	12,000	8,500
101-116-00-42415	Other Expenditures	3,423	6,000	1,955	6,000
	<b>Other Expenditures Totals:</b>	<b>15,399</b>	<b>19,700</b>	<b>17,235</b>	<b>19,700</b>
	<b>Police Totals:</b>	<b>3,871,506</b>	<b>3,930,405</b>	<b>3,738,661</b>	<b>4,310,440</b>
<b>117</b>	<b>Fire</b>				
	<b>Outside Services</b>				
101-117-00-42001	Contract Services	2,553,844	2,611,495	2,611,495	2,740,196
101-117-00-42005	Community Promotions	0	500	500	500
	<b>Outside Services Totals:</b>	<b>2,553,844</b>	<b>2,611,995</b>	<b>2,611,995</b>	<b>2,740,696</b>
	<b>Supplies and Materials</b>				
101-117-00-42103	Medical Supplies	14	3,000	3,000	3,000
101-117-00-42104	Safety Equipment and Supplies	4,538	7,000	7,000	7,000
101-117-00-42107	Gas and Oil	13,675	14,000	14,000	14,000
	<b>Supplies and Materials Totals:</b>	<b>18,227</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>
	<b>Repairs &amp; Maintenance</b>				
101-117-00-42202	Equipment Maintenance	1,270	4,450	4,450	4,450

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-117-00-42203	Vehicle Maintenance	45,281	35,000	35,000	35,000
	<b>Repairs &amp; Maintenance Totals:</b>	<b>46,551</b>	<b>39,450</b>	<b>39,450</b>	<b>39,450</b>
	<b>Fire Totals:</b>	<b>2,618,622</b>	<b>2,675,445</b>	<b>2,675,445</b>	<b>2,804,146</b>
<b>118</b>	<b>Ambulance</b>				
	<b>Salaries and Wages</b>				
101-118-00-41002	Salaries -Safety	597,476	640,288	706,593	709,018
101-118-00-41006	Overtime -Safety	186,218	160,000	80,307	160,000
101-118-00-41009	Holiday in Lieu	52,321	58,460	55,234	64,574
	<b>Salaries and Wages Totals:</b>	<b>836,015</b>	<b>858,748</b>	<b>842,134</b>	<b>933,592</b>
	<b>Employee Benefits</b>				
101-118-00-41101	Retirement	0	0	0	0
101-118-00-41102	Retirement -Safety	75,687	88,642	82,996	99,761
101-118-00-41103	Deferred Compensation	3,375	4,350	4,200	4,500
101-118-00-41104	Health Insurance	62,989	112,013	65,923	81,349
101-118-00-41105	Social Security	175	0	0	0
101-118-00-41106	Medicare	11,896	12,500	11,928	13,589
101-118-00-41107	LTD/STD/Life	702	780	702	858
101-118-00-41108	Worker's Comp	54,875	49,641	46,858	52,072
101-118-00-41111	Uniform Allowance	3,000	3,300	3,000	3,600
	<b>Employee Benefits Totals:</b>	<b>212,698</b>	<b>271,226</b>	<b>215,607</b>	<b>255,729</b>
	<b>Outside Services</b>				
101-118-00-42001	Contract Services	181,853	259,600	203,796	261,528
	<b>Outside Services Totals:</b>	<b>181,853</b>	<b>259,600</b>	<b>203,796</b>	<b>261,528</b>
	<b>Supplies and Materials</b>				
101-118-00-42101	Office Supplies	0	1,100	0	1,100
101-118-00-42103	Medical Supplies	28,400	39,150	30,485	39,150
101-118-00-42104	Safety Equipment and Supplies	5,666	10,000	10,000	11,000
101-118-00-42107	Gas and Oil	2,394	7,000	9,864	7,000
	<b>Supplies and Materials Totals:</b>	<b>36,460</b>	<b>57,250</b>	<b>50,349</b>	<b>58,250</b>
	<b>Repairs &amp; Maintenance</b>				
101-118-00-42201	Building Maintenance	0	1,500	4,000	1,500
101-118-00-42202	Equipment Maintenance	0	3,500	1,500	3,500
101-118-00-42203	Vehicle Maintenance	16,141	17,000	42,000	17,000
	<b>Repairs &amp; Maintenance Totals:</b>	<b>16,141</b>	<b>22,000</b>	<b>47,500</b>	<b>22,000</b>
	<b>Employee Development</b>				
101-118-00-42301	Training & Education	1,455	7,800	3,675	12,800
	<b>Employee Development Totals:</b>	<b>1,455</b>	<b>7,800</b>	<b>3,675</b>	<b>12,800</b>
	<b>Other Expenditures</b>				
101-118-00-42405	Telephone and Communications	164	0	0	0
	<b>Other Expenditures Totals</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Ambulance Totals:</b>	<b>1,284,785</b>	<b>1,476,624</b>	<b>1,363,061</b>	<b>1,543,899</b>

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
<b>119</b>	<b>Public Works</b>				
	<b>Salaries and Wages</b>				
101-11940-41001	Salaries	247,678	175,745	200,747	209,403
101-119-40-41005	Overtime	0	0	0	0
101-119-41-41001	Salaries	657,985	550,502	591,873	708,071
101-119-41-41005	Overtime	3,790	7,600	377	7,600
101-119-42-41001	Salaries	143,240	163,198	127,824	168,461
101-119-42-41005	Overtime	726	0	0	0
101-119-43-41001	Salaries	108,728	79,842	106,452	106,452
101-119-45-41001	Salaries	243,161	316,538	309,128	329,276
101-119-45-41005	Overtime	828	1,200	64	1,200
	<b>Salaries and Wages Totals:</b>	<b>1,406,137</b>	<b>1,294,625</b>	<b>1,336,465</b>	<b>1,530,463</b>
	<b>Employee Benefits</b>				
101-119-40-41101	Retirement	11,524	10,183	10,663	11,647
101-119-40-41103	Deferred Compensation	3,991	3,000	3,647	3,582
101-119-40-41104	Health Insurance	13,291	6,371	7,849	9,336
101-119-40-41106	Medicare	3,501	2,548	2,801	3,036
101-119-40-41107	LTD/STD/Life	286	129	147	161
101-119-40-41108	Worker's Comp	136,989	123,922	92,142	67,744
101-119-40-41109	Benefits-MOU Obligations	2,080	0	189	520
101-119-41-41101	Retirement	38,664	37,674	38,643	44,453
101-119-41-41103	Deferred Compensation	4,905	3,480	3,680	4,830
101-119-41-41104	Health Insurance	118,047	115,419	115,472	138,093
101-119-41-41106	Medicare	9,186	7,982	8,367	10,267
101-119-41-41107	LTD/STD/Life	1,290	1,069	1,103	1,276
101-119-41-41109	Benefits-MOU Obligations	15,326	14,560	15,059	15,600
101-119-42-41101	Retirement	8,432	10,724	9,000	10,782
101-119-42-41103	Deferred Compensation	1,200	1,200	1,100	1,200
101-119-42-41104	Health Insurance	25,983	25,642	30,221	28,013
101-119-42-41106	Medicare	2,035	2,366	1,775	2,443
101-119-42-41107	LTD/STD/Life	313	286	313	286
101-119-42-41109	Benefits-MOU Obligations	4,146	4,160	3,435	4,160
101-119-43-41101	Retirement	5,524	4,626	6,125	6,015
101-119-43-41103	Deferred Compensation	1,200	1,200	1,200	1,200
101-119-43-41104	Health Insurance	6,265	6,371	5,761	7,457
101-119-43-41106	Medicare	1,550	1,158	1,519	1,544
101-119-43-41107	LTD/STD/Life	130	129	129	129
101-119-45-41101	Retirement	9,939	16,408	14,736	15,114
101-119-45-41103	Deferred Compensation	1,963	1,500	2,384	1,800
101-119-45-41104	Health Insurance	46,219	80,822	84,624	95,945
101-119-45-41106	Medicare	3,365	4,520	4,177	4,774
101-119-45-41107	LTD/STD/Life	487	442	572	571
101-119-45-41109	Benefits-MOU Obligations	7,127	8,320	8,181	8,320
	<b>Employee Benefits Totals:</b>	<b>484,958</b>	<b>496,211</b>	<b>475,014</b>	<b>500,298</b>
	<b>Outside Services</b>				
101-119-40-42001	Contract Services	20,290	10,400	36,164	15,900
101-119-40-42009	Advertising and Legal Notice	1,128	1,000	0	1,000
101-119-40-42015	Other Services	3,484	0	0	0
101-119-41-42015	Other Services	11,687	0	0	0



<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-119-42-42001	Contract Services	276,964	268,949	259,499	362,720
101-119-42-42015	Other Services	2,549	0	0	0
101-119-43-42001	Contract Services	72,581	89,100	115,275	124,765
101-119-43-42015	Other Services	1,670	0	0	0
101-119-45-42001	Contract Services	349,083	115,000	87,866	180,000
101-119-45-42015	Other Services	3,004	0	0	0
<b>Outside Services Totals:</b>		<b>742,439</b>	<b>484,449</b>	<b>498,804</b>	<b>684,385</b>
<b>Supplies and Materials</b>					
101-119-40-42101	Office Supplies	1,373	6,000	1,042	2,500
101-119-40-42102	Publications & Subscriptions	522	2,825	5,500	6,860
101-119-40-42104	Safety Equipment and Supplies	6,808	8,000	8,000	8,000
101-119-40-42105	Materials and Supplies	129,658	41,500	63,500	51,500
101-119-40-42106	Small Tools and Equipment	456	750	7,978	750
101-119-40-42107	Gas and Oil	24,712	25,000	22,004	24,000
101-119-40-42115	Other Supplies	0	0	0	0
101-119-42-42105	Materials and Supplies	0	35,000	91,316	35,000
101-119-42-42106	Small Tools and Equipment	0	0	2,331	0
101-119-42-42115	Other Supplies	536	0	0	0
101-119-43-42105	Materials and Supplies	0	0	75,889	0
101-119-45-42105	Materials and Supplies	0	24,000	20,801	24,000
<b>Supplies and Materials Totals:</b>		<b>164,065</b>	<b>143,075</b>	<b>298,361</b>	<b>152,610</b>
<b>Repairs &amp; Maintenance</b>					
101-119-40-42202	Equipment Maintenance	3,376	5,500	5,500	10,000
101-119-40-42203	Vehicle Maintenance	29,429	41,000	46,000	41,000
101-119-42-42201	Building Maintenance	0	0	13,280	0
101-119-42-42203	Vehicle Maintenance	0	0	0	0
101-119-45-42203	Vehicle Maintenance	0	0	0	0
<b>Repairs &amp; Maintenance Totals:</b>		<b>32,805</b>	<b>46,500</b>	<b>64,780</b>	<b>51,000</b>
<b>Employee Development</b>					
101-119-40-42301	Training & Education	4,863	4,500	600	5,000
101-119-40-42304	Dues & Memberships	1,046	1,150	1,000	1,500
101-119-43-42301	Training & Education	0	0	0	0
<b>Employee Development Totals:</b>		<b>5,909</b>	<b>5,650</b>	<b>1,600</b>	<b>6,500</b>
<b>Other Expenditures</b>					
101-119-40-42403	Printing	0	400	0	400
101-119-40-42404	Shipping/Postage/Freight	0	0	0	0
101-119-40-42408	Permits and Licenses	8,331	0	0	0
101-119-40-42409	Rentals	2,447	2,250	2,250	2,250
101-119-41-42408	Permits and Licenses	0	0	0	0
101-119-43-42408	Permits and Licenses	0	9,500	9,500	9,500
<b>Other Expenditures Totals:</b>		<b>10,778</b>	<b>12,150</b>	<b>11,750</b>	<b>12,150</b>
<b>Capital Outlay</b>					
101-119-40-43002	Bldgs & Improvements	0	0	7,034	0
101-119-41-43004	Machinery & Equipment	0	0	10,380	0
101-119-42-43006	Other Assets	0	0	5,000	0

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-119-45-43005	Vehicles & Fire Trucks	0	0	22,450	0
	<b>Capital Outlay Totals:</b>	<b>0</b>	<b>0</b>	<b>44,864</b>	<b>0</b>
	<b>Public Works Totals:</b>	<b>2,847,090</b>	<b>2,482,660</b>	<b>2,731,638</b>	<b>2,937,406</b>
<b>120</b>	<b>Library</b>				
	<b>Salaries and Wages</b>				
101-120-00-41001	Salaries	659,586	474,961	491,975	643,426
101-120-00-41003	Salaries -Part time	146,449	0	9,011	131,934
101-120-00-41005	Overtime	335	0	0	0
	<b>Salaries and Wages Totals:</b>	<b>806,371</b>	<b>474,961</b>	<b>500,986</b>	<b>775,360</b>
	<b>Employee Benefits</b>				
101-120-00-41101	Retirement	43,358	30,366	29,889	38,541
101-120-00-41103	Deferred Compensation	8,394	6,450	6,484	7,350
101-120-00-41104	Health Insurance	97,637	68,512	55,756	77,984
101-120-00-41105	Social Security	5,706	0	0	8,180
101-120-00-41106	Medicare	11,335	6,887	6,987	11,240
101-120-00-41107	LTD/STD/Life	1,326	923	792	1,062
101-120-00-41108	Worker's Comp	82,085	74,255	45,284	15,658
101-120-00-41109	Benefits-MOU Obligations	15,455	10,400	8,683	13,520
	<b>Employee Benefits Totals:</b>	<b>265,297</b>	<b>197,793</b>	<b>153,875</b>	<b>173,535</b>
	<b>Outside Services</b>				
101-120-00-42001	Contract Services	3,718	3,500	3,500	3,500
	<b>Outside Services Totals:</b>	<b>3,718</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
	<b>Employee Development</b>				
101-120-00-42301	Training & Education	0	0	0	0
	<b>Employee Development Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Library Totals:</b>	<b>1,075,386</b>	<b>676,254</b>	<b>658,361</b>	<b>952,395</b>
<b>121</b>	<b>Community Activities</b>				
	<b>Salaries and Wages</b>				
101-121-00-41001	Salaries	124,134	42,000	48,287	42,000
	<b>Salaries and Wages Totals:</b>	<b>124,134</b>	<b>42,000</b>	<b>48,287</b>	<b>42,000</b>
	<b>Employee Benefits</b>				
101-121-00-41101	Retirement	8,833	3,373	4,101	3,310
101-121-00-41103	Deferred Compensation	744	150	216	150
101-121-00-41104	Health Insurance	13,178	5,039	5,897	5,660
101-121-00-41106	Medicare	1,718	609	707	609
101-121-00-41107	LTD/STD/Life	194	65	80	65
101-121-00-41108	Worker's Comp	10,466	9,468	4,394	5,176
101-121-00-41109	Benefits-MOU Obligations	2,080	0	173	0
	<b>Employee Benefits Totals:</b>	<b>37,213</b>	<b>18,704</b>	<b>15,568</b>	<b>14,970</b>
	<b>Outside Services</b>				
101-121-00-42001	Contract Services	20,809	12,950	12,950	9,000
101-121-00-42005	Community Promotions	21,605	14,136	14,136	19,500

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
101-121-00-42009	Advertising and Legal Notice	1,264	2,000	2,000	3,000
101-121-00-42015	Other Services	2,670	0	0	0
	<b>Outside Services Totals:</b>	<b>46,347</b>	<b>29,086</b>	<b>29,086</b>	<b>31,500</b>
	<b>Supplies and Materials</b>				
101-121-00-42101	Office Supplies	106	200	100	300
	<b>Supplies and Materials Totals:</b>	<b>106</b>	<b>200</b>	<b>100</b>	<b>300</b>
	<b>Employee Development</b>				
101-121-00-42301	Training & Education	1,688	0	0	0
	<b>Employee Development Totals:</b>	<b>1,688</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Other Expenditures</b>				
101-121-00-42403	Printing	65	500	500	2,500
101-121-00-42405	Telephone and Communications	0	0	0	0
	<b>Other Expenditures Totals:</b>	<b>65</b>	<b>500</b>	<b>500</b>	<b>2,500</b>
	<b>Community Activities Totals:</b>	<b>209,553</b>	<b>90,490</b>	<b>93,541</b>	<b>91,270</b>
<b>122</b>	<b>Economic Revitalization</b>				
	<b>Outside Services</b>				
101-122-00-42005	Community Promotions	1,750	0	0	0
101-122-00-42008	Mktg & Economic Dev	1,074,792	824,500	808,500	1,033,307
	<b>Outside Services Totals:</b>	<b>1,076,542</b>	<b>824,500</b>	<b>808,500</b>	<b>1,033,307</b>
	<b>Economic Revitalization Totals:</b>	<b>1,076,542</b>	<b>824,500</b>	<b>808,500</b>	<b>1,033,307</b>
<b>130</b>	<b>Non-Departmental</b>				
101-130-00-42501	Liability Insurance Premium	553,595	712,950	574,662	689,500
101-130-00-42502	Est Litigation Liabilities	2,000	0	0	0
101-130-00-42503	PERS Unfunded Liability	1,351,531	1,598,574	1,598,574	2,833,526
101-130-00-42504	Insurance Claims Paid	13,344	14,400	14,400	30,000
101-130-00-42505	Utilities	222,941	235,000	261,964	235,000
101-130-00-42506	Property Tax Assessments	79,081	76,260	80,501	82,115
101-130-00-42508	Unemployment Costs	18,203	5,400	27,367	15,000
101-130-00-42510	Retiree Health Share	66,323	72,438	72,078	79,980
101-130-00-42511	County Property Tax Admin Fees	66,066	67,422	67,422	70,793
	<b>Non-Departmental Totals:</b>	<b>2,373,084</b>	<b>2,782,444</b>	<b>2,696,967</b>	<b>4,035,914</b>
	<b>Transfers Out</b>				
101-130-00-49009	Transfer Out To: Cap Projects	648,680	0	0	315,311
101-130-00-49010	Transfer Out To: Debt Service	40,155	0	0	882,656
101-130-00-49011	Transfer Out To: Wrkr's Comp	0	0	79,440	116,158
101-130-00-49013	Transfer Out To: Veh & Eq Rep	37,500	0	0	0
	<b>Transfers Out Totals:</b>	<b>726,334</b>	<b>0</b>	<b>79,440</b>	<b>1,314,125</b>
	<b>Non-Departmental Totals:</b>	<b>3,099,418</b>	<b>2,782,444</b>	<b>2,776,407</b>	<b>5,350,039</b>
	<b>GENERAL FUND REVENUES</b>	<b>20,682,571</b>	<b>17,426,268</b>	<b>18,126,186</b>	<b>23,442,516</b>
	<b>GENERAL FUND EXPENDITURES</b>	<b>19,812,606</b>	<b>18,451,462</b>	<b>18,237,115</b>	<b>23,442,516</b>
	<b>General Fund Net Change:</b>	<b>869,965</b>	<b>(1,025,194)</b>	<b>(110,929)</b>	<b>0</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>102</b>	<b>Hostelry Tax</b>				
	<b>Revenue: Taxes</b>				
102-000-00-31005	Transient Occupancy Tax	5,115,271	2,488,198	4,000,409	5,333,562
	<b>Taxes Totals:</b>	<b>5,115,271</b>	<b>2,488,198</b>	<b>4,000,409</b>	<b>5,333,562</b>
	<b>REVENUES TOTALS:</b>	<b>5,115,271</b>	<b>2,488,198</b>	<b>4,000,409</b>	<b>5,333,562</b>
<b>135</b>	<b>Hostelry Tax</b>				
	<b>Expense: Transfers Out</b>				
102-135-00-49001	Transfer Out To: General Fund	6,477,220	2,488,198	2,488,198	5,333,562
	<b>Transfers Out Totals:</b>	<b>6,477,220</b>	<b>2,488,198</b>	<b>2,488,198</b>	<b>5,333,562</b>
	<b>EXPENDITURES TOTALS:</b>	<b>6,477,220</b>	<b>2,488,198</b>	<b>2,488,198</b>	<b>5,333,562</b>
	<b>Hostelry Tax Net Change:</b>	<b>(1,361,949)</b>	<b>0</b>	<b>1,512,211</b>	<b>0</b>
<b>201</b>	<b>Gas Tax</b>				
	<b>Revenue: Taxes</b>				
201-000-00-31011	Gas Tax 2103	27,492	28,581	30,854	35,221
201-000-00-31012	Gas Tax 2105	20,338	20,641	21,267	22,950
201-000-00-31013	Gas Tax 2106	13,246	12,537	13,579	14,289
201-000-00-31014	Gas Tax 2107	25,681	24,147	26,994	29,206
201-000-00-31015	Gas Tax 2107.5	1,000	1,000	1,000	1,000
201-000-00-31016	Gas Tax Other	69,054	59,308	71,152	77,925
201-000-00-31030	Other Taxes	0	0	0	0
	<b>Taxes Totals:</b>	<b>156,810</b>	<b>146,214</b>	<b>164,846</b>	<b>180,591</b>
	<b>Interest &amp; Investments</b>				
201-000-00-37001	Interest & Investment Earnings	247	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>247</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>157,057</b>	<b>146,214</b>	<b>164,846</b>	<b>180,591</b>
<b>211</b>	<b>Gas Tax</b>				
	<b>Expense: Transfers Out</b>				
201-211-00-49009	Transfer Out To: Capl Projects	106,558	0	0	306,567
	<b>Transfers Out Totals:</b>	<b>106,558</b>	<b>0</b>	<b>0</b>	<b>306,567</b>
	<b>EXPENDITURES TOTALS:</b>	<b>106,558</b>	<b>0</b>	<b>0</b>	<b>306,567</b>
	<b>Gas Tax Net Change:</b>	<b>50,500</b>	<b>146,214</b>	<b>164,846</b>	<b>(125,976)</b>
<b>202</b>	<b>Transportation Safety</b>				
	<b>Revenue</b>				
202-000-00-35012	TAMC Revenue	202,544	183,000	184,794	196,212
	<b>Rev from Other Gov Agencies Totals:</b>	<b>202,544</b>	<b>183,000</b>	<b>184,794</b>	<b>196,212</b>
202-000-00-37001	Interest & Investment Earnings	350	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>202,894</b>	<b>183,000</b>	<b>184,794</b>	<b>196,212</b>

<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
212	Transportation Safety				
	<b>Expense: Transfers Out</b>				
202-212-00-49009	Transfer Out To: Cap Projects	196,514	0	0	319,352
	<b>Transfers Out Totals:</b>	<b>196,514</b>	<b>0</b>	<b>0</b>	<b>319,352</b>
	<b>Transportation Safety Net Change:</b>	<b>6,380</b>	<b>183,000</b>	<b>184,794</b>	<b>(123,140)</b>
<b>203</b>	<b>COPS Grant</b>				
	<b>Revenue</b>				
203-000-00-35011	Grants	155,948	160,000	156,727	158,000
	<b>Rev from Other Gov Agencies Totals:</b>	<b>155,948</b>	<b>160,000</b>	<b>156,727</b>	<b>158,000</b>
203-000-00-37001	Interest & Investment Earnings	1,399	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>1,399</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>157,347</b>	<b>160,000</b>	<b>156,727</b>	<b>158,000</b>
<b>213</b>	<b>COPS Grant</b>				
	<b>Expense: Transfers Out</b>				
203-213-00-49001	Transfer Out To: General Fund	242,762	160,000	160,000	213,698
	<b>Transfers Out Totals:</b>	<b>242,762</b>	<b>160,000</b>	<b>160,000</b>	<b>213,698</b>
	<b>EXPENDITURES TOTALS:</b>	<b>242,762</b>	<b>160,000</b>	<b>160,000</b>	<b>213,698</b>
	<b>COPS Net Change:</b>	<b>(85,415)</b>	<b>0</b>	<b>(3,273)</b>	<b>(55,698)</b>
<b>204</b>	<b>Parking in Lieu</b>				
	<b>Revenue</b>				
204-000-00-37001	Interest & Investment Earnings	8,939	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>8,939</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>8,939</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>214</b>	<b>Parking in Lieu</b>				
	<b>Expense: Transfers Out</b>				
204-214-00-49009	Transfer Out To: Cap Projects	0	0	0	0
	<b>Transfers Out Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>EXPENDITURES TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Parking in Lieu Net Change:</b>	<b>8,939</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>205</b>	<b>Asset Seizure</b>				
	<b>Revenue</b>				
205-000-00-36232	Asset Seizure	4,505	0	0	0
	<b>Rev from Other Gov Agencies Totals:</b>	<b>4,505</b>	<b>0</b>	<b>0</b>	<b>0</b>
205-000-00-37001	Interest & Investment Earnings	11	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>4,517</b>	<b>0</b>	<b>0</b>	<b>0</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
<b>215</b>	<b>Asset Seizure</b>				
	<b>Expense: Transfers Out</b>				
205-215-00-49001	Transfer Out To: General Fund	0	0	0	0
	<b>Transfers Out Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>EXPENDITURES TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Asset Seizure Net Change:</b>	<b>4,517</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>206</b>	<b>Measure C/D Sales Tax</b>				
	<b>Revenue</b>				
	<b>Taxes</b>				
206-000-00-31007	Sales & Use Tax-Local Measure	2,611,802	3,050,000	3,713,170	4,206,660
	<b>Taxes Totals:</b>	<b>2,611,802</b>	<b>3,050,000</b>	<b>3,713,170</b>	<b>4,206,660</b>
	<b>REVENUES TOTALS:</b>	<b>2,611,802</b>	<b>3,050,000</b>	<b>3,713,170</b>	<b>4,206,660</b>
<b>216</b>	<b>Measure C/D Sales Tax</b>				
	<b>Expense: Transfers Out</b>				
206-216-00-49001	Transfer Out To: General Fund	663,524	1,805,485	1,805,485	2,728,519
206-216-00-49009	Transfer Out To: Cap Projects	85,690	0	0	509,850
206-216-00-49010	Transfer Out To: Debt Service	1,204,573	1,244,515	1,244,515	0
206-216-00-49013	Transfer Out To: Veh & Eq Rep	160,000	0	0	968,291
	<b>Transfers Out Totals:</b>	<b>2,113,787</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>4,206,660</b>
	<b>EXPENDITURES TOTALS:</b>	<b>2,113,787</b>	<b>3,050,000</b>	<b>3,050,000</b>	<b>4,206,660</b>
	<b>Measure C/D Sales Tax Net Change:</b>	<b>498,015</b>	<b>0</b>	<b>663,170</b>	<b>0</b>
<b>301</b>	<b>Capital Projects</b>				
	<b>Revenue</b>				
	Rev from Other Gov Agencies				
301-000-00-35011	Grants	0	0	0	88,500
	<b>Rev from Other Gov Agencies Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88,500</b>
	<b>Other</b>				
301-000-00-38004	Donations-general	41,777	0	1,000	0
	<b>Other Totals:</b>	<b>41,777</b>	<b>0</b>	<b>1,000</b>	<b>0</b>
	<b>Transfers In</b>				
301-000-00-39001	Transfer In From: General Fund	648,680	0	0	315,311
301-000-00-39003	Transfer In From: Gas Tax	106,558	0	0	306,567
301-000-00-39005	Transfer In From: Trans Safety	196,514	0	0	319,352
301-000-00-39014	Transfer In From: Deposit Fund	0	0	21,250	60,000
301-000-00-39015	Transfer In From: Meas C	85,690	0	0	509,850
	<b>Transfers In Totals:</b>	<b>1,037,441</b>	<b>0</b>	<b>21,250</b>	<b>1,511,080</b>
	<b>REVENUES TOTALS:</b>	<b>1,079,218</b>	<b>0</b>	<b>22,250</b>	<b>1,599,580</b>
<b>311</b>	<b>Capital Projects</b>				
	<b>Expense: Capital Outlay</b>				
301-311-00-43008	Construction in Progress	869,596	0	140,014	1,539,580
	<b>Capital Outlay Totals:</b>	<b>869,596</b>	<b>0</b>	<b>140,014</b>	<b>1,599,580</b>
	<b>EXPENDITURES TOTALS:</b>	<b>869,596</b>	<b>0</b>	<b>140,014</b>	<b>1,599,580</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
	<b>Capital Projects Net Change:</b>	<b>209,622</b>	<b>0</b>	<b>(117,764)</b>	<b>0</b>
<b>401</b>	<b>Debt Service Revenue</b>				
	<b>Interest &amp; Investments</b>				
401-000-00-37001	Interest & Investment Earnings	1,954	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>1,954</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Transfers In				
401-000-00-39001	Transfer In From: General Fund	40,155	0	0	882,656
401-000-00-39015	Transfer In From: Meas C	1,204,573	1,244,515	1,244,515	0
	<b>Transfers In Totals:</b>	<b>1,244,728</b>	<b>1,244,515</b>	<b>1,244,515</b>	<b>882,656</b>
	<b>REVENUES TOTALS:</b>	<b>1,246,681</b>	<b>1,244,515</b>	<b>1,244,515</b>	<b>882,656</b>
<b>411</b>	<b>Debt Service Expense</b>				
401-411-00-44001	Principal	971,460	1,003,770	662,896	677,110
401-411-00-44002	Interest	269,543	237,565	130,311	200,546
401-411-00-44003	Administrative Fees	3,178	3,180	3,913	5,000
	<b>Debt Service Totals:</b>	<b>1,244,181</b>	<b>1,244,515</b>	<b>797,120</b>	<b>882,656</b>
	<b>EXPENDITURES TOTALS:</b>	<b>1,244,181</b>	<b>1,244,515</b>	<b>797,120</b>	<b>882,656</b>
	<b>Debt Service Net Change:</b>	<b>2,500</b>	<b>0</b>	<b>447,395</b>	<b>0</b>
<b>501</b>	<b>Worker's Compensation Revenue</b>				
	<b>Interest &amp; Investments</b>				
501-000-00-37001	Interest & Investment Earnings	6,531	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>6,531</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Miscellaneous</b>				
501-000-00-38001	Reimbursements	54,440	0	0	0
	<b>Miscellaneous Totals:</b>	<b>54,440</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Transfers In				
501-000-00-39001	Transfer In From: General Fund	0	0	79,440	116,158
	<b>Transfers In Totals:</b>	<b>0</b>	<b>0</b>	<b>79,440</b>	<b>116,158</b>
	<b>REVENUES TOTALS:</b>	<b>60,971</b>	<b>0</b>	<b>79,440</b>	<b>116,158</b>
<b>511</b>	<b>Worker's Compensation Expense</b>				
	<b>Outside Services</b>				
501-511-00-42001	Contract Services	0	0	0	13,158
	<b>Outside Services Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,158</b>

Account	Description	2020 Actual	2021 Adopted	2021 Estimated	2022 Adopted
	<b>Supplies and Materials</b>				
501-511-00-42101	Other Supplies	0	0	0	3,000
	<b>Supplies and Materials Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
	<b>Non-Departmental</b>				
501-511-00-42504	Insurance Claims Paid	92,303	0	78,975	100,000
	<b>Non-Departmental Totals:</b>	<b>92,303</b>	<b>0</b>	<b>78,975</b>	<b>100,000</b>
	<b>EXPENDITURES TOTALS:</b>	<b>92,303</b>	<b>0</b>	<b>78,975</b>	<b>116,158</b>
	<b>Worker's Compensation Net Change:</b>	<b>(31,333)</b>	<b>0</b>	<b>465</b>	<b>0</b>
<b>502</b>	<b>OPEB Reserve Fund</b>				
	<b>Revenue</b>				
	Interest & Investments				
502-000-00-37001	Interest & Investment Earnings	22,378	0	0	0
	<b>Interest &amp; Investments Totals:</b>	<b>22,378</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>REVENUES TOTALS:</b>	<b>22,378</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>512</b>	<b>OPEB Reserve Fund</b>				
	<b>Expense: Transfers Out</b>				
502-512-00-49001	Transfer Out To: General Fund	0	0	0	79,980
	<b>Transfers Out Totals:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79,980</b>
	<b>EXPENDITURES TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79,980</b>
	<b>OPEB Reserve Fund Net Change:</b>	<b>22,378</b>	<b>0</b>	<b>0</b>	<b>(79,980)</b>
<b>503</b>	<b>Vehicle &amp; Equipment</b>				
	<b>Revenue</b>				
	<b>Miscellaneous</b>				
503-000-00-38020	Other Miscellaneous	85	0	0	175,000
	<b>Miscellaneous Totals:</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>175,000</b>
	<b>Transfers In</b>				
503-000-00-39001	Transfers In From: Gen Fund	37,500	0	0	0
503-000-00-39009	Transfer In From: Cap Projects	0	0	0	0
503-000-00-39015	Transfer In From: Meas C	160,000	0	0	855,663
	<b>Transfers In Totals:</b>	<b>197,500</b>	<b>0</b>	<b>0</b>	<b>855,663</b>
	<b>REVENUES TOTALS:</b>	<b>197,585</b>	<b>0</b>	<b>0</b>	<b>1,030,663</b>
<b>513</b>	<b>Veh &amp; Equip Replacement</b>				
	<b>Expense</b>				
	<b>Capital Outlay</b>				
503-513-00-43002	Bldgs & Improvements	(0)	0	184,421	0
503-513-00-43003	Infrastructure	0	0	0	375,000
503-513-00-43004	Machinery and Equipment	(166,352)	0	0	15,000
503-513-00-43005	Vehicles & Fire Trucks	(5)	0	60,000	260,000
503-513-00-43006	Other Assets	166,351	0	0	30,000
503-513-00-43007	Tech Hardware/Software	(0)	0	0	45,000



<b>Account</b>	<b>Description</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Estimated</b>	<b>2022 Adopted</b>
503-513-00-43020	Depreciation Expense	282,385	0	0	0
	<b>Capital Outlay Totals:</b>	<b>282,379</b>	<b>0</b>	<b>244,421</b>	<b>725,000</b>
	<b>EXPENDITURES TOTALS:</b>	<b>282,379</b>	<b>0</b>	<b>244,421</b>	<b>725,000</b>
	<b>Veh &amp; Equip Net Change:</b>	<b>(84,794)</b>	<b>0</b>	<b>(244,421)</b>	<b>305,663</b>

