



# CITY OF CARMEL-BY-THE-SEA

## Public Works Report and Infrastructure Report Card

*A Farewell Address  
Robert Harary, P.E.  
Director of Public Works*

City Council  
December 3, 2024

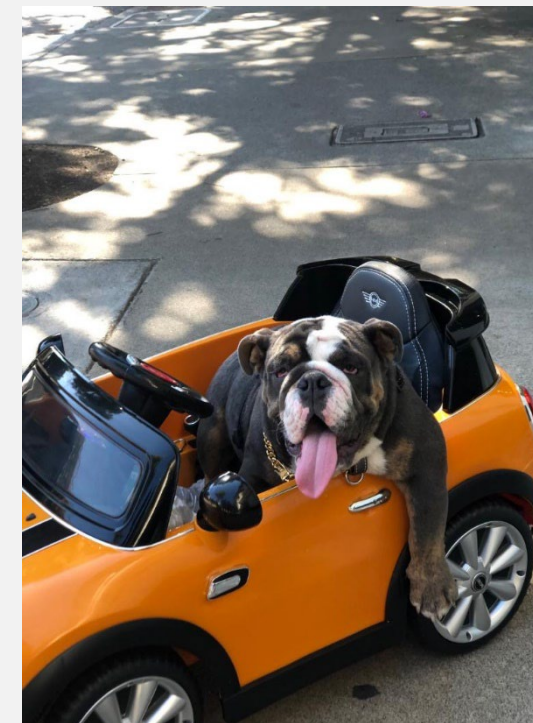


# OBJECTIVES

- ❖ **Review Department Structure, Resources, and Services**
- ❖ **Review Significant/Diverse Accomplishments past 7 years**
- ❖ **Infrastructure Report Card 2024 Compared to 2017**



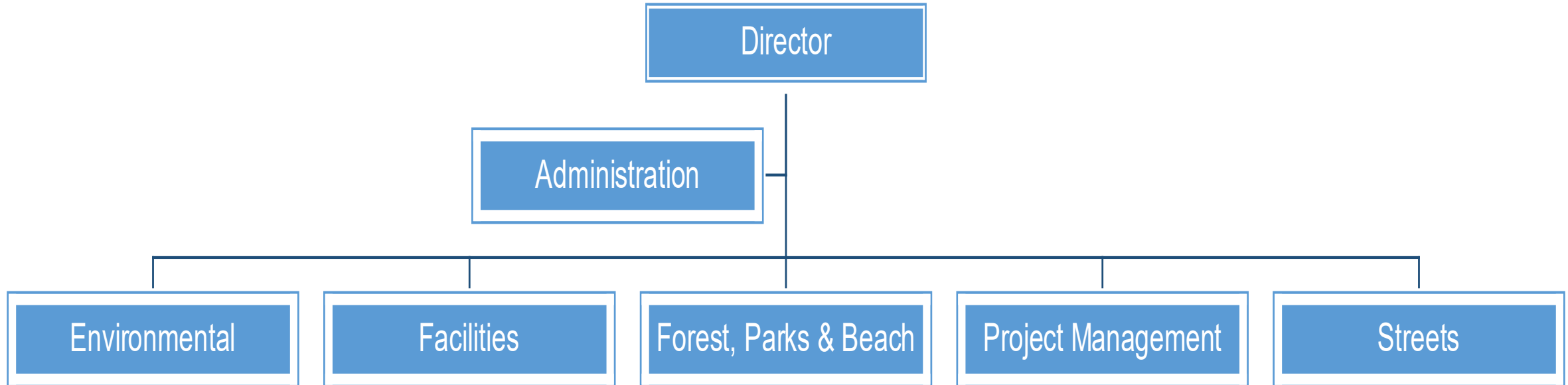
# TEAM PUBLIC WORKS







# PUBLIC WORKS ORGANIZATION



## Fiscal Year 2018/19:

**\$3.37M Operating Budget**

**\$4.37M CIP Budget**

**21 FTE Positions, 5 Vacancies**

## Fiscal Year 2024/25:

**\$6.54M Operating Budget**

**\$12.18M CIP Budget**

**25 FTE Positions, 5-6 Vacancies**



# PW ADMINISTRATION

## **Public Works Director, Admin Analyst, Admin Coordinator**

- **Annual and 5-year Capital Improvement Plan (CIP)**
- **Budgeting and Financials processing**
- **Council Reports and presentations**
- Department meetings, team building, training
- **Forest & Beach Commission, TAMC TAC, and Traffic Safety Committees**
- Program Management Consultants oversight (CIP projects)
- Recruiting



# ACCOMPLISHMENTS - ADMINISTRATION

- CIP Contingency Fund established
- **City Engineer** duties returned in-house
- **Council Strategic Priorities** – updated progress
- Friday Letters
- **Leadership Carmel Legacy Projects:** Forest Hill Park Nature Play and Scenic and Eighth Avenue Overlook
- **Forest Theatre Lease Agreement with Pac Rep**
- **Mass SOQ Process** – streamline consultant selection process
- Purchasing Ordinance Update – supported
- Replaced Sole Source procurements with competitive processes
- **Revised Construction Contract and Professional Services Agreement templates**



# ENVIRONMENTAL PROGRAMS

## Environmental Programs Manager, Environmental Analyst

- Climate Action and Adaptation Plan Projects
- **Coastal Engineering Study**
- Environmental & CEQA guidance for Public Works
- **Regional MRSWMP and ReGEN Committees**
- Regulatory & Environmental Agency coordination
- Review private development applications
- **Sensitive Habitat Projects: North Dunes and Mission Trails Nature Preserve**
- **Storm Water Quality Annual Reports to WQCB**
- Storm Water inspections, enforcement
- **Waste/Recycling projects**





# ACCOMPLISHMENTS - ENVIRONMENTAL

- **Climate Action and Climate Adaptation Plans** – prepared, adopted
- Climate Committee established
- **Coastal Engineering Study, Phase I** complete, Phase 2 - \$500k CCC Grant
- **Dual Trash/Recycling Cans** replaced small, trash-only squirrel cans
- **Earth Day** established
- GIS System initiated
- **No Plastics Ordinance** adopted – first in region
- SB 1383 – Waste Reduction/Recycling/Organics program to reduce GHG
- Storm Water Ordinances Sections 17.42, 17.43 updated





# FACILITIES MAINTENANCE

## Facilities Maintenance Supervisor, Facilities Maintenance Specialist

- **20 Buildings with 137,000 SF**
- Annual Safety Inspections
- **Coordinate repairs w/building trade contractors and vendors**
- Generators testing and maintenance
- **Janitorial Services oversight**
- Small construction projects
- **Supports building-oriented CIP projects**
- Urgent Repairs

Ocean Avenue Median Lighting



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



# ACCOMPLISHMENTS - FACILITIES

- **1,000+ Lights Replaced with LEDs**
- **ADA Transition Plan 2018 developed, 7 years ADA Upgrade Projects**
- Concrete Beach Access Stairs repaired
- Electric Heat Pumps installed at no cost
- **Electrical Panel Assessments:** CH, FS, SC, VL, replaced holiday tree panel
- Forest Theatre: New Stage Deck, Stage Truss
- **Janitorial Contract** – revamped, rebid, computerized inspection program
- Ocean Avenue Median Islands Lighting Project
- **Park Restrooms Improvements**
- Scout House: Roof Replaced, Decision to relocate to another site



# FORESTRY, PARKS & BEACH

## City Forester, Assistant Forester, Permit Tech, Tree Climber, Gardener, and 2 Maintenance Workers

- 12K Trees: planting, watering, pruning, removals, stump grinding
- **Carmel Forest Master Plan development**
- **Collaborate with Volunteers Groups**
- Coordinate PG&E safety pruning
- **Emergency Response**
- **Forest & Beach Commission** reports and presentations
- Fuel Reduction Program
- Issue Permits for tree removals and pruning
- **Manage 3 Trees and 1 Landscape Maintenance Contractors**
- Private Development Applications, site assessments
- Pruning for Traffic Safety





# ACCOMPLISHMENTS - FORESTRY

- **CFMP – 12,000 Tree Inventory, Condition Assessment, Tree Keeper**
- Community Wildfire Prevention Plan – supported
- **Crew Capabilities Increased:** mid to large tree removals and stumps
- Demonstration Rain Garden at Public Works
- Mass Tree Pruning Downtown (2022)
- **MTNP – Significant Invasive Removals (FOMTNP)**
- Multiple on-call Tree Service Contractors implemented
- **Revamped on-call Task Order Processing**
- Stump Grinder – City's first
- **Tree Fees Modified** – evaluations only and waived if dead







# PROJECT MANAGEMENT



## 2 Project Managers (Supplemented by 3 PM Consultants)

- **CIP Projects: Engineering Design, Bidding, and Construction Management services**
- Conditions of Approval for major Encroachment Permits
- Coordinates with other departments, utilities, regulators
- Manages Consultants and Contractors
- Prepares/reviews technical reports, plans, specifications, contract documents, cost estimates
- **Transportation, Drainage, Facility Renovation Projects**



# ACCOMPLISHMENTS – PROJECTS

- **Building Condition Assessments:** City Hall, Fire Station, PW, Vista Lobos
- **Diesel and Gas Fuel Tanks, Pump Removed** from PW Yard
- MTNP Footbridge Reconstructed at Eleventh Avenue, PW Team Building
- **MTNP – Tank and Pump House Removed, Well Decommissioned**
- **San Antonio Pathway Reconstruction Project** - construction
- Sunset Center – Electrical Panel Reconstruction and EV Chargers (2026)
- Shoreline Infrastructure Repairs, Phase 1 and Fourth Avenue Outfall Wall Reconstruction – Consultant Agreement IP
- **Vista Lobos EV Chargers and Electrical Panel** – designed (construct 2025)



# STREET MAINTENANCE

**Public Works Superintendent, Streets Supervisor,  
2 Maintenance Workers III, 6 Maintenance Workers I/II**

- **Annual Sidewalks and Storm Drainage Condition Surveys**
- Beach Sand redistribution
- Emergency Response
- Fleet Maintenance
- Repair curbs, gutters, fences, walls
- **Street Maintenance:** potholes, pavement patching, berms
- Street Saver Pavement Management System
- **Street Sweeping**
- **TAMC Funding:** Measure X, Gas Tax, SB-1, RSTP funds
- **Traffic Signage, striping, markings**
- Utility and Encroachment Permit applications



# ACCOMPLISHMENTS - STREETS

- 20-Year Regional Transportation Plans updated
- Bike Route USBR 95, Canada to Mexico borders, to pass through Carmel
- **Cross Training Maintenance Workers – Forestry and Streets**
- **First Official Bike Route – San Carlos, Eighth to Thirteenth**
- Traffic Control Plan Guidelines developed
- Traffic Sign Plotter replaced
- **Sidewalk Repairs** – ongoing, dedicated crew
- **Supported Numerous Special Events**
- Vehicle Barriers purchased







# ACCOMPLISHMENTS - VOLUNTEERS

## **Carmel Cares**

- **Scenic Pathway Improvements**
- **Ocean Avenue Median Islands landscaping**
- Forest Theater landscaping and other improvements
- **Community Engagement Programs:** Median Minders, Downtown Detail

## **Friends of Mission Trail Nature Preserve**

- Trails Maintenance
- **Weedies:** Invasive removals, landscaping

## **Garden Club**

- Gardens: City Hall, Harrison Memorial Library, North Dunes

## **Friends of Carmel Forest**

- Tree plantings and care



# ACCOMPLISHMENTS – CITY HALL, FIRE

## City Hall

- **ADA Upgrades**
- Ceiling Lights and Tiles
- Climate Control System
- Covid Filtration Systems, Plexiglass
- Parking Lot Resurfaced
- **Retaining Wall repaired**
- **Roof Replaced**

## Fire Station

- Back Deck resurfaced
- **Backup Generator refurbished**
- Bay Doors painted
- Kitchen Appliances
- Lockers
- **Painted Interior upstairs**
- Roof Repairs, partial replacement
- **Vehicle Exhaust System**



# ACCOMPLISHMENTS - LIBRARIES

## Harrison Memorial Library

- ADA Upgrades
- **Exterior Painted**
- **Gathering Room** constructed
- HVAC Units replaced
- **Library Master Plan and Condition Assessments**

## Park Branch Library

- **Backup Generator and Sump Pump System** for basement
- Dehumidifier for History Vault
- Dumbwaiter Decommissioned
- Interior Painting, Lobby Remodel
- **Storm Shelter electrical outlets and heating**
- **Story Room modifications**
- Tenant Improvements





# ACCOMPLISHMENTS – POLICE/PUBLIC WORKS

- Building Condition Assessments
- **Concept Plan developed to Maximize Existing Site (coming soon!)**
- Construction Phasing Plan developed to minimize swing space needs
- **Electrical Panels replaced in Garage**
- Garage Rollup Door replaced
- Lightning Suppression System
- PW Breakroom Renovation
- PW Building Exterior Painting
- PW Front Office Remodeled
- **Police Dispatch Room Renovation**
- Police Detectives Office Renovation





# ACCOMPLISHMENTS – SUNSET CENTER

- **Boiler Replaced**
- Bollards
- Carpenter Hall Heater Replacement
- **Cottage Windows Repaired**
- Fire Pipe Leak emergency repair
- **Fire Pump Replaced – emergency**
- **North Wing Exterior Painted**
- Portico Design Concept
- **Retaining Wall Repairs designed, “Shovel ready” (2025)**
- Stage Rigging System





# ACCOMPLISHMENTS – UTILITIES

- **Cal AM – Dolores Waterline, Santa Lucia to Eighth Avenue**
- CAWD – Rehab Sewer Manholes
- **CAWD – Guadalupe & Santa Fe Pipe Bursting (2025)**
- CAWD – Scenic Road Sewer Reconstruction (2025)
- **Del Mar – Underground District Established using Rule 20A Credits**
- **PG&E – Gas Line replacement – Fourth Avenue, Camino Del Monte**
- WAVE – Fiber Optic Cable Permit IP



# INFRASTRUCTURE REPORT CARD

- American Society of Civil Engineer's National Report Card model
- 6 Categories: Streets/Pavement, Drainage System, Facilities, Fleet, Forestry/Parks, and Beach/Shore
- 2024 compared to Benchmark Year 2017
- School Grades: A to F

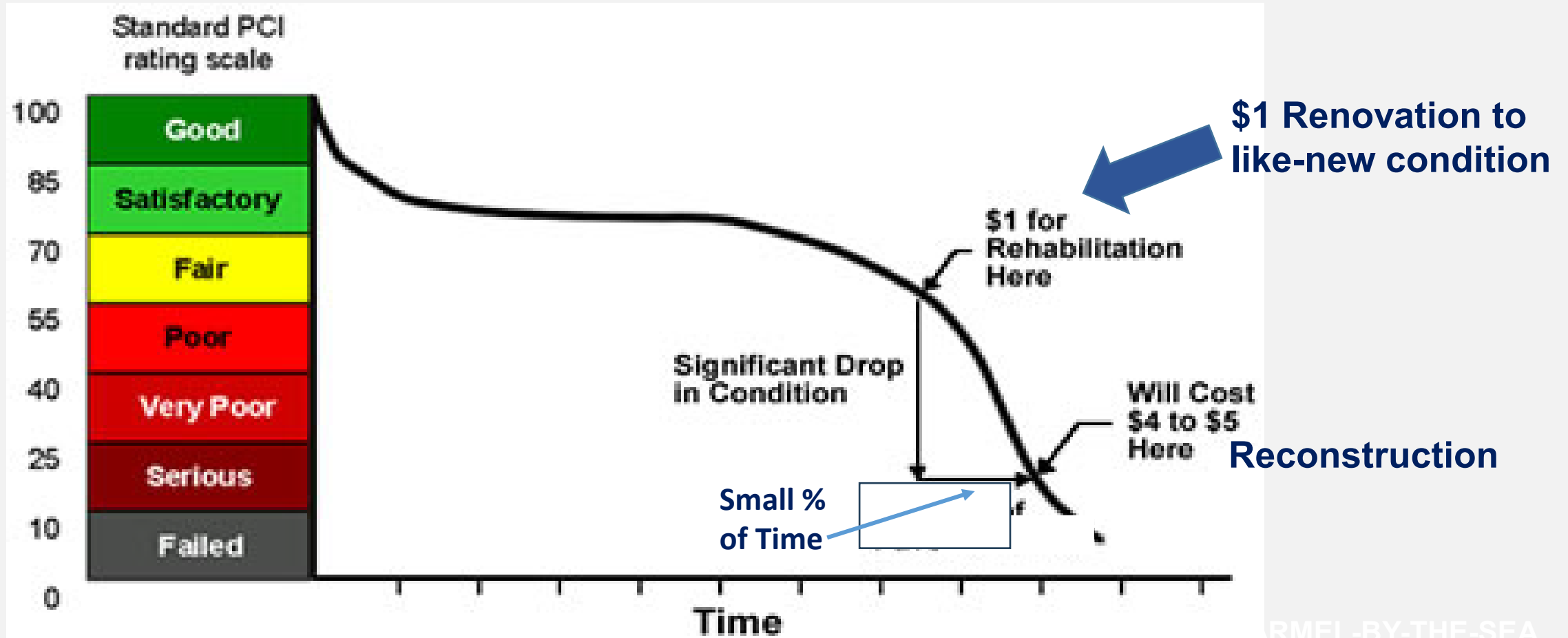
## INFRASTRUCTURE REPORT CARD





# INFRASTRUCTURE DECAY & RENEWAL

## INFRASTRUCTURE LIFE CYCLE







# REPORT CARD: Pavement, Streets

- **Best Pavement Condition in Monterey County**
  - External Funding – Gas Tax, Measure X, RSTP, SB-1 – 30% of project budget
  - **FY 2018/19, 2019/20, 2021/22 Annual Paving Projects**, including Ocean Ave.
  - **FY 2022/23 – Concrete Streets “shovel ready” - \$2.7M**
  - **FY 2024/25 – Conglomerate Paving Project, \$2.8M funded (2025)**
  - **Micro-Surfacing – first application**
- 
- **Challenges: Bike Lanes, Concrete Streets Cost, County Potholes, Sidewalks**

Road Class	2017	2024
Arterials	62	80
Collectors	62	64
Residential	59	71
<b>Overall PCI</b>	<b>62</b>	<b>70</b>

<b>2017</b>	<b>C+</b>
<b>2024</b>	<b>B+</b>



# REPORT CARD: Drainage

- *In 2017, we had no idea what the condition of our drainage system was. Now we know exactly where investment is needed, in priority order!*
- **3 Drainage Projects: 11th, Lincoln/Second, Santa Fe**
- **Fifth Avenue Storm Drain Improvement Project**
- **MTNP 3 Drainage Projects**
- **MTNP Stream Stability Study 2019 – 8 projects**
- **Storm Drain Master Plan 2020 – City’s first and Update 2023**
- **Challenges: Junipero Bypass, #1 Priority, \$3M+**
- **Surface water in/out of private properties**



2017	D-
2024	C+



# REPORT CARD: Facilities

- **Condition Assessments Completed** for most facilities
- Libraries Master Plan could launch major upgrades for both libraries
- **Numerous Improvement Projects and Repairs Completed**

## Challenges:

- **8 buildings +/- 100 years old**
- **Flanders Mansion and Scout House: unused for decades, but deterioration, maintenance, and repairs ongoing**
- **Millions \$ needed for City Hall, Fire Station, Vista Lobos identified repairs**
- **Police and Public Works Building – Past useful life, unfit for staff, and 7 years of planning – Let’s get it done!**
- **Sunset Center needs major repairs (ex. lobby elevator modernization)**
- **Deferred Maintenance Graph – Moving from \$1 Renovations to \$5 Rebuilds**

2017	C-
2024	D



# REPORT CARD: Fleet

- **6 EV Charging Stations installed, 12+ in progress**
- ATV for beach
- Community Activities Van
- **Dump Truck**
- **Electric Street Sweeper, \$250k 3CE rebate**
- Electric Bikes and Motorcycles
- EVs for Police and City Hall
- **Fleet Maintenance** returned in-house (since 1990s)
- **Ordered Ambulance & Fire Engine (2025)**
- Traffic Line Striper

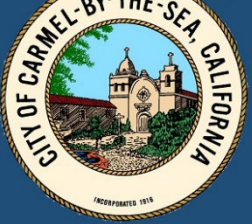
## Challenge:

- **State Mandates for EV Conversion**



2017	C
2024	B





# REPORT CARD: Forestry/Parks

- **Carmel Forest Master Plan** in progress
- Contractor Task Order Processing
- **Crew Skills improved**
- **Emergency Response protocol improved**
- PG&E Pruning coordination improved
- Citizen Requests tracking improved

## Challenges:

- **3+ Year backlog: Dead, Very Poor, Poor Trees**
- **600+ Stumps**
- **Aging Forest: drought, disease**
- **Impacts from Winter Storms**
- **Outdated Tree Ordinances**
- **Staff Vacancies**



2017	B
2024	C+



# REPORT CARD: Beach/Shore

- **Beach Cleanups** – Public/Private Partnership
- CIP for Beach Stair Repairs and Fourth Avenue Outfall Reconstruction
- **Coastal Engineering Study** – Condition Assessments, Beach Sand, SLR
- **Fire Pits removed**
- **North Dunes Habitat Restoration**, Volleyball Courts relocated
- **Scenic Pathway transformation**

<b>2017</b>	<b>D+</b>
<b>2024</b>	<b>C</b>

## **Challenges:**

- **Climate Change: increasing storms and sea level rise**
- **Equipment Access Ramp washed out**
- **Permitting Requirements for beach repairs**
- **Wooden Stairs at end of useful life**



# INFRASTRUCTURE SUMMARY

Infrastructure	2017 Grades	2024 Grades
Pavement/Streets	C+	B+
Drainage	D-	C+
Facilities	C-	D
Fleet	C	B
Forestry/Parks	B	C+
Beach/Shore	D+	C
Overall	C-	C+

## Doing Better:

- 1) Streets
- 2) Drainage
- 3) Fleet

## Investment Needed:

- 1) Buildings and Facilities
- 2) Drainage System
- 3) Shoreline Infrastructure



# QUESTIONS?

# Thank You!