

CITY OF SANTA CRUZ

2025 ANNUAL BUDGET

July 1, 2024 - June 30, 2025



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ANNUAL BUDGET INTRODUCTION

Fiscal Year
July 1, 2024-
June 30, 2025



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Mayor Fred Keeley



Vice Mayor Renee Golder
District 6



Sandy Brown
District 5



Sonja Brunner
District 2



Shebreh Kalantari-Johnson
District 3



Scott Newsome
District 4



Martine Watkins
District 1



Mayor and City Council

cityofsantacruz.com/government/city-council/councilmembers



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Santa Cruz
California**

For the Fiscal Year Beginning

July 01, 2023

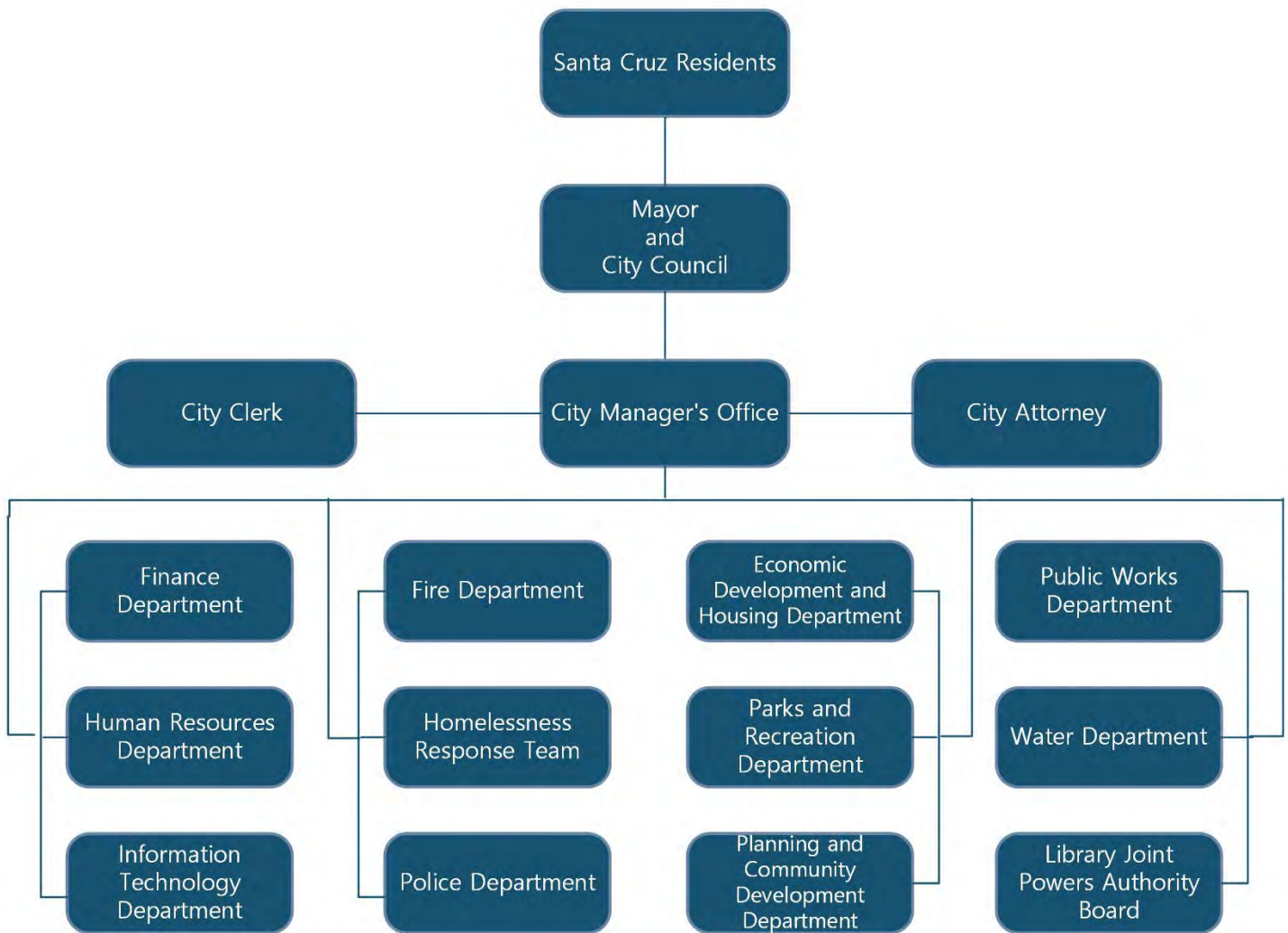
Christopher P. Morrell

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Santa Cruz, California, for its Annual Budget for the fiscal year beginning July 01, 2023. In order to receive this award, the City must publish a budget document that meets program criteria as a policy document, financial plan, operations guide, and communications device. This award is valid for one year only.

We believe our current budget continues to meet program requirements and we are submitting it to GFOA to determine its eligibility for the award for the fiscal year beginning July 01, 2024.

Organization Chart



Administrative Staff

City Manager.....	Matt Huffaker
Assistant City Manager	Laura Schmidt
Director of Planning and Community Development	Lee Butler
Chief of Fire.....	Robert Oatey
Chief of Police.....	Bernie Escalante
City Attorney.....	Anthony Condotti
Director of Economic Development and Housing.....	Bonnie Lipscomb
Director of Finance	Elizabeth Cabell
Director of Human Resources	Sara De Leon
Director of Information Technology	Ken Morgan
Director of Libraries	Eric Howard
Director of Parks and Recreation.....	Tony Elliot
Director of Public Works.....	Nathan Nguyen
Director of Water.....	Heidi Luckenbach

Board, Commission & Committee Chairpersons

Arts Commission.....	Valeria Miranda
Board of Building and Fire Appeals	Monica Ratliff
Commission for Prevention of Violence Against Women	Danielle Long
Downtown Commission.....	Joe Ferrara
Equal Employment Opportunity Committee	Tremain Hedden-Jones
Historic Preservation Commission.....	David Subocz
Library Advisory Commission	Mike Termini
Parks and Recreation Commission.....	Kristina Kincaid Glavis
Planning Commission	Julie Conway
Sister Cities Committee	Linda Snook
Transportation and Public Works Commission	Ron Goodman
Water Commission.....	Justin Burks

Guide to the Document

This Guide to the Document gives a brief description of the document organization and the different sections within the document.

Introduction

The introduction of the budget document introduces the reader to the **City Council**: Mayor, Vice-Mayor and Councilmembers that represent the citizens of the City of Santa Cruz. The Finance Department received the **GFOA Distinguished Budget Award** for the FY2024 budget document and our achievement is represented. The **City Organizational Chart** and a list of **Administrative Staff and Board, Commissions and Committee Chairpersons** is also provided.

City Overview

The City Overview section of the budget document includes a timeline and a brief history of the City, climate, geography, and demographics. There is a description of the City's government structure and services, the budget process, the basis of accounting, and the City's fund structure.

Budget Discussion

This section of the budget document contains important information with regards to the City of Santa Cruz and the budget. The **City Manager's Message** gives an overview of the state of the City. The new **Citywide Strategic Plan** outlines the City's priorities for the next five years. The **Budget in Brief** is a quick look at the General Fund budget by revenue and expenditures, property and sales tax allocation, City-wide expenditures, staffing levels, Capital Investment Program, and City "At a Glance" numbers. Next is the **Primary General Fund Budget and General Revenues**. This section of the budget document provides information about total expenditures, how much of those total expenditures are financed with program revenues and other allocated sources, and the resulting net amount of expenditures which need to be supported by taxes and other general revenues. **Primary General Fund Budget and General Revenues Tax Trends and Charts** provide historical and comparative information about the City's Tax Revenues. Lastly, an overview of our **Climate Action Plan, Climate Adaptation Plan, and Health in All Policies** programs are provided to share how the City of Santa Cruz is a leader in equity, sustainability, and public health.

Financial Summaries

This section of the budget document gives the reader an overall representation of the City and the budget. The **Recap of Funds-Fund Balance** schedule highlights the beginning fund balance, adopted revenues and expenditures, and projected ending fund balance for funds by type. Also provided is an explanation of the **Assignment of the Fund Balance of the General Fund** as well as an **Explanation of Fund Balance Change Over 10%**. Next, readers will find the **Audited Net Position of the Enterprise Funds** followed by an explanation of the **Differences Between ACFR and the Annual Budget** to assist in understanding the ways in which the City of Santa Cruz's Annual Comprehensive Financial Report differs from the annual budget. Included in this explanation is an example of a reconciliation between the Annual Report and the Annual Budget for fiscal year 2022 for one of the City's Enterprise funds. The **Summary of Projected Revenues and Other Financing Sources by Fund Type** provides information about each revenue source, both from a historical perspective and the next year adopted amounts. The **Summary of Projected Expenditures and Other Financing Uses by Fund Type** provides information about the operating budget for each fund including total Operating Budget, Debt Service, and Capital Outlay. The **Revenues and Other Financing Sources-Primary General Fund** provides information about each General Fund revenue source, both from a historical

perspective and the next year adopted amounts. The **Operating Expenditures by Department-Primary General Fund** provides information about each General Fund account both from a historical perspective and the next year adopted amounts. The Summary of Transfers summarizes transfers between funds.

Personnel

This section provides an overview of personnel changes from year to year. The **Overview of Changes** is the narrative of personnel additions and deletions for FY2025. The **Position Authorization** table lists the total City staff by department and job title as well as the changes over the past 4 years.

Department Summaries

This section provides a Department description and the **Core Services** provided. A chart of **Accomplishments and Goals** details the success of the department as well as indicating which Citywide Strategic Plan focus area it relates to. Icons for our Health in All Policies program is also added to highlight the areas that promote equity, sustainability, and public health. **Workload Indicators** and **Performance Measures** are provided to demonstrate the effectiveness of the functions of the department. The **Budget Summary** gives a financial breakdown of the department. The *Expenditures by Character* section gives an overview for the FY 2023 actual expenditures, the FY 2024 adopted budget, the FY 2024 amended budget, the FY 2024 estimated actuals, and the budget for FY 2025. The *Expenditures by Activity* section displays the same information by activity and fund, and *Resources by Fund* displays the total funding sources by fund followed by the *Net General Fund* cost. The *Total Authorized Personnel by Department* line shows the total number of positions authorized by the department. Next, a **Staffing history** list is provided for each department. This list shows the amended budget staffing number for the past 3 years and the FY 2025 staffing. Lastly, a departmental **Organization Chart** is provided.

Capital Outlay

The capital outlay section lists the capital equipment items that are funded in the capital outlay accounts in the expenditure detail section of each activity and department. Capital Assets are defined by the City as assets having an estimated useful life in excess of one year, and an initial, individual cost in excess of the capitalization thresholds described below:

Infrastructure	25,000
Buildings and lease improvements	10,000
Land improvements	10,000
Leased buildings	10,000
Machinery and equipment	5,000
Leased equipment	5,000
Software (if qualified)	5,000

Overview of Financial and Budgetary Policies

The Overview of Financial and Budgetary Policies Section provides a summary of the policies in the City of Santa Cruz that affect the budget: **Budgetary Policy, Debt Management Policy, General Fund Reserve Policy, Budget Appropriation and Control Policy**, budget sections of the **City Charter, Council Policy-Finance & Accounting, Grants Policy, and the Donations & Contributions Policy**. In addition to the summaries provided, links accompany each policy to allow our readers to access the policies in their full text.

Capital Investment Program

The Capital Investment Program identifies major capital projects and funding sources. A project is considered a Capital Investment project if it is undertaken to acquire a capital asset (construction of public building, street improvements, fire trucks), will have a long service life and is nonrecurring, or is an expensive project or considered major. A more detailed guide is included in the introductory section of the Capital Investment Program Budget document.

Appendices

The Appendix Section provides additional, supporting information and documents to assist in understanding our budget document. The first document is the **Adopted Budget Resolution** from the June 11th, 2024 council meeting. Next, the **Prop 4 Appropriations Limit** resolution confirms the City is below the calculated limit. The City's **Debt Service and Pension Obligations** shows current debt, future planned obligations, and unfunded liabilities (Pensions and Other Post Employment Benefit Obligations). A **Legal Debt Limit** schedule is presented with the most current assessed City of Santa Cruz real and personal property value. The **Acronyms and Glossary** sections provide definitions to many of the words and acronyms used throughout the document.



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CITY OVERVIEW

Fiscal Year
July 1, 2024-
June 30, 2025



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City Overview

Important Dates in Santa Cruz History

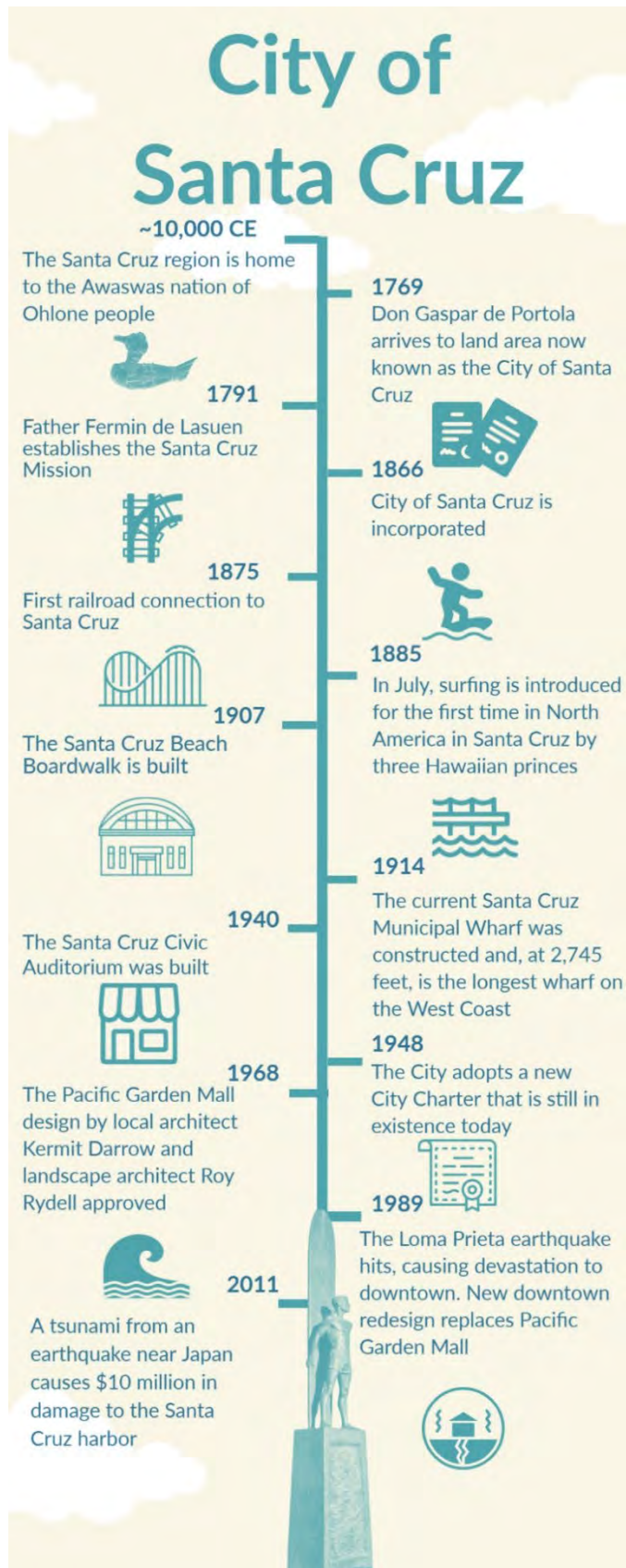


Figure 1 Santa Cruz Mission



Figure 2 Stage of the Santa Cruz Civic Auditorium

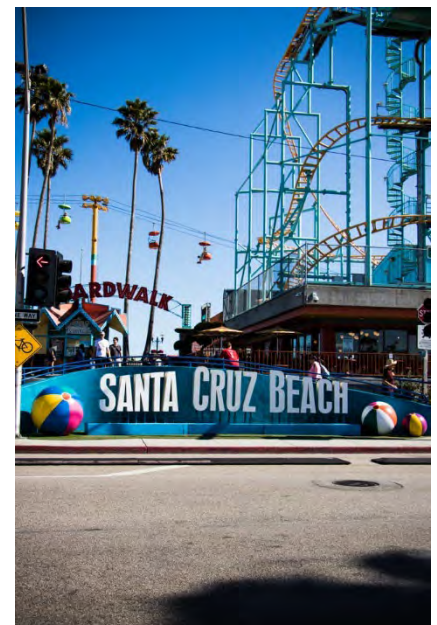


Figure 3 Sign at the entrance to the Santa Cruz Beach Boardwalk

History

The city of Santa Cruz, CA has a rich and varied history that spans thousands of years. Indigenous people have been living in the Santa Cruz region for at least 12,000 years. Prior to the arrival of Spanish soldiers, missionaries and colonists in the late 18th century, the area was home to the Awaswas nation of Ohlone people, who lived in a territory stretching slightly north of Davenport to Rio Del Mar.

The Awaswas tribe was made up of approximately one thousand people, and their language is now extinct. The only remnants of their spoken language are three local place names: Aptos, Soquel, and Zayante, and the name of a native shellfish – abalone.

At the time of colonization, the Indigenous people belonged to the Uypi tribe of the Awaswas-speaking dialectical group. They called the area Aulinta.



The People of Santa Cruz by Ann Elizabeth Thiermann

Santa Cruz was officially incorporated in 1866 as a town under the laws of the State of California, and it received its first charter as a city in 1876. At that time, the city was governed by a Mayor and Common Council consisting of four members. In 1907, the citizens voted for a new charter that designated a mayor as the chief executive and a City Council consisting of seven members. Over the years, subsequent charters gave a mayor and four commissioners both executive and administrative powers. The city was divided into five departments: Public Affairs, Revenue and Finance, Public Health and Safety, Public Works, and Streets and Parks.

In 1948, the City of Santa Cruz adopted a new city charter that established a council-manager form of government. Under this new system, a mayor and six councilmembers set policy for the city, while a city manager served as the chief administrator of those policies. This charter, with amendments, is still in existence today.

Throughout its history, Santa Cruz has experienced both triumphs and tragedies, from devastating earthquakes and fires to periods of economic growth and development. Despite these challenges, the city has remained resilient and continues to be a vibrant and thriving community. Today, Santa Cruz is known for its beautiful beaches, vibrant downtown area, and rich cultural heritage.

Climate

The City of Santa Cruz enjoys a mild Mediterranean-like climate throughout the year with average high temperatures in the mid-70's and average lows in the low-50's. From the beautiful beaches along the Pacific Ocean to the tall redwoods in the mountains, Santa Cruz offers a variety of outdoor-oriented activities. Year-round, residents and tourists can enjoy beach walking, surfing, hiking, biking, camping, golfing and more in Santa Cruz's mild weather.

Geography

The City of Santa Cruz is located along the Central Coast of California, on the northern edge of the Monterey Bay, approximately 74 miles south of San Francisco and 30 miles west of San Jose. Comprising of only 12 square miles, it is nestled between the Santa Cruz Mountains and the Pacific Ocean. Santa Cruz lies at the north end of Santa Cruz County, is the county seat for the county, and the most populated city in the county.



Education

Students in public school from pre-kindergarten through 12th grade attend school in Santa Cruz City Schools districts. There are 4 elementary schools in the elementary district serving nearly 2,000 students. The secondary district includes 2 middle schools, 3 high schools, a continuation school, an independent studies program, and a home school program serving approximately 4,660 students. There are also numerous private education options at all grade levels.

University of California at Santa Cruz (UCSC) is a world class institution of higher education located in the foothills of Santa Cruz. With 64 academic programs, cutting-edge research, and a reputation for excellence, UCSC attracts students from all over the world. Total student enrollment for fall 2023 was 19,764.

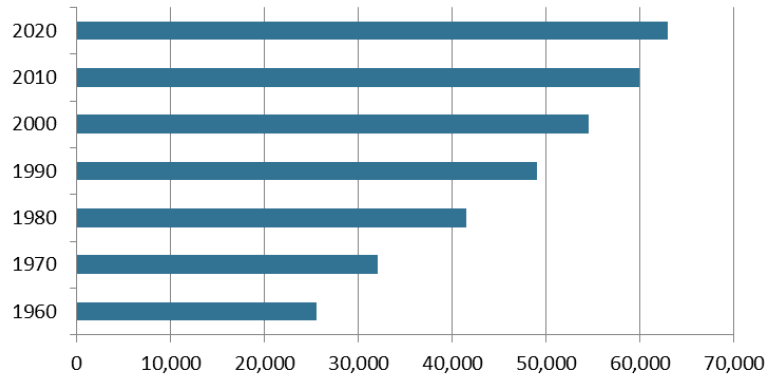


Demographics

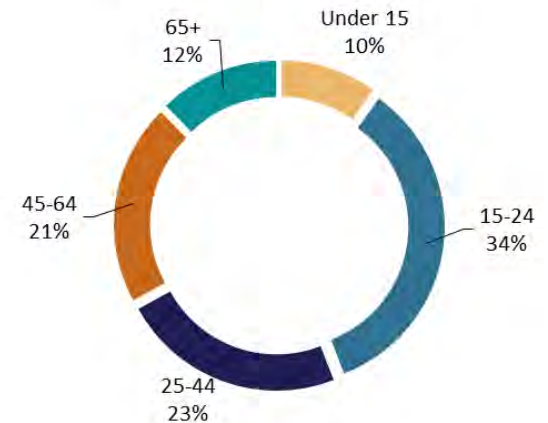
Population

As of January 1, 2023, the City's population was 63,224, according to the State Department of Finance (DOF).

Santa Cruz Population Growth



Age Distribution

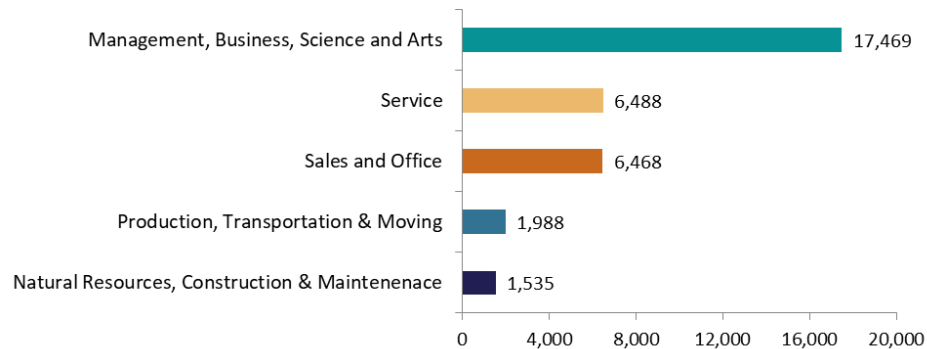


Employment

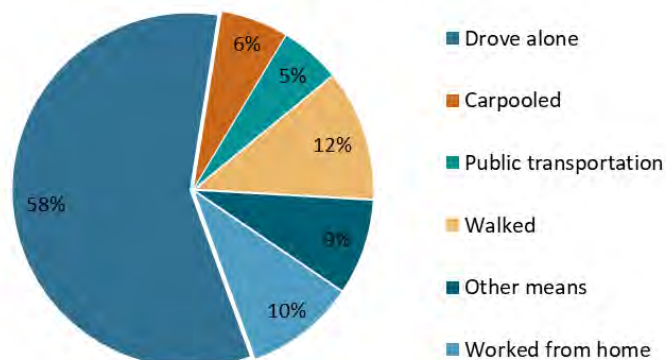
Total Employed: 29,700

Unemployment: 4.5%

Occupations



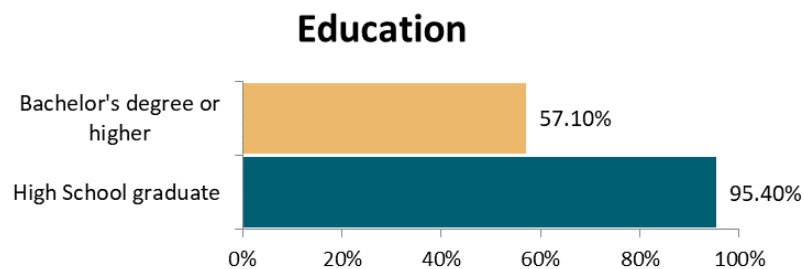
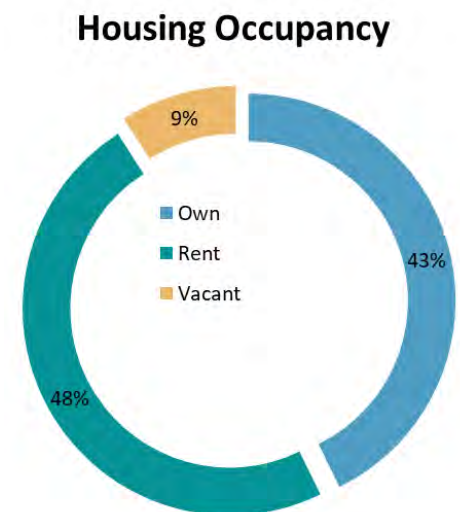
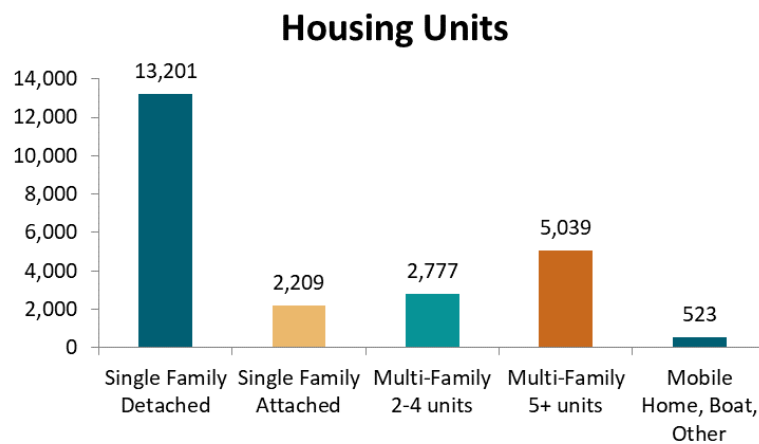
Commuting to Work



Economy, Housing and Education

Santa Cruz Top 10 Employers (FY2023)	# of employees
University of California at Santa Cruz	9,105
County of Santa Cruz	2,804
City of Santa Cruz	914
Costco Wholesale Corp	314
Safeway Stores Inc.	224
New Leaf Community Market	202
DBA Santa Cruz Nutritionals	200
Crow's Nest	194
Santa Cruz Beach-Boardwalk	186
NHS Incorporated	148

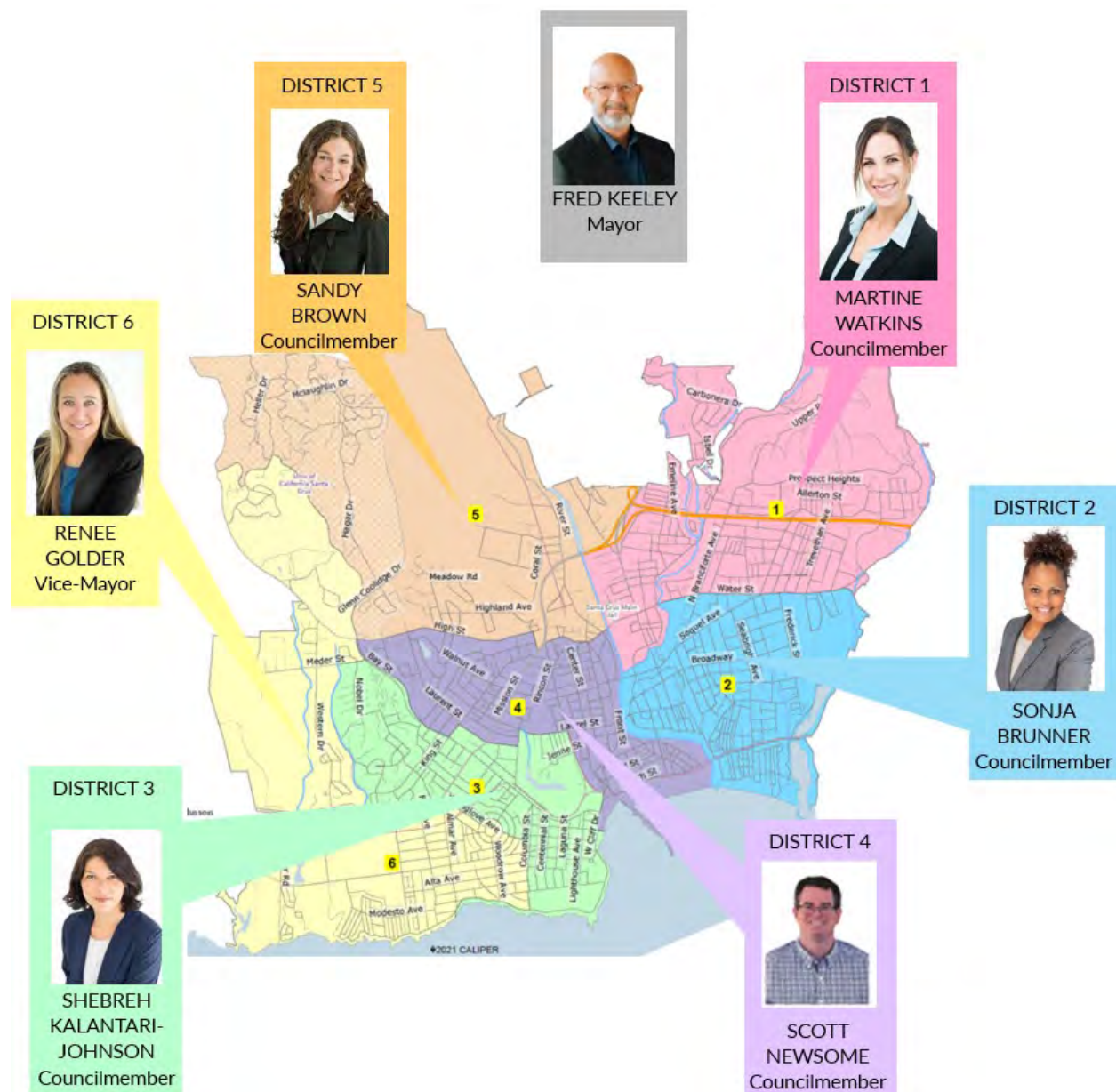
Median Home Sales Price (January 2022): \$1,170,000



Source: 2020 American Community Survey (US Census Bureau), California EDD, Redfin

Form of Government/Services

The City of Santa Cruz operates under the council-manager form of government. Policy-making and legislative authority are vested in a seven-member governing council, consisting of the mayor and six councilmembers who are elected on a non-partisan basis. On June 7, 2022, voters in the city amended the city charter to require a directly elected at-large mayor and six council district elections. The mayor is elected by all voters of the city and serves a four-year term. Councilmembers are elected by the electors of each of the six districts and serve four-year staggered terms. Mayor and councilmembers may serve no more than two terms consecutively. The City Council is responsible, among other things, for passing ordinances, adopting the budget, approving nominees to commissions, and hiring the City Manager, City Clerk, and City Attorney. In 2011, the City Manager was designated as the City Clerk.



The City Manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the city, and for appointing department heads.

The city provides a broad range of services including police and fire protection; construction and maintenance of streets, parks, flood control, and other infrastructure; a wharf facility; and recreational and cultural activities including a performing arts center and human services programs. It operates four municipal utilities, including water, wastewater, storm water, and refuse collection/landfill operations, as well as enterprise operations for parking facilities. The water utility provides water service beyond the municipal boundaries and has a total service population of approximately 98,000.

Before the February 1, 2012, elimination of the city's legally separate Redevelopment Agency, the city elected to serve as the successor agency for the Redevelopment Agency's operations, including housing operations. As the successor agency, the city is responsible for winding down operations, paying off debt service, and completing certain remaining infrastructure construction and community development activities as included in the Recognized Obligation Payment Schedule (ROPS).

Many major public services delivered within the city's boundaries, such as education and public transportation, are provided by other public agencies. Library services are provided through a Joint Powers Authority agreement that includes the cities of Santa Cruz, Capitola, and Scotts Valley and the County of Santa Cruz.

Appropriations provide for expenditures that will be incurred and encumbrances that will be established during the fiscal year. Council policy establishes appropriation control at the department and fund level. Changes in appropriations within the same department and fund may be approved by the City Manager, transfers greater than \$100,000 between Capital Investment Program projects must be approved by council. The City Manager is also authorized to accept and appropriate donations and grants of up to \$100,000 for projects and programs previously approved by the City Council. All transfers between funds or departments must be approved by City Council.

Major Revenue Sources

The City's major revenues sources are projected using a combination of an analysis of historic trends, current and future indicators, and external sources like the County of Santa Cruz, the State Budget, State Legislative Analyst Office, League of California Cities, and sales tax consultants.

Taxes

The City's major tax revenues include property tax, sales and use taxes, utility users tax, and transient occupancy (hotel) tax. The Budget Discussion section of this document includes charts showing revenue history.

As with other charter cities in California, the City of Santa Cruz has limited ability to set tax rates. The State constitution, under the provisions of Proposition 13 passed by the voters in 1978, establishes a maximum rate for property tax and limits the growth of assessed value. The constitution sets the limit for increases of the property tax rate to 2% per year, but upon sale, market value becomes the assessed value. The property tax collected is

allocated among the jurisdictions in the City's tax rate areas based on criteria established by the State legislature. The rates and tax base of two of the City's other general revenues, sales and use tax and motor vehicle in lieu fees (VLF), are also controlled by the Legislature.

Changes to existing local taxes and any new taxes require voter approval. Taxes used for general purposes are subject to approval by a simple majority of voters while taxes levied for specific purposes require a two-thirds majority of voters. Assessments must be approved by a majority vote with voting rights apportioned based on the amount of the assessment. Property-related fees require public majority protest procedures and property-related fees for services other than water, wastewater, and refuse must also be approved by a majority of property owners or two-thirds of the electorate.

Ballot measures approved by City voters include the following:

- March 2024 - Measure L. Increased the local Sales Tax from 9.25% to 9.75%.
- November 2022 - Measure P. Increased the Transient Occupancy Tax from 11% to 12% for hotels/motels/inns, and from 11% to 14% for short-term residential vacation rentals, effective January 2023.
- June 2021- Measure A. Increased the allocation of cannabis sales tax revenue to the Children's Fund from 12.5% to 20%.
- June 2018 - Measure S. Increased the local Sales Tax from 9% to 9.25%.
- November 2016 - Measure D. County Transportation Tax. Impose a half-cent sales tax for 30 years for safety, pothole repair, traffic relief, and transit improvement.
- November 2016 - Measure L. Cannabis Business Tax. Impose a tax of no more than 10% on gross receipts of cannabis (marijuana) businesses in the city.
- June 2016 - Measure S. Community Facilities District Library Bond. Authorize parcel tax on real property and authorize bonds to be issued by the Santa Cruz Libraries Facilities Financing Authority.
- November 2012 - Measure Q. Increased the Transient Occupancy Tax from 10% to 11%, effective in July 2013.
- November 2010 - Measure H. Increased the Utility Users Tax from 7% to 8.5%, effective in spring 2011.
- November 2008 - Measure E. Clean River, Beaches, and Ocean special parcel tax.
Imposed a parcel tax to be used to protect public health and wildlife habitat in the river, bay, and ocean.
- November 2006 - Measure H. Increased the local transactions and use tax from the 0.25% authorized by Measure F in March 2004, to 0.5%, and removed the sunset clause.
- August 2005 - Measure X. Water, Sewer, and Refuse franchise taxes imposed to replace comparable franchise fees that had been discontinued because they were determined to be taxes rather than fees.
- March 2004 - Measure F. Increased local transactions and use tax by 0.25%, with a sunset clause to end the additional tax after five years.

Fees & Charges for Services

Fees for services, the City's next largest major revenue source, are subject to requirements that they be set at levels that do not exceed the reasonable costs of providing services. Fund balances generated by differences between fee revenue and related expense are retained and designated for services and facilities that benefit fee payers.

Budget Preparation and Review Process

Under the city charter, the fiscal year of the city begins on the first day of July of each year. The City Manager is responsible for preparing the annual budget and submitting it to the Council for adoption.

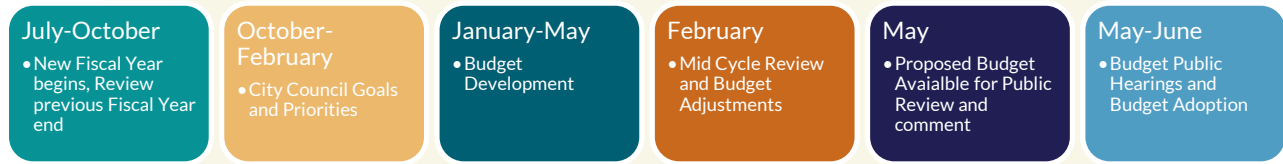
As part of the budget process, all city departments submit budget requests for the next fiscal year. These requests are consolidated by the Finance Department and reviewed by the City Manager to ensure that requests and departmental objectives are consistent with the City's overall goals. The City Manager then presents to the City Council a structurally balanced budget—one that supports financial sustainability multiple years into the future. As required by the Charter, this budget is transmitted to the City Council and made available to the public for review no later than the first council meeting in June. Budget hearings are conducted in May, before final adoption of the budget by the City Council no later than the first regular Council meeting in June to allow the new budget to be integrated into the city's financial system by July 1.

Budget amendments are presented to City Council as needed. The City Council also reviews budget results at mid-year and budget adoption. The ongoing review and long-range planning focus for financial management provides numerous opportunities to identify and respond to changes in revenues and expenditures and in community priorities.

The Annual Budget Process Calendar illustrated on the following page shows the relationship between City residents, City Council, and City Administration in developing the City's Annual Budget.



Budget Preparation and Review Process Calendar



Month	Residents	Mayor & City Council	City Administration
July-Oct.	Input on budget priorities and direction through direct contact with Mayor and City Council, community surveys and meetings.	Annual progress report of the Citywide Strategic Plan.	Budget schedule and guidelines provided to Departments. Capital Investment Program (CIP) preparation begins.
Nov.			CIP strategic planning and review.
Dec.		Review and approval of ACFR providing an understanding of the fiscal status and condition of the City.	Presentation of prior year financial results to City Council and community.
Jan.		On-going discussions of budget priorities based on input from community and staff. Audit results presented to the City Council.	Budget guidance provided to Departments at annual Budget Kick-off.
Feb.			Current year-end estimates and next year department requests due to Finance Department.
Mar.			Department meetings with City Manager & Finance to review next year requests. CIP study session.
May	Department Budget Hearings open to the public.	Department Budget Hearings and Discussions, review, and approval of Final Capital Investment Program (CIP).	Proposed Budget completed and made available online. Presentation of Final Operating and CIP to City Council and community.
June	Budget Adoption open to the public.	Changes made per direction from Council and Council adoption of Annual Budget.	Changes made per direction from hearings and Final Budget Adoption.

Budget Basis – Basis of Accounting

The City Council adopts a structurally balanced budget as required by Council Budgetary Policy 12.3. The City uses a modified accrual basis of accounting in preparing the budget for both Governmental and Proprietary funds. The modified accrual basis is consistent with how the Governmental Funds are reported in the City's Annual Comprehensive Financial Report (ACFR) fund statements; however, the Proprietary Funds (Enterprise and Internal Service Funds) are reported on a full accrual basis in the annual report. For an example of how the ACFR reconciles to the Budget, see the explanation and example listed in the Appendices section of this document called Differences Between the ACFR and the Budget Document. Fiduciary Funds (Trust and Agency Funds) are not reported in the annual budget.

Under “modified accrual basis,” amounts are recognized as revenue when earned, so long as they are collectible within two months after the end of the fiscal period to be used to pay liabilities of the current period. Encumbrances that are outstanding at year-end are re-appropriated in the next year.



Fund Structure

The following is a listing of the funds included in the City's Budget, with each major fund identified. Descriptions of each of the City's active funds, with a detailed presentation of FY 2022 actual expenditures and revenues; FY 2023 beginning fund balance, adopted, and amended budgets, year-end estimates, and ending fund balance projections; and FY 2024 beginning fund balance, adopted expenditures and revenues, and ending fund balance projections can be found in the “Recap of Funds-Fund Balance Projection” section of this document. Funds are listed in order of their fund number in the Financial Summaries of this document.

Governmental Funds

Most of the City's programs and functions are provided and financed through the following governmental funds, which are focused on the acquisition, use and balances of the City's expendable financial resources and the related current liabilities. Governmental Funds use the modified accrual method of accounting and are focused on financial position, rather than on determining net income.

General Funds	
Primary General Fund	Street Tree Fund
Municipal Wharf Fund	City Public Trust Fund
General Plan Update Reserve Fund	City Stabilization Reserve
Green Building Educational Resource Fund	Carbon Reduction Fund
Civic Equipment Maintenance/Replacement	Economic Development Trust Fund
Co-op Retail Management	Housing In-Lieu Program
Kiosk Maintenance	DeAnza Hardship Fund
Code Enforcement/Civil Penalties	Contributions and Donations
Cannabis Children's Fund	Interest Holding
CASp Certification and Training Fund	
Special Revenue Funds	
Supplemental Law Enforcement Services	Parks & Rec Tax Combined Fund
Traffic Offender	HOME Funds (3)
Police Asset Seizure	Community Development Block Grant
Asset Seizure/Youth Crime Prevention	Red Cross Housing Reconstruction Loan
State Highway Funds	Repayment
Gasoline Tax	First Time Home Buyers (2)
Traffic Congestion Relief	Affordable Housing Trust Fund
2016 Transportation Measure D	City Housing Successor Agency Funds (2)
Traffic Impact Fee Fund	Transportation Development Act
Clean River, Beaches & Ocean Tax Fund	American Rescue Plan Act
Public Safety Impact Fees	State Homelessness Response Program
Childcare Impact Fee	Technology Surcharge
Parks Quimby Act Funds (4)	
Capital Investment Funds	
General Capital Investment Projects	Street Maintenance, Rehabilitation and
Capital Investment Public Art Fund	Improvements
Sidewalk Construction In-Lieu Fund	Wharf Tenant Capital Improvement Contrib.
Santa Cruz Library	Information Technology
Debt Service Funds	
GO(General Obligation) Bonds	Lease Revenue Bonds

Proprietary Funds

The City's Proprietary Funds include both Enterprise and Internal Service Funds. Enterprise Funds are similar to private sector enterprises in that the costs of providing services are recovered through financing and/or user fees and charges rather than through taxes or similar revenues. Internal Service Funds are used to report on activities that provide goods or services to other funds or departments in the City on a cost-reimbursement basis.

Enterprise Funds	
Water	Refuse Fund
Water Rate Stabilization	Refuse Landfill Closure
Water Public Art	Refuse Landfill Post Closure Maintenance
Water System Development Fees	Refuse Public Art
Water Emergency Reserve	Parking
Water June Beetle Endowment	Parking Public Art
Water Equipment Replacement Fund	Storm Water
Wastewater	Storm Water Overlay
Wastewater Public Art	Storm Water Public Art
Internal Service Funds	
Equipment Operations	Group Health Insurance
Workers' Compensation Insurance	Unemployment Insurance
Liability Insurance	

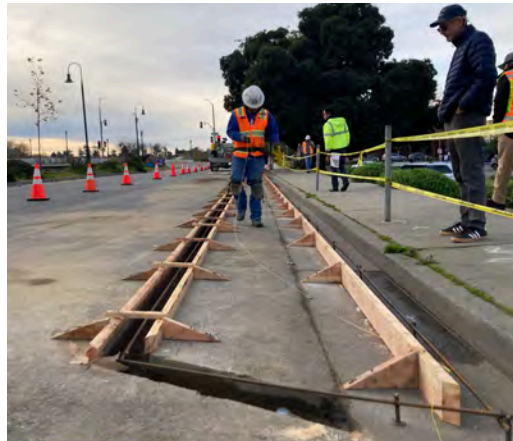
Department and Fund Relationship

The City's Annual Budget is organized by the Department Summary—showing expenditures by character, expenditures by activity (program), and resources by fund. Following the Department Summary is the Activity Summary—showing expenditures by activity and activity resources by revenue category for each of the department's programs. A portion of the City's General Fund supports all departments except for the Water Department. That specific percentage of General Fund support is identified in the "Percentage of Primary General Fund Budget" chart shown on the Budget At a Glance page located before the Department Summary page.



The following list shows the City Department and their supporting fund(s):

Department	Funds
City Attorney	General Fund
City Council	General Fund City Public Trust Fund
City Manager	General Fund American Rescue Plan Act State Homelessness Response Program
City Non-Department	General Fund
Economic Development and Housing	General Fund Co-Op Retail Management Kiosk Maintenance Fund Home Rehabilitation Fund Home Acquisition Projects Fund Home Investment Partnership Comm. Development Block Grant Affordable Housing Trust Fund Red Cross Housing Reconstruction Loan Repayment Successor Agency (H) LMIH-Merged 2-1-12 Wharf Tenant Capital Improvement Contributions Public Art Capital Improvement
Finance	General Fund Liability Internal Service Fund City Stabilization Reserve
Fire	General Fund Fire Impact Fee
Human Resources	General Fund Workers Comp Internal Service Group Health Insurance Unemployment Insurance
Information Technology	General Fund Information Technology Internal Service Fund
Parks and Recreation	General Fund Municipal Wharf Fund Parks Quimby Tax Funds Parks Tax Fund
Planning & Community Development	General Fund Code Enforcement General Plan Update Fund Green Building Education Fund Technology Surcharge
Police	General Fund Supplemental Law Enforcement Services Traffic Offender Police Asset Seizure Asset Seizure/Youth Crime Prevention Police Impact Fee
Public Works	General Fund Municipal Wharf Fund Gasoline Tax Fund Traffic Impact Fund Clean River, Beaches, Oceans Equipment Internal Service Fund Wastewater Enterprise Funds Refuse Enterprise Funds Parking Enterprise Funds Storm Water Enterprise Funds Transportation Development Act Fund
Water	Water Enterprise Funds



BUDGET DISCUSSION

Fiscal Year
July 1, 2024-
June 30, 2025



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City Manager's Message

Dear Mayor, Councilmembers, and Santa Cruz Community,

In accordance with the City Charter, I am presenting the City of Santa Cruz's Fiscal Year 2025 Operating Budget and Fiscal Year 2025 Capital Budget for your consideration.

The budget reflects our values as an organization and serves to operationalize the City Council's priorities set forth in your 2023-2028 Citywide Strategic Plan. As we officially emerge from the financial uncertainty of the COVID-19 pandemic and return to pre-pandemic economic trends, our General Fund continues to struggle to keep pace with increasing expenses and growing community demand for services. Despite those fiscal constraints, I am proud to present a budget that continues our organization's longstanding tradition of excellence, innovation, and strategic planning.

With the exception of budget increases due to contractual obligations and inflationary increases, the Fiscal Year 2025 Budget is otherwise largely status quo, resulting in a total budget of \$434.5M including a Capital Investment Program Budget of \$114.8M. The City's General Fund of \$151.4M further invests in high-quality services for the community and advances the City Council's priorities.

The General Fund budget for Fiscal Year 2025 is a balanced budget. City policy requires the adopted budget to be balanced. However, maintaining the ongoing operations is not sustainable over the long term. We will need to continue exploring opportunities for additional cost recovery, operational efficiencies, and new revenue sources, as outlined in our long-range financial plan.

Reflecting on Key Milestones

Progress on Housing

Fiscal Year 2023 was a year of accomplishments, resiliency, and long-range strategic planning. Santa Cruz continued to be a leader in addressing our state's housing crisis, with the enthusiastic certification of our 6th Cycle Housing Element and successful completion of the 5th Housing Element Cycle, including exceeding all State mandated housing targets. One of only 6% of all jurisdictions across the State to do so. Santa Cruz's efforts were acknowledged by the State of California with a "Prohousing Designation," making us eligible for additional grants and funding incentives.

In addition to the excellent work on the housing front, our Planning and Community Development team processed over 1,650 building permits in 2023, marking another strong year of development activity.



Resiliency and Long-Range Strategic Planning

Our region was hit hard by the 2023 atmospheric river events and, later, the 2024 Winter storms, and our departments invested significant time and resources on recovery efforts. This work included several major infrastructure repair projects, including repairs along West Cliff Drive. The long-anticipated effects of climate

change and resulting sea level rise are taking their toll on our coastline. In response, the City Council and staff recognized the need to look long-term and initiated a robust community engagement and planning effort that culminated in creating the 50-Year Community Vision for West Cliff, one of the first of its kind in California.

Upstream Solutions to our Homelessness Crisis

As we enter year three of our Homelessness Response Action Plan, our Homelessness Response Team and City departments are making progress connecting those living unhoused in our community with services and onto a pathway to stable housing. Collectively, our programs have served over 776 people and connected 121 with stable housing. With more than 960 affordable housing units in the pipeline, Santa Cruz is leading the way in efforts to address our housing and homelessness crisis.

Affordable Housing and Economic Recovery

Our Economic Development and Housing team has worked hard this past year with several exciting, affordable housing projects and key business support efforts.

After years of planning, redevelopment of the downtown Metro Transit Center is well underway, with the completion of Pacific Station South on the horizon and Pacific Station North now started, providing a total of 164 100% affordable housing units. We also celebrated the recent completion of the Cedar Street Apartments, another 100% affordable housing project providing 64 family residences. Lastly, the City Council approved all entitlements for the Downtown Library and Affordable Housing Project, paving the way for breaking ground in early 2025.

On the business front, the Department also successfully completed a permanent Outdoor Dining



and Parklet Ordinance and is working towards the completion of outdoor dining requirements for private businesses. Through proactive business support efforts, we continue to see continued economic recovery and investment in our downtown, with the addition of over 40 new businesses and a significant reduction in the overall downtown retail vacancy rate to just 6%.

Investments in Infrastructure

The Water Department is in the midst of a once-in-a-generation capital infrastructure modernization and replacement effort, with over \$310M in active projects underway for FY 2025-2029. This work focuses on improving water supply resiliency for our community over the long term. Projects include:

- A comprehensive modernization of the Graham Hill Water Treatment Plant,
- Replacement of our Newell Creek Pipeline from the Loch Lomond Reservoir to the Treatment Plant,
- And many other facility and infrastructure upgrades.

Similarly, Public Works has been busy with several major infrastructure projects, including storm recovery projects like completing three infill walls along West Cliff Drive and replacing the Bethany Culvert, which will be completed later this year. Additionally, Public Works will complete Segment 7 Phase II: Bay/California to Pacific Avenue of the Coastal Rail Trail, and launched the first regional bike share program.

Supporting an Active and Thriving Community

In 2023, our Parks and Recreation Department had nearly 100,000 participants in their programs, classes, and events. They also helped to facilitate more than 10,000 facility rentals, removed 330 tons of refuse citywide, and 115 tons of green waste. Aside from the great work happening day-to-day to offer world class recreation programs and parks facilities, the Department completed significant long-range planning efforts and capital projects, including robust community engagement around the San Lorenzo Park Redesign process. The Department also set forth important policy changes, including removing gender-based rules in adult sports leagues.

Ensuring the Public Health, Safety and well-being of our community

Our Fire and Police Departments continued to make the safety of our community a top priority. The Fire Department welcomed two new fire apparatuses, representing a major investment in the department's infrastructure and equipment. Fire Department Command Staff played a critical role in managing our Emergency Operations Center during the 2023 and 2024 storm events, our Fire Fighters responded to over 9,500 emergency calls for service, and our lifeguards with the Marine Safety Division has 146,000 contacts with the public last year. Our Police Department made significant progress filling critical Police Officer vacancies, allowing the Department to redeploy a Downtown and Traffic Safety Units, as well as dedicate two full-time Community Service Officers and a Sergeant to support the Homelessness Response Team's work in the field. In total, the Department responded to 81,606 calls for service in 2023 and completed over 22,000 reports.

High Performing Organization

In addition to the many outward facing accomplishments, our internal service departments, including Human Resources, Information Technology (IT), and Finance and Risk Management had several milestones worth celebrating. We hired a full-time Safety Officer to support the work of our Risk Management Division and expand our commitment to the safety of our employees. Finance led the charge in updating our 10-Year Long Range Financial Forecast, completed our first Popular Annual Financial Report (PAFR), and received the Government Finance Officers' Association (GFOA) Award of Excellence in Financial Reporting and the Distinguished Budget Presentation Award. To better support our highly valued employees, HR is focusing on strategic process improvements in our compensation and classification area and revamping the City's workers compensation processes, including the complete implementation of the 2021 Citywide Compensation Study. HR also processed 2,400 job applications and supported over 200 recruitments in 2023.

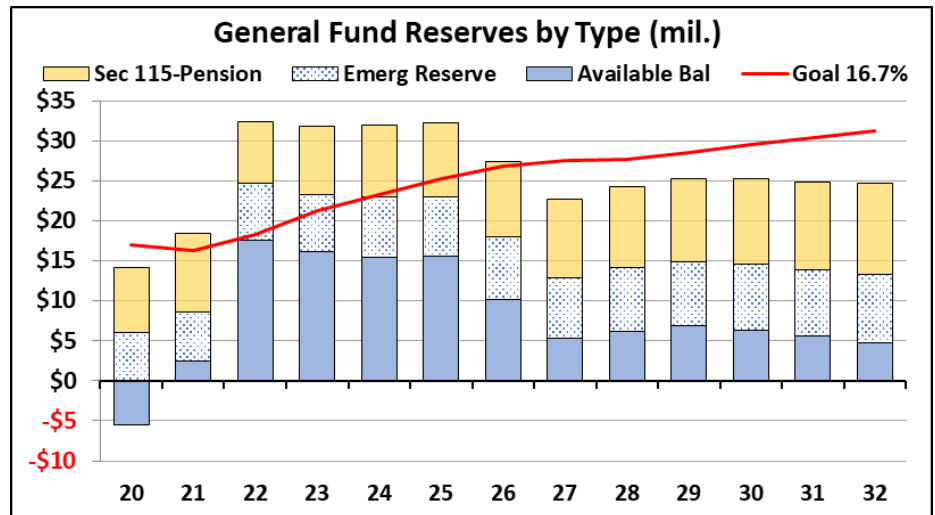
This year, we've implemented a revamped Citywide Communications team model, a significant shift in our past approach to communications. We've adopted a more holistic, citywide perspective by integrating Community Relations Specialists from various departments into the City Manager's Office. This strategic move has allowed us to enhance our City Manager Weekly Updates, now reaching a broader audience of community subscribers. Furthermore, our team has diligently expanded our social media presence, fostering increased engagement and outreach. We're actively involved in shaping a comprehensive Citywide communications strategy, spanning from community outreach initiatives to website content management. With ongoing improvements in the pipeline, we're committed to fostering more robust connections and delivering vital information to our community.

Lastly, IT completed 6,000 help desk requests, processed 2,800 requests through the Community Request for Service Portal (CRSP), maintained network availability of 99.97%, and are leading several citywide application deployments, including a new Enterprise Resource Planning application for all City Departments.

Long-Range Financial Planning

Financial Sustainability and Transparency is a key focus area for the City of Santa Cruz's Strategic Plan for 2023-2028. The specific strategy to reach this outcome is to ensure the City is on a strong financial trajectory, through planful investments and revenue development. This requires a long-range analysis of the City's financial status and the budget strategies that can be taken to continue down a strong financial path. In 2023, with input from the City Council and the community, we developed an updated 10-year Citywide Long-Range Financial Plan (CWLRF) The CWLRF demonstrates the financial impact of future budget options available to the City. The overall outcome of conducting a long-range financial planning process will help the entire City determine solutions for both current and long-term financial issues and opportunities. The chart to the right further underscores that without additional revenue solutions or changes to expenditures we will stay below our reserve goal.

With the support of the City Council, a sales tax measure increase was identified as a near term revenue solution. Following robust community and stakeholder engagement, as part of the March 2024 Primary Election, Santa Cruz voters resoundingly supported Measure L, a half-percent (.5) sales tax increase. This new funding stream will generate approximately \$8M annually and help to preserve essential General Fund services in the future. While this is a significant and substantive new funding stream, it is not enough to sustain the General Fund operations on its own in the future. We will need to continue exploring other solutions to improve our long-term trajectory.



Fiscal Year 2025 General Fund Budget Highlights

Revenues	Expenditures	Additions to the Budget
Tax revenues - \$104.6M	Personnel services - \$88.3M	Contractual increases - \$775k
Other revenues - \$46.8M	Services and supplies - \$54.8M	EP&L software - \$500k
Total -- \$151.4M	Capital, debt, transfers - \$8.3M	Deferred maintenance - \$152k
	Total -- \$151.4M	Compliance/Legal - \$78k
		Other - \$76k
		Total -- \$1.6M
		New General Fund positions - \$766k
<i>Sales tax has now surpassed property tax and the largest tax revenue for the City.</i>	<i>Departments submitted status quo budgets, but necessary additions to the budget, the ending of one-time state and federal funding, and an on-going commitment to invest in staff resulted in a rise in costs.</i>	<i>Strategic thinking allowed the City to bring on new staff and maintain services in spite of high supply costs and inflationary pressures.</i>

Fiscal Year 2025 Capital Outlay Highlights

The FY 2025 Capital Outlay represents significant investments in our capital infrastructure and facilities across all City Departments, advancing critical projects from storm recovery efforts on West Cliff Drive to replacement of the Newell Creek Pipeline and major upgrades at the Graham Hill Water Treatment Plant. We also have \$202.2M in unfunded or underfunded capital needs and we will need to continue leveraging state and federal grants, as well as exploring creative financing models such as enhanced infrastructure financing districts and other tax increment funding tools.

Key Investments Include:

- Pac Station North
- Murray Street Bridge
- West Cliff Drive stabilization
- Storm Damage Repairs on the Wharf
- Rail Trail segments 8 and 9
- Wastewater Treatment Facility Electrical Upgrades

In Closing

While continued uncertainties and unknowns are ahead, the FY 2025 Budget offers the Council, City Staff, and the community a sense of optimism as we look ahead to 2025. This budget is a testament to our shared priorities and the robust City services that our community expects, achieved through mindful fiscal strategies and careful planning. It is a significant step forward in advancing the City Council's 2023-2028 Strategic Priorities, enhancing organizational resilience, and supporting innovative services, all while maintaining fiscal stability. We are committed to working with our dedicated City Staff to implement this ambitious financial plan in the year ahead for the betterment of our community.

Acknowledgments

I would like to thank the City Council for your leadership, support, and strategic policy direction. I'd also like to thank our Executive Leadership Team of Department Heads, our Department Budget Leads, and the many City Staff who collaborated and contributed to the FY 2025 Budget.

A citywide budget of this magnitude necessitates countless hours of teamwork, collaboration, and patience. I want to extend a special thank you to the members of our Finance Team – Elizabeth Cabell, Marisol Gomez, Tracy Cole, and Emily Burton. Your unwavering dedication, expertise, innovative thinking, and adaptability were instrumental in navigating the complex and ever-evolving process of building a citywide \$434.5M budget. I also extend my gratitude to Assistant City Manager, Laura Schmidt, whose leadership, support, and strategic direction were indispensable throughout the process.

Finally, a big thank you to our City Staff, who serve our community with passion, dedication, and a heart for service every day.

Respectfully Submitted,

Matt Huffaker



City Manager

General Fund Financial Outlook

As we develop our first fully post pandemic budget, we are focused on the strain placed on the General Fund by climate change, major infrastructure projects, and increasing expenditures. The passage of Measure L, the half cent city sales tax, approved by voters in March 2024 is expected to generate over \$8 million in sales tax revenue but, because the General Fund is taking on the burden of funding programs that were previously sustained by one time federal and state funding, we need to continue pursuing additional revenue streams as well as cost recovery and changes to service delivery.

In FY 2023, the City Council adopted a five-year strategic plan to create and maintain a vibrant, healthy, and resilient community for all. One of the focus areas is Fiscal Sustainability and Transparency with strategies identified that will ensure that the city is on a strong financial trajectory.

After ending FY 2020 in a \$4.1M deficit, FY 2021 and FY 2022 resulted in a combined surplus of \$23.1M. This was due in large part to \$8.5M in one-time American Rescue Plan Act (ARPA) funding received in the General Fund to cover revenue losses sustained during the pandemic. In addition, as we came out of the pandemic, consumer spending, travel, and tourism increased significantly - resulting in sharp increases in sales tax revenue (\$4 million greater than the FY 2022 budget) and Transient Occupancy Tax (TOT) revenue (\$3 million greater than the FY 2022 budget).

In FY 2023 the operating General Fund ended with a \$1.5M deficit as tourism/visitor – related taxes leveled out and increased interest rates and high inflation resulted in material and supply cost increases and a slowing in consumer spending. The deficit was covered by fund balance, and we ended FY 2023 with the following reserve balances.

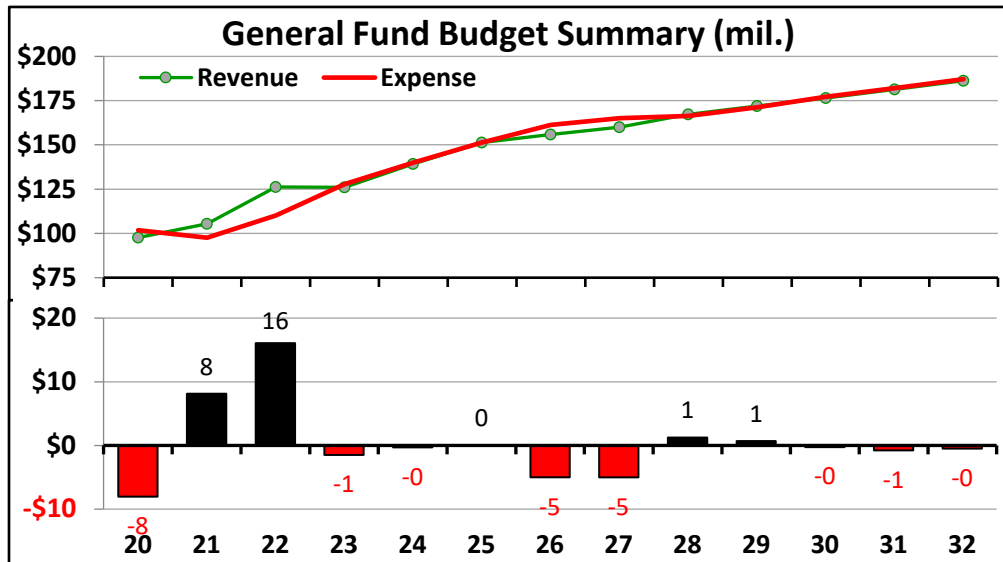
Audited Reserve Balances	
Pension Reserve <i>This reserve is <u>restricted</u>. Appropriations require resolution from City Council and can only be used to cover costs associated with our employee pension benefits</i>	\$8,562,470
Emergency Reserve This reserve is used for sustaining General Fund operations in the case of a public emergency such as a natural disaster, economic recession, or other unforeseen catastrophic event. <i>Use of this reserve requires resolution from City Council.</i>	\$7,376,514
Committed Fund Balance Available for Operations <i>These funds are set aside to cover unexpected operational and one-time needs</i>	\$6,083,420
Total	\$22,022,404

As we look at revenues for FY 2025, we expect to see a leveling out of most tax revenues except for sales tax which will have additional revenue resulting from the passage of Measure L.

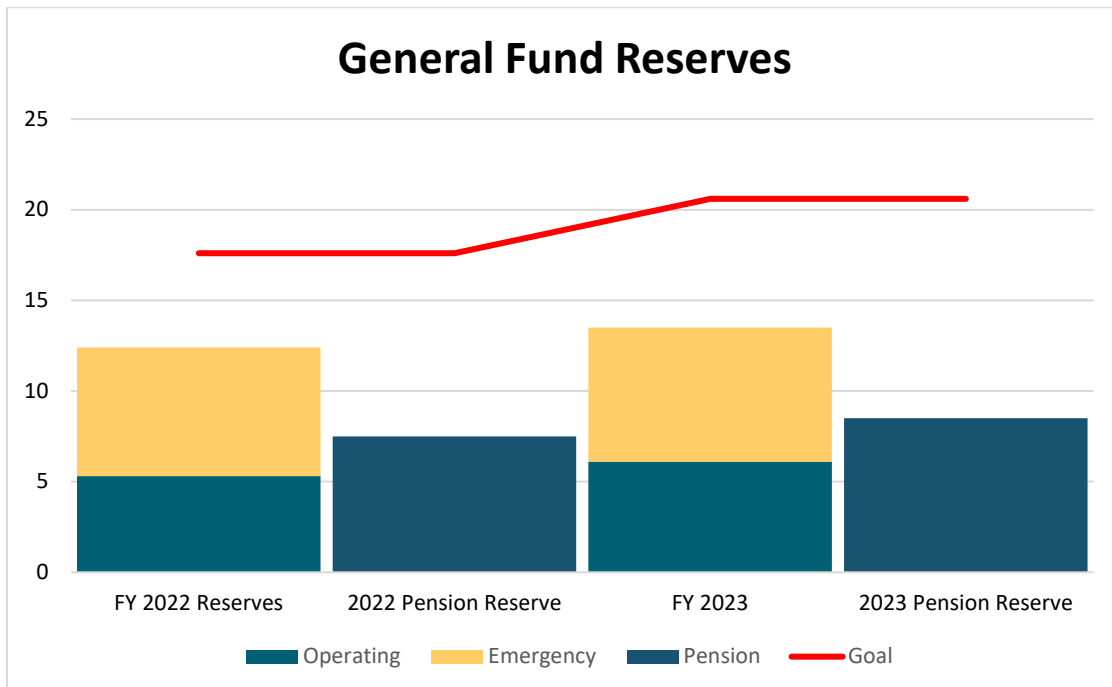
General Fund expenditures are projected to increase in FY 2025 as we continue to invest in our personnel, address staffing vacancy challenges, invest in staff safety needs and see rising pension

costs. In addition, the General Fund continues to see inflationary increases in the costs of materials and supplies across all departments, and as the first year without any one-time state and federal funding for homelessness response efforts, the General Fund will shoulder the full \$9.6M cost to continue these vital programs.

Despite positive recovery trends, the City's cost to deliver all its General Fund services are increasing and expense growth will outpace forecasted revenue over the next 10 years.



Our reserve target is two months operating expenses or 16.67% of the annual budget as indicated by the red line.



We have not met our reserve goal in either 2022 or 2023 and to address this we continue to seek innovative opportunities and sound investment approaches to ensure the City's vibrancy and stability into the future. We finished development of a long-range financial plan that will provide

a framework for evaluating investment strategies and pension cost financing, as well as a plan for citywide capital needs, prioritization, and financing. The City Council's Budget and Revenue Ad Hoc Committee continues to explore new revenue resources, and staff continues to work on greater cost recovery. The City must actively pursue new revenue streams to keep up with the growing service needs of our community. The City will work with the community on key initiatives such as aligning fees to more fully recover city costs, bond measures, and long-term capital funding.

The budget process began over six months ago and is a partnership between our community, our elected officials, City leadership, and City staff to produce a comprehensive and detailed budget plan for the next year. The focus in preparing the FY 2025 budget was to maintain a status quo budget while considering priorities that are in alignment with the City Council's policy direction and strategic plan. I applaud the creativity and outside the box thinking of departments as they focused on maximizing resources to deliver new programs and absorb costs in current programs without significant increases in staffing, equipment, and infrastructure.

I want to personally thank the members of the region's strongest Finance Department who have worked for many months planning for and producing this document to inform all who read it, and who lead us through budget adoption. I want to acknowledge the outstanding work of our budget team: Tracy Cole, Budget Manager, and Emily Burton, Management Analyst. Their energy, creativity, and desire for improvement led to us raising the bar with improvements to the format and content such as the expansion of Health in All Policies throughout the document, a section showing compliance with fiscal policies, and an opportunity zone map showing Capital Investment Program (CIP) projects that are in an area identified as being in the portion of the City with the largest equity needs.

I am very proud to be a part of this amazing organization and look forward to continued success in the years ahead.

Elizabeth Cabell, Finance Director



Citywide Strategic Plan

The five-year Citywide Strategic Plan provides vision and overall direction for the City of Santa Cruz. The Strategic Plan is a living document, featuring a framework that balances the needs of the community and the City's resource capacity. The plan reflects the policy priorities of the City Council and was adopted by City Council on August 8, 2023. The plan contains seven (7) high level focus areas that identify intended outcomes to be achieved through an associated set of strategies. The Citywide work plan will use the Strategic Plan as a guide and report back regularly to the City Council.

Implementation of the plan can be found in the Department Summaries section of this document. The full Citywide Strategic Plan 2023-2028 can be found on our website:

<https://www.cityofsantacruz.com/government/city-council/city-council-strategic-goals>



Overview of the Process

The planning process started in late summer 2022 and involved several activities over the next year including collecting 275 community survey responses, receiving 13 Department Director Survey responses, conducting 6 Council interviews, historical research, reviewing past media stories, and hosting 2 workshops. On April 18, 2023, the City conducted a Council study session and workshop dedicated to the Strategic Plan. As a result of this session, the draft vision, focus areas, and associated strategies were formulated and consolidated into the City of Santa Cruz Strategic Plan draft document.



Focus Areas and Strategies

Fiscal Sustainability and Transparency

Ensure that the city is on a strong financial trajectory, through planful investments and revenue development

Strong Business Communities and a Vibrant Downtown

Cultivate a thriving downtown and local businesses citywide to support economic health and vitality

Housing

Create and preserve housing for all with a focus on affordable and workforce housing.

Homelessness Response

Working with the County and community partners, move toward positive outcomes in homelessness response, safety and health, balancing the interests of persons who are unhoused and housed, and the business community.

Public Safety and Community Well-Being

Provide public safety services that support well-being and healthy communities.

Natural and Built Infrastructure

Invest in sustainable, climate-adapted infrastructure and community assets in both the natural and built environment.

Thriving Organization

Advance a high-performing organization where employees are empowered to deliver outstanding services to the community.

City of Santa Cruz

Budget in Brief

Fiscal Year 2025



Citywide Operating Expenditures

Total = 320.4M

All numbers indicated are in \$ millions.

Special Revenue

\$9.8M

These funds, such as Gas Tax and Affordable Housing fund, can only be used for specific purposes.

Storm Water

\$1.5M

The City storm drain system collects storm water runoff from City streets.

Refuse Recovery

\$25.9M

The Refuse Recovery Division collects all refuse, recycling and green waste in the City.

Other Funds

\$54.6M

Includes all non-primary General funds.

General Fund

\$151.4M

General tax dollars that pay for recreation, public safety, community development, and administration.

Water

\$46.8M

100% of the Water utility bill is reinvested into operations and maintenance of the City's water system.

Wastewater

\$25.7M

The City of Santa Cruz wastewater treatment facility treats more than 7 million gallons of wastewater each day.

Parking

\$7.6M

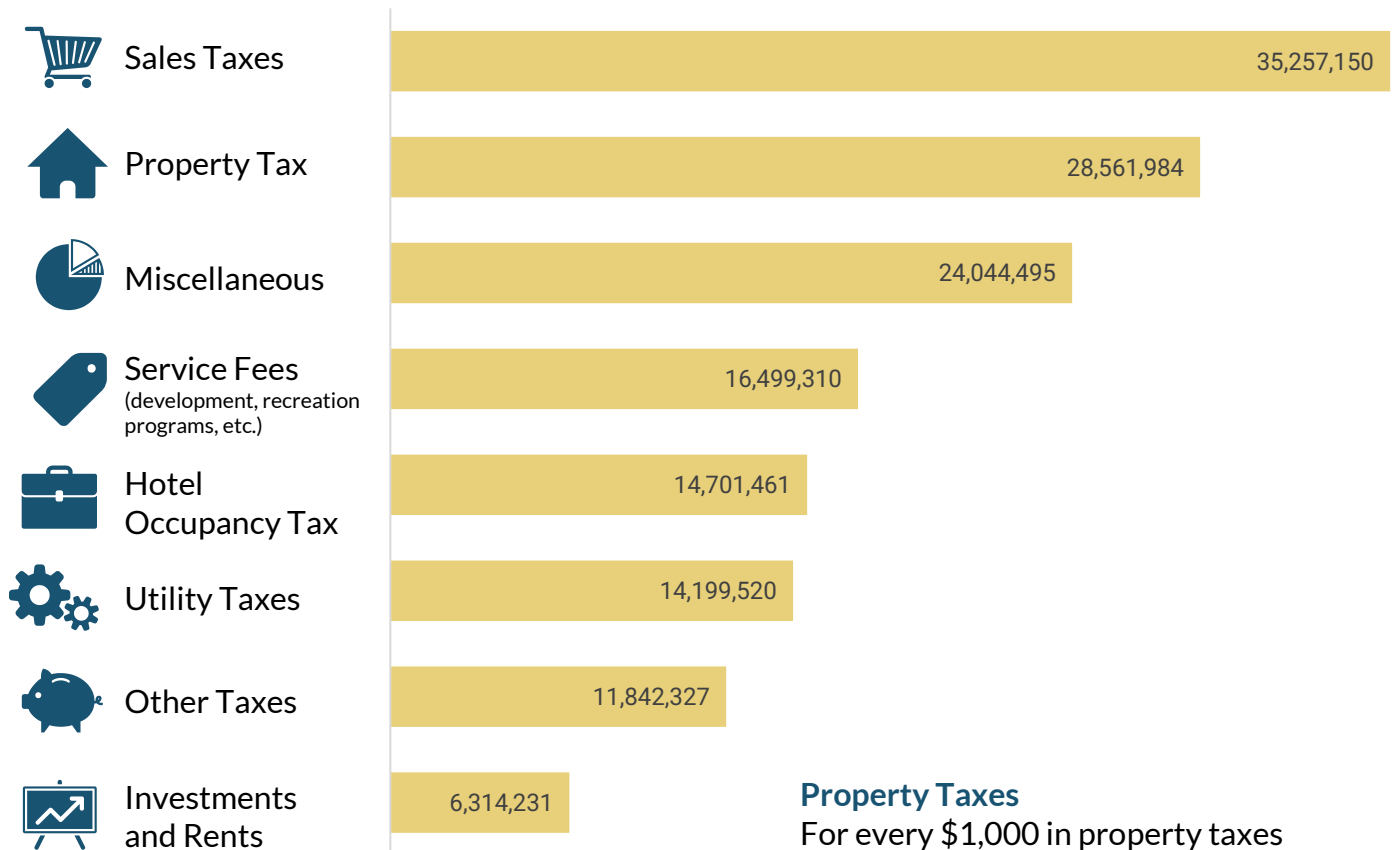
Provides all parking enforcement in the City.

General Fund Revenues

Where does the money come from?

A look at the City's major revenue sources

The graph below highlights the City's major revenue sources for the General Fund



Service Fees

Fees, mostly from Recreation and Planning fees, are collected for general government operations.

Hotel Occupancy Tax

Tourists staying at local hotels pay an additional 11% tax applied to their room rate.

Miscellaneous

Includes grants, fines, forfeitures, and inter-fund transfers.

Other Taxes

Includes the business license, franchise, and other taxes.

Property Taxes

For every \$1,000 in property taxes paid, the City receives approximately \$162. The majority of property tax paid supports the local schools.

Sales Taxes

For every \$100 in taxable purchases, \$9.25 is collected in sales tax. Of this amount, the City receives \$1.75. The majority of sales tax collected goes to the State.

Utility Taxes

Taxes are imposed on utility companies for using the City's streets and right-of-way.

Investments and Rents

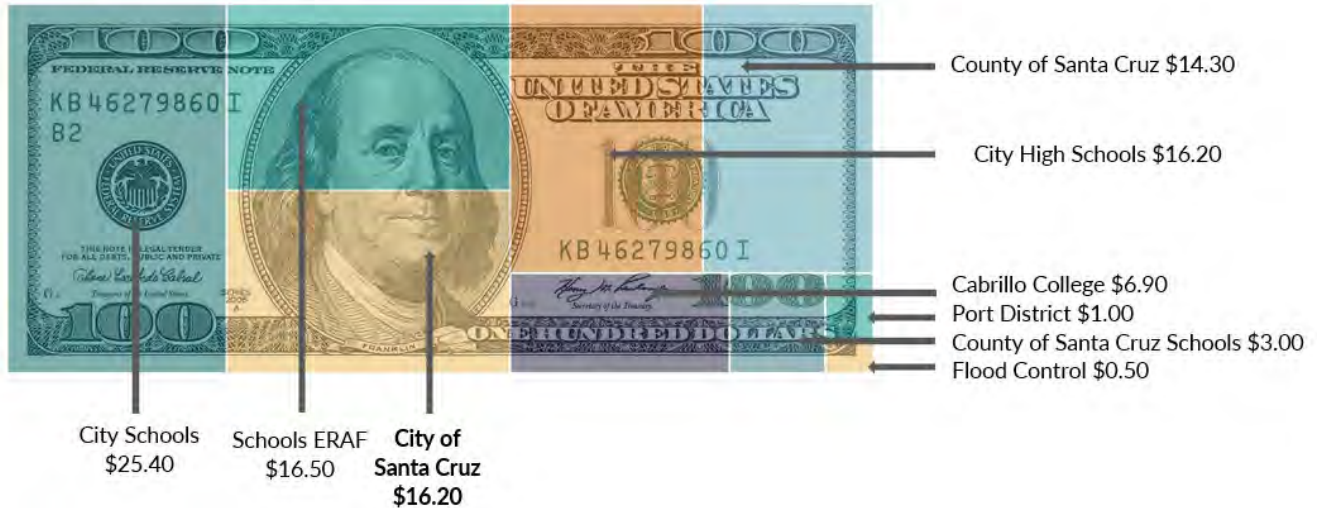
Funds collected include rents for City owned property and investment earnings.

Property and Sales Tax

Where does the tax get allocated?

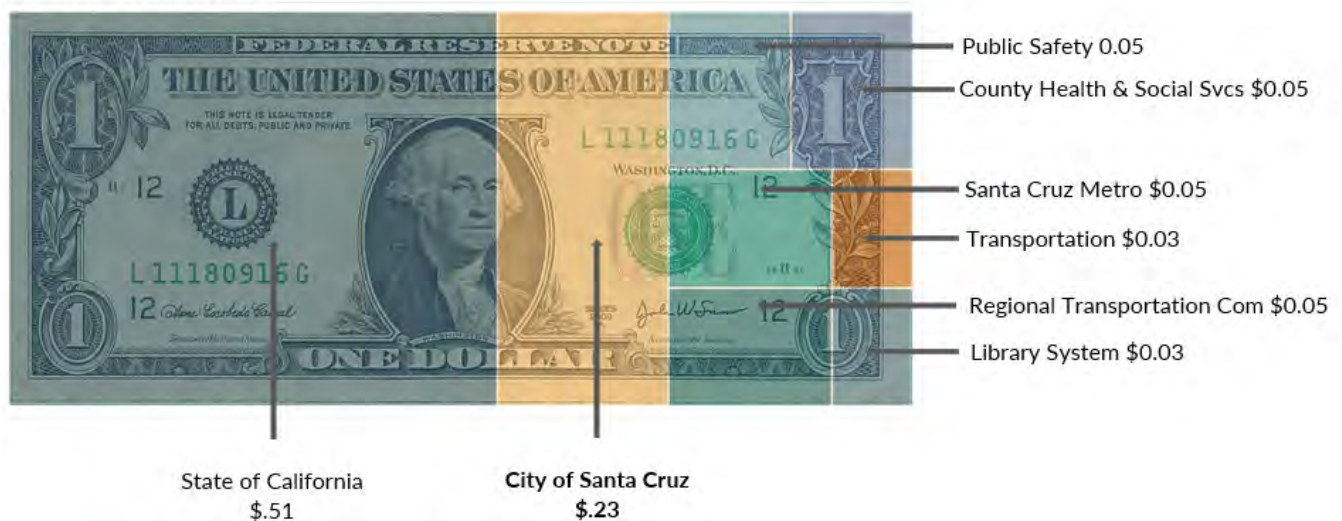
Property Tax

For every \$100 paid in property tax...



Sales Tax

For every \$1 paid in sales tax...



General Fund Expenditures

Where does the money go?

Community Services & Sustainable Infrastructure

Parks & Recreation	\$19.08M
Library	\$2.45M
Public Works	\$13.59M

Community Development

Planning & Community Development	\$8.70M
Economic Development & Housing	\$5.23M

Public Safety

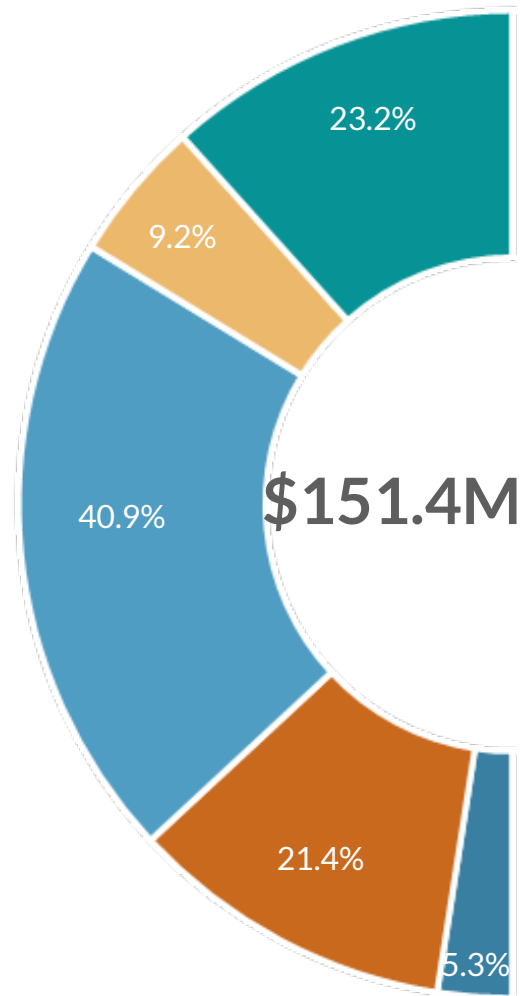
Fire	\$26.89M
Police	\$35.05M

Leadership & Support Services

City Council	\$0.61M
City Manager	\$15.55M
Administrative Services	\$14.66M

Debt Service and Transfers

Debt payments	\$2.75M
Transfers	\$5.10M



All numbers indicated are in \$ millions.



Citywide Staffing

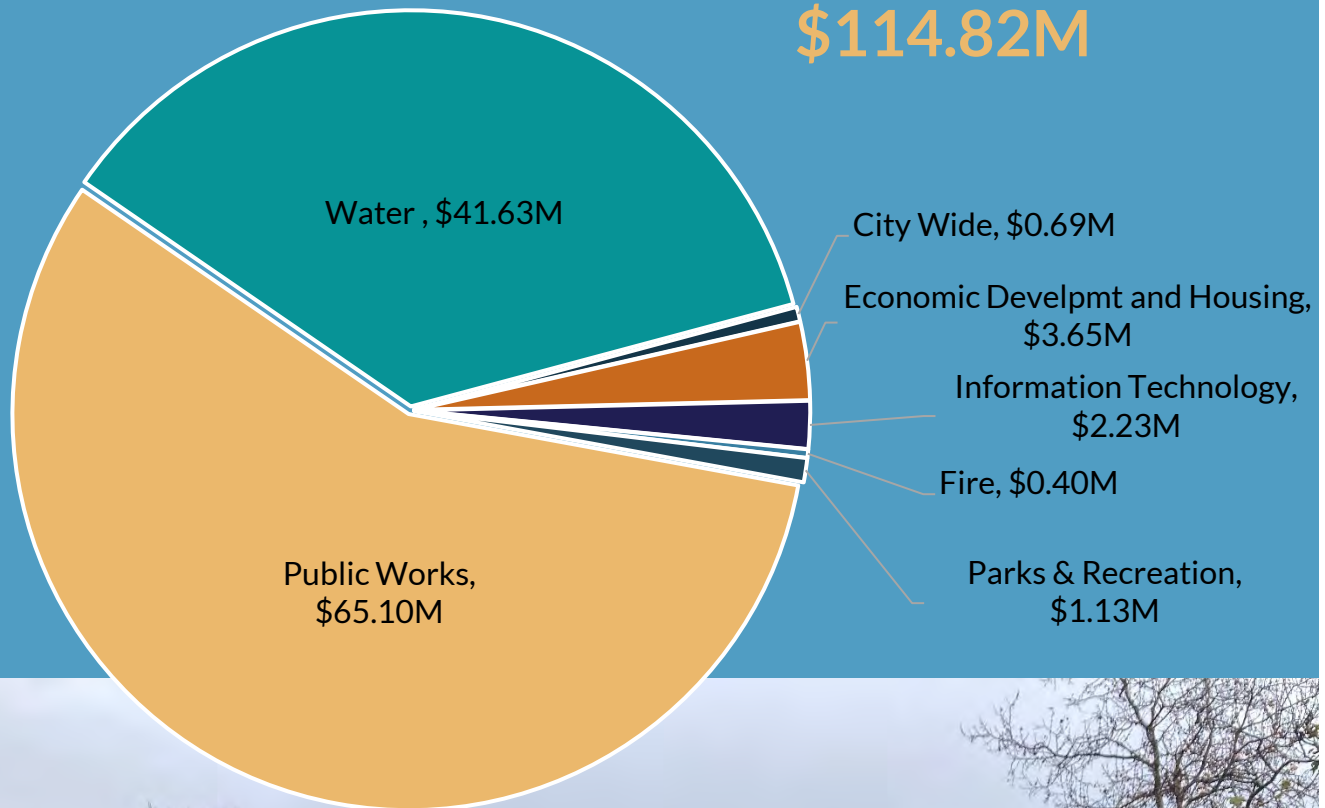
Total Positions Authorized



Positions Authorized by Department

City Manager	23.25
Economic Devel. & Housing	19.00
Finance	35.00
Fire	70.00
Human Resources	14.00
Information Technology	26.00
Library	115.08
Parks and Recreation	86.50
Planning and Community Dev.	35.00
Police	138.00
Public Works	274.40
Water	126.25
Total Positions Authorized	962.48

Capital Investment Program \$114.82M



City of Santa Cruz- Numbers at A Glance

General Info

- Total square miles - 15.83
- Population (2023) - 63,224
- Median family income - \$105,491
- Average persons per household - 2.37
- Median home value - \$1,1M
- Households - 24,092

Parks & Rec

- Acres of land - 1,700
- Number of parks - 35
- Number of facilities - 12
- Number of recreation classes - 972
- Number of facility rentals - 3,722
- Special events produced - 8

Utilities

- Active Water accounts - 24,545
- Miles of Water mains - 294
- Gallons of water produced - 2.65B
- Wastewater treated daily - 7.26M
- Miles of sewer pipes - 160

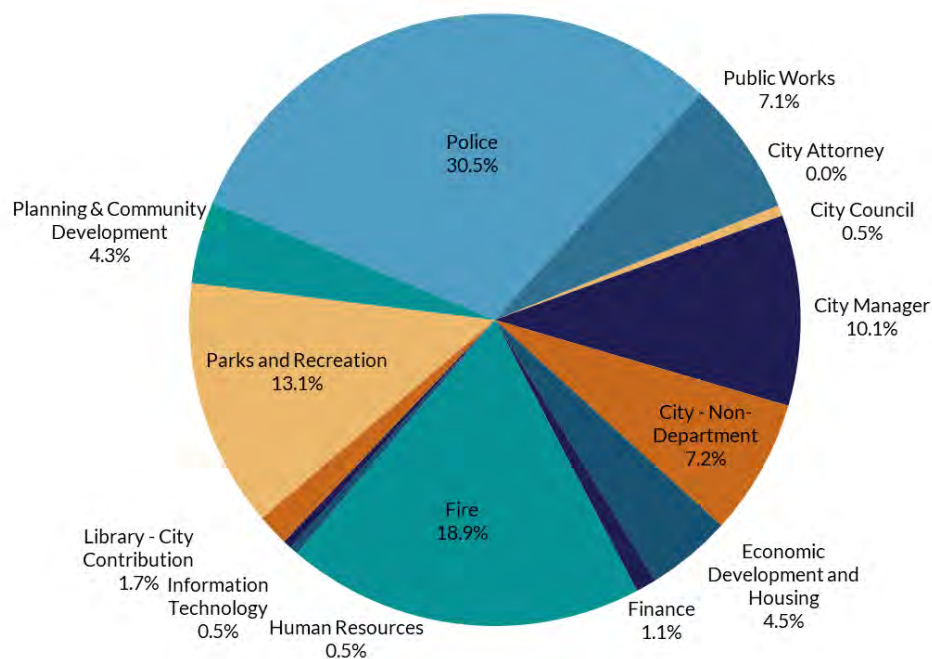
Public Safety

- Number of Police stations - 1
- Police calls for service - 74,556
- Number of citations - 3,838
- Number of Fire stations - 4
- Fire emergency calls - 9,787
- Fire project inspections - 811

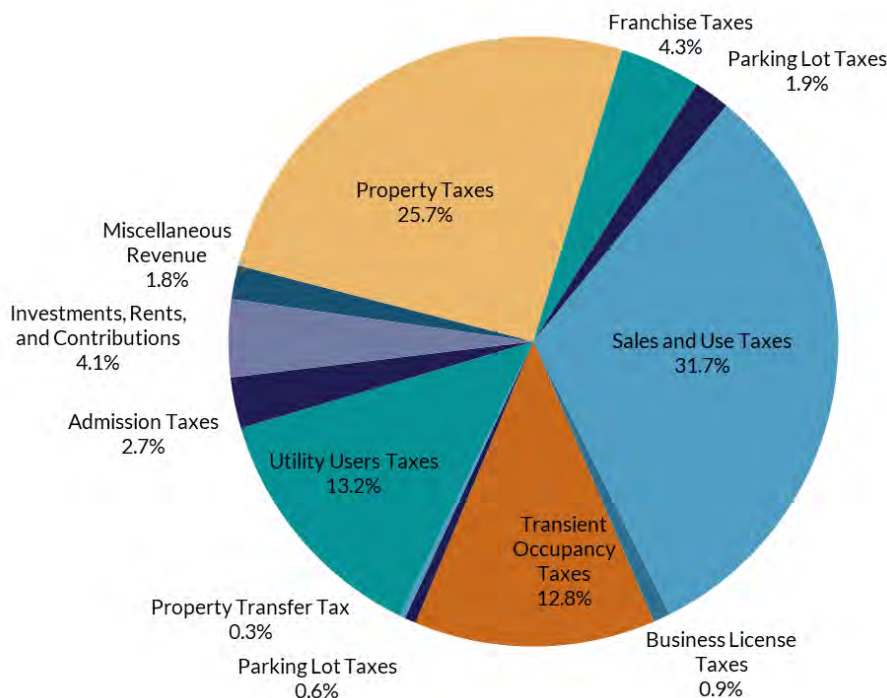
Primary General Fund Budget and General Revenues

The charts below present different perspectives for the Primary General Fund. The top chart represents the spending side and shows the net operating cost (budgeted appropriations less budgeted revenues) of the departments in the fund. Public safety (Police and Fire) accounts for half of the spending in the fund at 49.4%. The bottom chart represents the funding side and shows the discretionary revenues received by the fund. These are general revenues that are not specifically tied to departments and are the main revenues that fund the City's core services such as Police, Fire, Administration, and Parks and Recreation. Most of the discretionary funding comes from taxes, with Sales Tax and Property Tax comprising the largest portion, at approximately 57.4% combined.

Net General Fund Operating Budget



Discretionary General Revenues



Primary General Fund Budget Net of Program Revenues

	Expenditures and Other Uses	Program Revenues	Inter-fund, Interagency Sources	Net (Expenditure)/Revenue and Changes in Fund Balance	% of Net GF Cost
General Fund Departments/Programs:					
City Attorney	1,614,110	-	1,586,586	(27,524)	0.0%
City Council	607,931	-	-	(607,931)	0.5%
City Manager	15,553,962	100,000	4,259,285	(11,194,677)	10.1%
City - Non-Department	7,999,896	-	-	(7,999,896)	7.2%
Economic Development	5,230,793	228,045	-	(5,002,748)	4.5%
Finance	5,595,864	-	4,392,468	(1,203,396)	1.1%
Fire	26,890,989	5,543,545	337,149	(21,010,295)	18.9%
Human Resources	2,176,707	-	1,673,761	(502,946)	0.5%
Information Technology	6,888,418	-	6,374,578	(513,840)	0.5%
Library - City Contribution	2,452,089	576,352	-	(1,875,737)	1.7%
Parks and Recreation	19,082,193	4,477,761	-	(14,604,432)	13.1%
Planning & Community Dev.	8,695,336	3,866,560	-	(4,828,776)	4.3%
Police	35,046,896	1,115,003	-	(33,931,893)	30.5%
Public Works	13,585,294	4,463,159	1,223,253	(7,898,882)	7.1%
Total General Fund	\$151,420,478	\$20,370,425	\$19,847,080	\$(111,202,973)	100%

General Revenues and Other Unallocated Sources:

Taxes:

Property Taxes	28,561,984
Sales and Use Taxes	35,257,150
Business License Taxes	957,682
Franchise Taxes	4,730,540
Utility Users Taxes	14,701,461
Transient Occupancy Taxes	14,199,520
Parking Lot Taxes	680,495
Admission Taxes	3,055,004
Cannabis business tax and retail licenses	2,134,350
Property Transfer Tax	284,256
Total Taxes	104,562,442

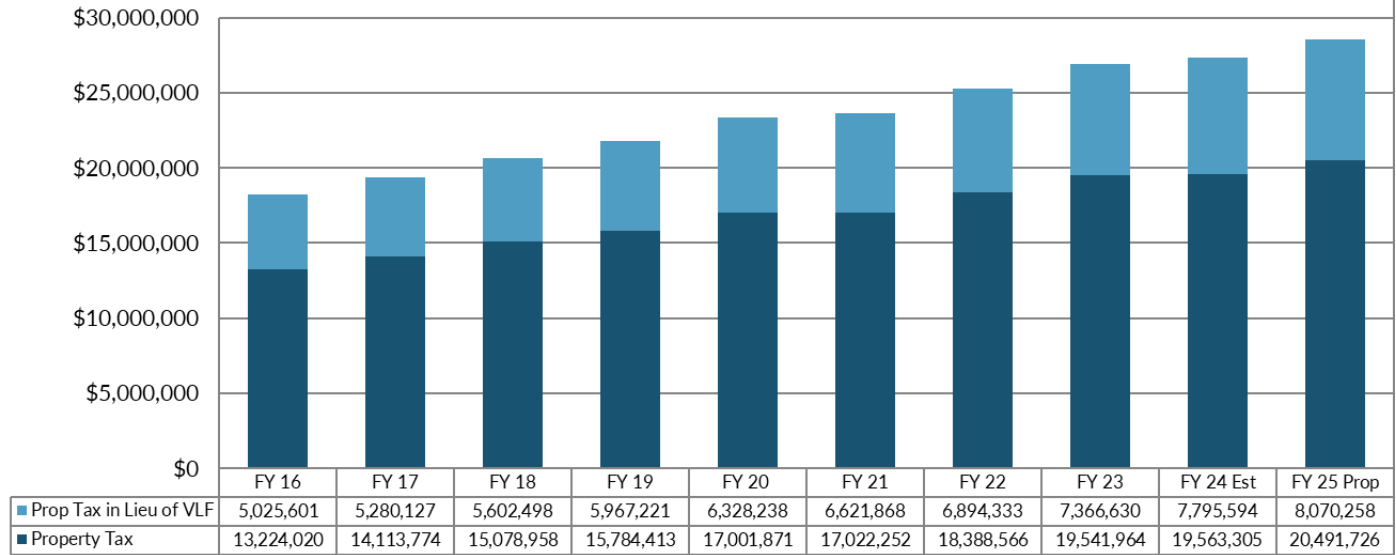
Intergovernmental	230,000
Investments, Rents, and Contributions	4,608,721
Fines and Forfeitures	190,193
Charges For Services and Other Miscellaneous	1,611,617

Total General Revenues and Other Unallocated Sources	111,202,973
Change in Fund Balance	-
Estimated Fund Balance - Beginning of Year	15,303,900
Estimated Fund Balance - End of Year	\$15,303,900

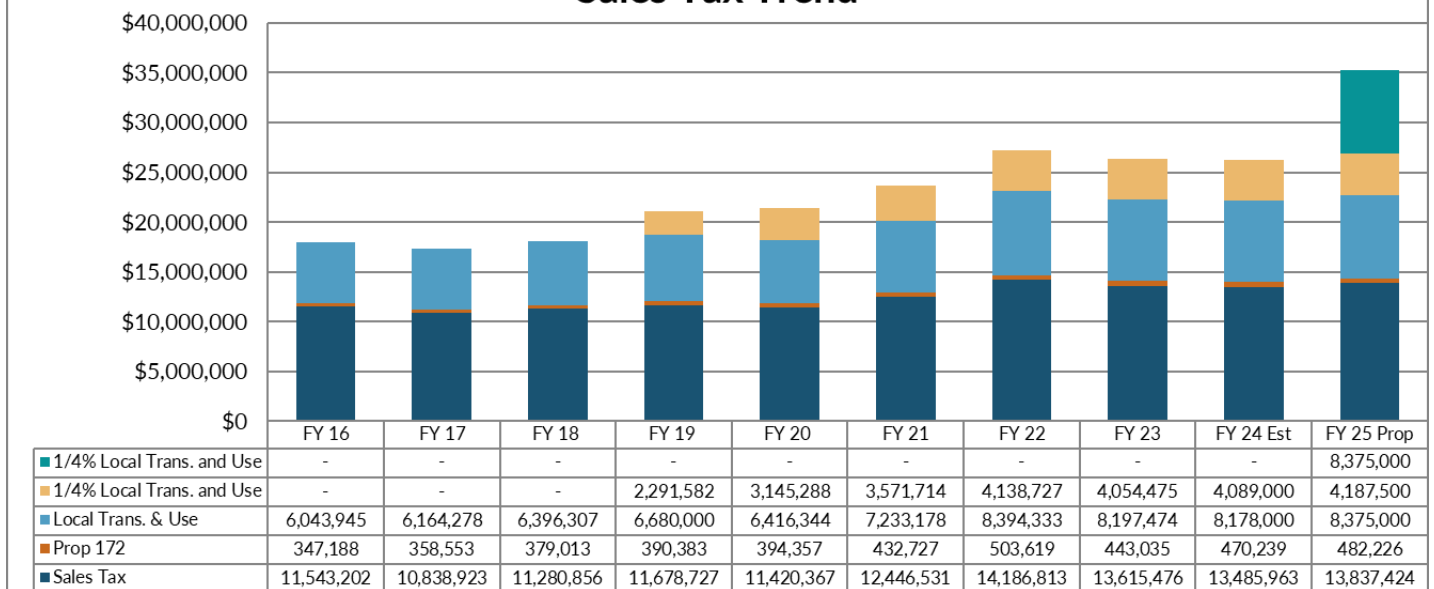
* Sums may have discrepancies due to rounding.

Property and sales tax are the two largest sources of tax revenue for the city's primary General Fund. Property taxes and sales taxes account for approximately 25.7% and 31.7%, respectively, of the fund's total proposed tax revenues for FY 2025.

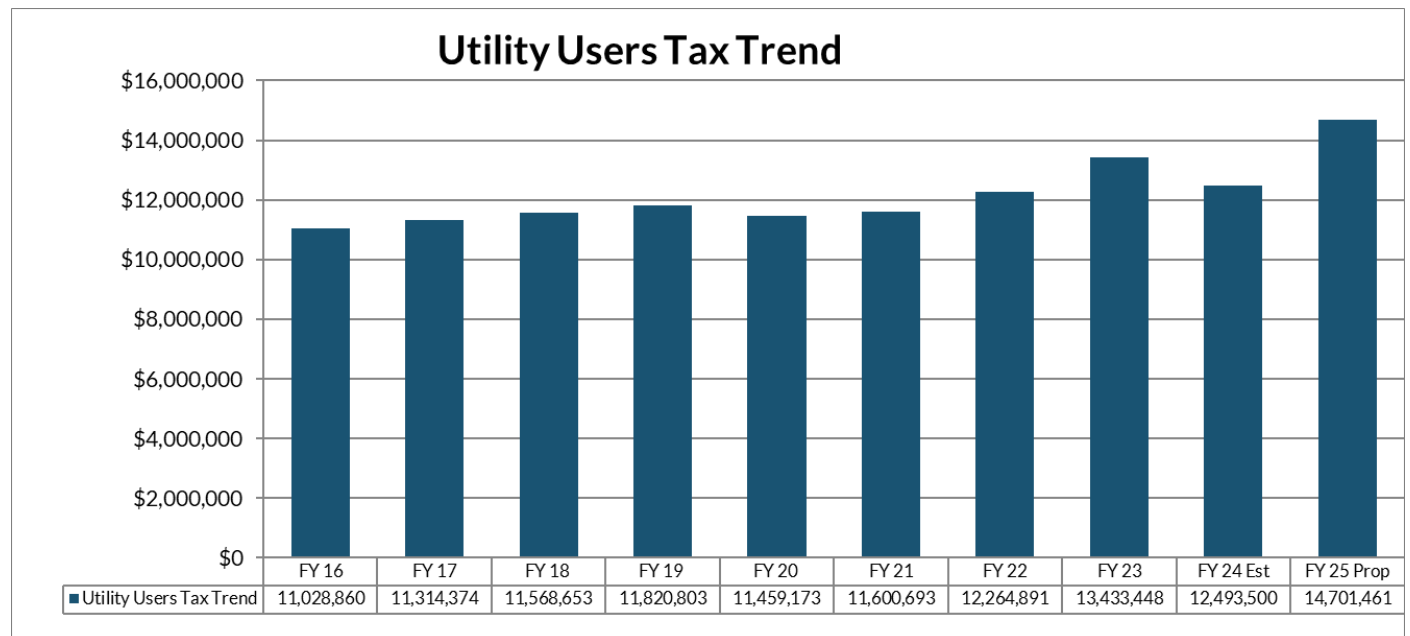
Property Tax Trend



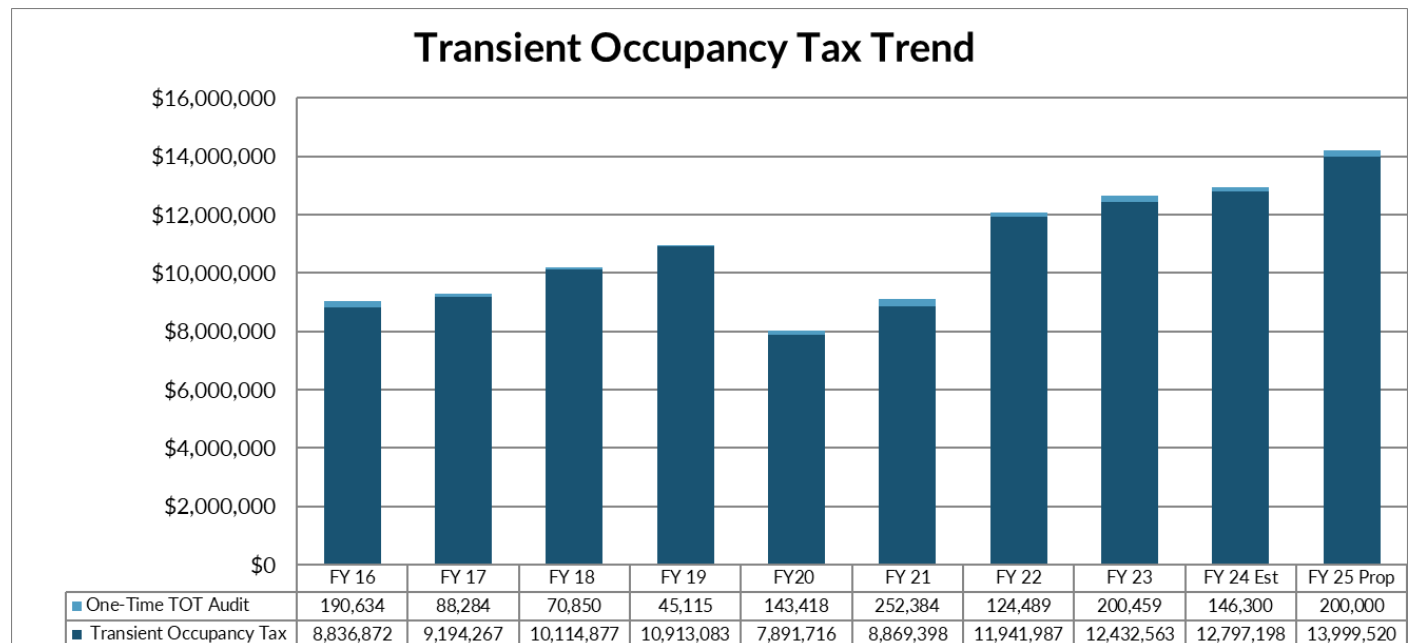
Sales Tax Trend



Utility users' taxes are imposed on all utility services within the city limits at a rate of 8.5% of taxable services.



Transient occupancy taxes are levied at a rate of 12% for motels, hotels, and inns, and 14% for short-term residential vacation rentals.



They each accounted for 13.2% and 12.8%, respectively, of the fund's total projected tax revenues for FY 2025.

Climate Action Plan

Background

The City of Santa Cruz' Climate Action Program was established in 2008. In 2012, the City Council adopted by resolution the City's first Community-wide Climate Action Plan (CAP) with a 2020 time horizon (CAP 2020). Since the CAP 2020 was adopted in 2012, the threat of climate change and the need to drastically decarbonize has become even more urgent.



With the CAP 2020 sunset, in 2021 the City allocated funding to begin work on its second Community-wide Climate Action Plan with a 2030 time horizon (CAP 2030). The mayor's appointed community Climate Action Task Force and a dozen local equity advisors were requested to serve as an advisory body to the CAP 2030 development process entitled "Resilient Together."

Vision and Values

Adopted on September 13, 2022, the City of Santa Cruz CAP 2030 builds on the strong foundation of climate action in the City and provides a framework for updated policies, programs, and incentives for the community to work toward climate mitigation, climate restoration, and building a climate economy. The emissions reduction targets are to (1) reduce GHG emissions 40% by 2030 from 1990 levels and (2) carbon neutral by 2035.

Vision

Rapidly enact local climate solutions that support and enhance a thriving and equitable community with robust active and public transportation; plentiful housing that is affordable, sustainable, and resilient; and healthy regenerative landscapes.

Values

The community values that have guided the development of the CAP and will continue to guide its implementation are:

- Ensure equity in all policies
- Build people-centric transportation infrastructure
- Promote efficient and low carbon/ no carbon energy and water
- Protect and enhance natural resources and urban parks
- Eliminate food waste and support local food sources

The City also adopted a 3-year implementation workplan and each department developed 1-year workplans to ensure implementation occurs on schedule. The workplans include mechanisms to institutionalize climate action into City processes, policies, and procedures.

Climate Adaptation Plan



Climate adaptation is how we respond to the impacts of climate change caused by global warming induced by the combustion of fossil fuels. While simultaneously drastic decarbonizing our City, climate adaptation also requires ongoing actions by individuals, businesses, and government. The Climate Adaptation Plan adopted in 2018 contains an update of all climate hazards, a specific sea level rise vulnerability assessment, and a social vulnerability to climate change assessment. It identifies 41 Climate Adaptation strategies originally developed in 2011 that were further refined in 2017-2018 to adapt our community infrastructure, businesses and

neighborhoods to potential climate change impacts, and to prepare for changes to natural resources that impact our community. The City's overall strategy is a mix of hard infrastructure, green-grey infrastructure, and policies tailored to prepare residents to plan for and mitigate impact severity.

Vision

The City of Santa Cruz General Plan 2030 Safety Element provides the direction and resources to help reduce death, injuries, property and environmental damage, as well as direction and resources to reduce the economic and social dislocation resulting from natural hazards — including impacts of climate change. The General Plan informs the Local Hazard Mitigation Plan (adopted in 2018), the Climate Action Plan 2030 (adopted in 2022), the Local Coastal Plan Update (currently underway), and the Climate Adaptation Plan (2018). These Plans are intended to work in unison to support the broader vision and values of the community as reflected in the vision statement for the General Plan. The Climate Adaptation Plan will be updated in FY24.

Goals

General Plan Natural Resources and Conservation (NRC) Goal 4: Effective leadership and action in reducing and responding to global warming

NRC 4.3 Support initiatives, legislation and actions for reducing and responding to climate change.

NRC 4.4 Encourage community involvement and public-private partnerships to reduce and respond to global warming.

NRC 4.5 Minimize impacts of future sea level rise.

NRC 4.6 Take early action on significant and probable global warming, land use and development issues, including those that arise after 2025.

Capital Investment Projects (CIP) that implement the Climate Action and Adaptation Plans are identified in the CIP section of this document. More information about the CAP 2030 can be found on the city's website at www.cityofsantacruz.com/climateactionplan. More information on the Climate Adaptation Plan can be found at bit.ly/SCAdapts.

Health in All Policies

On November 26, 2019, the Santa Cruz City Council demonstrated their commitment to community well-being by voting unanimously to adopt the Health in All Policies (HiAP) policy and implementation recommendations. City leaders recognized that community well-being is not simply influenced by individual choices but by the interactions of many factors including the decisions by and policies of local government.




The HiAP program identified 8 interconnected conditions that are necessary for health and wellbeing throughout the community which are tracked through a set of community wellbeing outcome metrics.



HiAP is a collaborative approach to improving the wellbeing of all people by prioritizing equity, sustainability, and public health in decision-making across sectors and policy areas. The goal of HiAP is to ensure that all decision-makers are informed and consider these pillars during the policy development process and, from FY25 forward, in budgeting for capital investments.

Guided by a HiAP City Council Committee, the City adopts a HiAP workplan each year and staff report annually on the progress. The HiAP program has been incorporated into the Accomplishments and Goals section of each Department Summary in the Budget document. Accomplishments and Goals that support the objective of HiAP are labeled with icons to identify easily and clearly which pillar they support. The Capital Investment Program section of the Budget also presents a map of the “opportunity zones” of Santa Cruz- where equity needs are the greatest- and the locations of CIP mapped projects to demonstrate the degree to which capital investments are concentrated in those areas. For FY 2025, 36% of these projects are in the City’s opportunity zones.

Legend: Item has the following icon(s) if it promotes [HiAP](#) goal of-

-  Equity
-  Sustainability
-  Public Health

For more information, go to <https://www.cityofsantacruz.com/government/city-departments/city-manager/health-in-all-policies>.

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FINANCIAL SUMMARIES

Fiscal Year
July 1, 2024-
June 30, 2025



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Projected Operating Fund Balance



		FY 2025 Adopted Budget				
	Estimated Starting Fund Balance July 1, 2024	Revenue & Other Requirements	Expenditures & Other Requirements	Surplus (Deficit)	Estimated Ending Fund Balance* June 30, 2025	Change in Fund Balance**
Primary General Fund	15,387,217	151,420,478	(151,420,478)	-	15,387,217	0%
Other General Funds	35,187,952	5,989,163	(7,468,544)	(1,479,381)	33,708,571	-4%
Public Safety Special Revenue Funds	1,621,588	360,356	(204,738)	155,618	1,777,206	10%
Gasoline Tax Fund	1,317,102	25,958,859	(27,012,655)	(1,053,796)	263,306	-80%
Transportation Measure D Fund	1,123,866	1,841,825	(213,879)	1,627,946	2,751,812	145%
Traffic Impact Fee-Citywide Fund	1,299,473	271,141	(819,815)	(548,674)	750,799	-42%
Clean River, Beaches Fund	1,494,964	752,247	(1,276,584)	(524,337)	970,627	-35%
Parks and Recreation Funds	3,004,866	574,848	(305,000)	269,848	3,274,714	9%
Housing and Community Development Funds	1,590,104	3,151,327	(3,477,861)	(326,534)	1,263,570	-21%
Other Special Revenue Funds	(984,597)	1,361,600	(1,361,600)	-	(984,597)	0%
Capital Projects Funds	5,060,092	24,960,655	(22,365,817)	2,594,838	7,654,930	51%
Debt Service Funds	1,609,361	1,007,169	(924,275)	82,894	1,692,255	5%
Internal Service Funds	6,093,179	48,023,913	(45,030,697)	2,993,216	9,086,395	49%
Total	73,805,167	265,673,581	(261,881,943)	3,791,638	77,596,805	5%

* The use of the Primary General Fund estimated ending fund balance is described on the following page.

** An explanation of the reasons for a change in fund balance that is over 10% (highlighted in yellow) is provided on the following page.

Assignment of the Fund Balance of the Primary General Fund

Following the City of Santa Cruz's financial and budgetary policies and in alignment with fiscal best practices, the estimated ending fund balance for the Primary General Fund is set aside for specific purposes, as is the case with the pension reserve and the emergency reserve, and the remaining is unrestricted fund balance.

Pension Reserve

This reserve is restricted. Appropriations require resolution from the City Council and can only be used to cover costs associated with employee pension benefits.

Emergency Reserve

This reserve is used for sustaining General Fund operations in the case of a public emergency such as a natural disaster, economic recession, or other unforeseen catastrophic event. The use of this reserve requires resolution from City Council.

Unrestricted Fund Balance

These funds are set aside to cover unexpected operational and one-time needs. This is made up of committed and assigned fund balance.

After FY 2024 closes, the new audited balance of these portions of the fund balance for the Primary General Fund will be known.

Explanation of Fund Balance Change Over 10%

It is considered a best practice to provide an explanation of the change in fund balance if this change is greater than 10%. As can be seen on the previous page, the following funds are anticipating a greater than 10% change, so an explanation for this follows:

The Gasoline Tax Fund has a planned 80% decrease in fund balance in FY 2025. This is in large part due to the large, anticipated costs for Murray Street Bridge Seismic Retrofit CIP project (c409321) in FY 2025, which currently is underfunded.

Transportation Measure D Fund will have a 145% increase in fund balance as projects ordinarily receiving Measure D funds are diverted to other funds or deferred. Measure D funds will be set aside to fund construction of the remaining Monterey Bay Sanctuary Scenic Trail (Rail Trail) segments (c401804) within the City limits.



The Traffic Impact Fee- Citywide Fund will have a 42% decrease in its fund balance because of a decrease in anticipated revenues and increased personnel costs, as a Senior Professional Engineer, an Associate Professional Engineer, and a portion of the Assistant Director of Public Works are funded through this fund, and as the Delaware-Swift Intersection Improvements (c401904) and the Pacific Beach Roundabout Enhancements (c402507) CIP projects are partially funded through this fund.

The Clean River, Beaches Fund will similarly have a decrease in its fund balance, which will be reduced by 35% in FY 2025. This is largely due to the new costs associated with the FY 2025 project, Recreational Vehicle (RV) Sanitary Disposal Station (c402508).



The fund balance for the Housing and Community Development Funds will decrease by 21% due to the addition in the FY 2025 budget of two positions in Fund 279, the Affordable Housing Trust Fund: a Principal Management Analyst and a Development Manager. The rationale for these two new positions is included in the Personnel Profile – Overview of Changes. The financial impact of these positions on the fund balance will be reduced as these individuals charge their time to already-budgeted projects. This will create a labor credit that will be added to this fund, which will reduce the fund's budgetary deficit.

The Capital Projects Funds will have an increase in fund balance of 51%, which is in part due to the \$2.0M Measure S parcel tax revenue received in Fund 316 for the Santa Cruz Library CIP. Currently, this revenue does not have an offsetting expenditure as these funds are intended to eventually be used

towards the construction of the Downtown Mixed-Use Project, c512002.

Internal Service Funds will see a 48% increase in fund balance at the end of FY 2025 due to a surplus in the Group Health Fund 843 of \$1.45M and a surplus in the Unemployment Insurance Fund 844 of \$0.8M. These fund balances are being allowed to build up in the 2025 fiscal year to be able to cover large, unanticipated claims in the future.

Audited Net Position of the Enterprise Funds



For the Year Ended June 30, 2023

	Beginning of Year Net Position for the Year Ended June 30, 2023	Total Operating Revenues	Total Operating Expenses	Total Nonoperating Revenues (Expenses)	Total Transfers	End of Year Net Position for the Year Ended June 30, 2023
Water	108,600,010	41,901,402	34,814,510	(2,744,606)	(84,890)	112,857,406
Wastewater	86,554,129	25,245,183	31,063,751	2,035,494	(66,509)	82,704,546
Refuse	22,904,102	22,849,214	25,256,080	612,499	(22,249)	21,087,486
Parking	6,274,938	4,649,621	6,386,534	255,291	21,491	4,814,807
Storm Water	9,982,556	915,663	2,480,885	607,404	(780,718)	8,244,020
Total Enterprise Funds	234,315,735	95,561,083	100,001,760	766,082	(932,875)	229,708,265

Further details on the information in the table above can be found in the City of Santa Cruz's 2023 Annual Comprehensive Financial Report, beginning on page 46:

<https://www.cityofsantacruz.com/home/showpublisheddocument/98327/638422249993600000#page=66>

Differences Between the ACFR and the Budget Document

Openness is the spirit of our attitude and the approach to all that we do in the City of Santa Cruz. Our financial plans for the fiscal year, as exemplified in this budget document, are one way that we provide transparency. An additional method we use is our annual financial report. Our openness and accountability through our external financial statements is the way in which we ensure our community has taxation with representation.

We welcome our budget document readers to read our Annual Comprehensive Financial Report (“ACFR” or “Annual Report”), which is a complete set of the City of Santa Cruz’s financial statements, presented in conformance with generally accepted accounting principles (GAAP) and audited by a firm of licensed certified public accountants, The Pun Group, LLP. Various financing covenants and regulations associated with restricted funding sources require that we issue and publish the ACFR each fiscal year.

The Annual Comprehensive Financial Report for the past six years may be found here: <https://www.cityofsantacruz.com/government/city-departments/finance/financial-reports>.

Please note that there are differences between the annual budget and the ACFR because there are two perspectives of the data, and these two documents serve different purposes. The budget is a plan for a future fiscal year, showing how general revenues will be allocated. The Annual Report provides the actual results of the prior year’s financial activities. Both documents use the modified accrual basis of accounting for Governmental funds (General Fund, CIP, Special Revenue) but Business Type funds (Enterprise and Internal Service) use a modified accrual basis in the budget document and a full accrual basis in the ACFR. This difference in accounting basis results in some significant differences between the two documents, particularly in the way long term assets and liabilities such as capital assets, debt, and pension costs are recorded. For example, in the budget document, Enterprise funds recognize payment of long-term obligations in the period in which the disbursements are made. In the Annual Report, payment of these long-term obligations by Enterprise funds is not recorded as an expense but rather as a reduction in the long-term liability. In the case of fixed assets, the budget will expense these assets in the year they are purchased. The ACFR spreads the cost out over several years using depreciation to represent use of the asset over its lifetime.

These differences in our annual budget and Annual Report can prove to be frustrating when one expects our documents to represent our finances in an identical way. There is, though, consistency and logic in our reporting in both documents and they accurately present our finances in their differing ways. Our most recent Annual Report earned a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association and our annual budget for the past fiscal year earned the Distinguished Budget Presentation Award. We strive towards excellence in providing high-quality financial reports to our constituents and the public.

Please reference the next page to see a reconciliation between the ACFR and the Budget for one of our Enterprise Funds.

**Reconciliation of FY 2022 ACFR to FY 2022 Expenditures Reported in FY 2024 Budget
for the Water Fund**

FY2022 ACFR		Differences		FY22 Actuals Reported in FY 2024 Budget	
Personnel Services	15,608,656	Compensated Absences	(1,159,188)	14,449,468	Personnel Services
Services	8,919,968	GASB 75 OPEB	(310,553)	8,609,415	Services
Supplies	3,052,666			3,052,666	Supplies
Other materials & services	1,912,860	Capital expenditures moved to operating	(273,642)	1,639,218	Other materials & services
Other Charges	299,980			299,980	Other charges
Capital Outlay	(88,461)	Capitalized expenditures, GASB 87	463,862	375,401	Capital Outlay
Total Services, Supplies, & Other Charges	29,705,669		(1,279,522)	28,426,147	Total Services, Supplies, & Other Charges
Depreciation and Amortization	4,225,838	Non-budgetary items	(4,225,838)	-	
Interest/fiscal charges on debt	2,772,485	Principal offset & deferred issuance costs	1,525,869	4,298,354	Debt service
Loss on assets	2,067		(2,067)	-	
Transfers	115,599	Transfers (non intra-entirety)	(115,599)	-	
TOTAL	36,821,657		4,097,156	32,724,501	



Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE

FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Budget Adopted
		Adopted Budget	Amended Budget	Year End Estimate	
General Funds					
Primary General Fund					
Taxes	89,580,351	91,267,125	91,267,125	89,830,699	104,562,442
Licenses and Permits	1,684,199	1,486,200	1,486,200	1,380,000	1,668,500
Grants	1,463,659	797,684	4,883,249	914,554	1,179,053
Charges for Services	19,555,318	31,614,395	31,536,073	32,444,300	34,678,690
Fines and Forfeitures	1,332,837	1,180,600	1,180,600	1,382,022	1,492,147
Rents & Miscellaneous Revenues	5,850,574	5,560,017	5,736,133	5,859,084	6,314,231
Other Financing Sources	6,808,897	7,368,679	8,454,906	8,264,084	1,525,415
Total Primary General Fund	126,275,834	139,274,700	144,544,286	140,074,744	151,420,478
General Fund - Assigned & Committed for Special Programs					
Taxes	215,208	220,000	410,000	410,000	410,000
Grants	658,125	-	13,977,940	12,000	-
Charges for Services	1,565,993	1,190,455	1,190,455	1,476,900	1,489,800
Fines and Forfeitures	8,107	3,000	3,000	9,800	12,000
Rents & Miscellaneous Revenues	1,948,437	2,444,464	2,478,269	1,921,267	1,942,440
Other Financing Sources	3,333,857	2,919,968	2,919,968	3,013,199	1,769,969
Total General Fund - Assigned & Committed for Special Programs	7,729,726	6,777,887	20,979,632	6,843,166	5,624,209
City Public Trust					
Rents & Miscellaneous Revenues	102,298	55,270	55,270	62,432	64,954
Other Financing Sources	387,536	300,000	300,000	300,000	300,000
Total City Public Trust	489,834	355,270	355,270	362,432	364,954
Total General Funds	134,495,394	146,407,857	165,879,188	147,280,342	157,409,641
Special Revenue Funds					
Police Special Revenue Funds					
Grants	156,499	400,000	200,000	221,119	200,000
Charges for Services	30,105	-	-	23,766	-
Fines and Forfeitures	-	-	-	279,299	-
Rents & Miscellaneous Revenues	22,134	8,249	8,249	23,374	23,028
Total Police Special Revenue Funds	208,738	408,249	208,249	547,558	223,028
Impact Fee Funds					
Rents & Miscellaneous Revenues	230,876	196,025	196,025	60,736	137,328
Total Impact Fee Funds	230,876	196,025	196,025	60,736	137,328

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE

FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Budget Adopted
		Adopted Budget	Amended Budget	Year End Estimate	
State Highway Funds					
Grants	5,643,576	13,614,467	38,813,504	3,496,792	25,481,524
Rents & Miscellaneous Revenues	60,409	20,658	20,658	36,016	27,335
Other Financing Sources	570,620	300,000	5,600,338	-	450,000
Total State Highway Funds	6,274,605	13,935,125	44,434,500	3,532,808	25,958,859
Measure D Transportation Fund					
Grants	1,534,321	1,587,401	1,587,401	1,587,401	1,760,000
Rents & Miscellaneous Revenues	78,648	13,971	13,971	78,648	81,825
Total Measure D Transportation Fund	1,612,969	1,601,372	1,601,372	1,666,049	1,841,825
Traffic Impact Funds					
Rents & Miscellaneous Revenues	744,201	544,008	544,008	120,320	271,141
Other Financing Sources	980	-	-	-	-
Total Traffic Impact Funds	745,181	544,008	544,008	120,320	271,141
Clean River, Beaches & Ocean Tax Fund					
Taxes	630,263	635,000	635,000	635,000	635,000
Grants	333	-	-	-	85,000
Rents & Miscellaneous Revenues	30,995	17,425	17,425	30,995	32,247
Total Clean River, Beaches & Ocean Tax Fund	661,591	652,425	652,425	665,995	752,247
Parks & Recreation Funds					
Taxes	1,085,778	515,000	515,000	500,000	515,000
Rents & Miscellaneous Revenues	62,871	19,689	19,689	57,525	59,848
Other Financing Sources	-	-	34,719	-	-
Total Parks & Recreation Funds	1,148,649	534,689	569,408	557,525	574,848
Housing & Community Development Funds					
Grants	1,630,883	2,276,720	30,518,306	10,000,000	2,870,942
Charges for Services	16,676	15,000	15,000	12,000	12,000
Rents & Miscellaneous Revenues	370,917	157,454	157,454	262,172	139,703
Other Financing Sources	613,732	-	-	1,290,000	-
Total Housing & Community Development Funds	2,632,209	2,449,174	30,690,760	11,564,172	3,022,645

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE

FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Budget Adopted
		Adopted Budget	Amended Budget	Year End Estimate	
City Low & Mod Income Housing Funds					
Grants	785	-	-	-	-
Charges for Services	28,750	25,000	25,000	25,000	25,000
Rents & Miscellaneous Revenues	251,642	139,712	139,712	142,876	103,682
Other Financing Sources	-	-	-	460,000	-
Total City Low & Mod Income Housing Funds	281,177	164,712	164,712	627,876	128,682
Transportation Development Funds					
Grants	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000
Total Transportation Development Funds	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000
American Rescue Plan Funds					
Grants	3,899,361	-	-	-	-
Rents & Miscellaneous Revenues	62,863	-	-	62,863	-
Total American Rescue Plan Funds	3,962,224	-	-	62,863	-
State Homeless Response Program Funds					
Rents & Miscellaneous Revenues	177,143	-	-	177,143	-
Total State Homeless Response Program Funds	177,143	-	-	177,143	-
Other Special Revenue Funds					
Charges for Services	-	-	249,600	155,900	161,600
Rents & Miscellaneous Revenues	174,864	-	-	228,125	-
Total Other Special Revenue Funds	174,864	-	249,600	384,025	161,600
Total Special Revenue Funds	19,445,808	21,685,779	80,511,059	21,167,070	34,272,203
Capital Improvement Funds					
Other Special Revenue Funds					
Taxes	2,118,853	1,955,611	1,955,611	1,955,611	1,955,611
Grants	8,303,400	61,570,800	97,186,823	42,060,225	11,582,200
Rents & Miscellaneous Revenues	352,822	350,301	3,550,994	1,641,404	3,850,146
Other Financing Sources	26,397,900	11,167,657	48,608,477	30,132,808	7,572,698
Total Other Special Revenue Funds	37,172,974	75,044,369	151,301,904	75,790,048	24,960,655
Total Capital Improvement Funds	37,172,974	75,044,369	151,301,904	75,790,048	24,960,655

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE

FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Budget Adopted
		Adopted Budget	Amended Budget	Year End Estimate	
Debt Service Funds					
Other Special Revenue Funds					
Taxes	535,943	550,000	550,000	524,801	550,000
Rents & Miscellaneous Revenues	74,862	447,147	447,147	456,088	457,169
Total Other Special Revenue Funds	610,805	997,147	997,147	980,889	1,007,169
Total Debt Service Funds	610,805	997,147	997,147	980,889	1,007,169
Enterprise Funds					
Other Special Revenue Funds					
Taxes	288,685	67,928	67,928	288,686	81,763
Licenses and Permits	2,533	752	752	1,500	2,000
Grants	3,985,597	37,620,465	29,631,275	17,443,067	25,048,349
Charges for Services	94,657,041	99,793,217	99,793,217	99,664,824	111,083,687
Fines and Forfeitures	4,493	-	-	245	-
Rents & Miscellaneous Revenues	2,345,964	1,609,088	1,617,221	2,030,857	2,215,960
Other Financing Sources	9,224,334	359,065	3,172,107	339,042	812,646
Total Other Special Revenue Funds	110,508,648	139,450,515	134,282,500	119,768,221	139,244,405
Total Enterprise Funds	110,508,648	139,450,515	134,282,500	119,768,221	139,244,405
Internal Service Funds					
Other Special Revenue Funds					
Charges for Services	31,010,949	36,927,344	37,437,344	37,350,795	47,153,275
Rents & Miscellaneous Revenues	420,412	481,324	481,324	700,759	585,269
Other Financing Sources	2,333,398	273,123	273,123	280,123	285,123
Total Other Special Revenue Funds	33,764,758	37,681,791	38,191,791	38,331,677	48,023,667
Total Internal Service Funds	33,764,758	37,681,791	38,191,791	38,331,677	48,023,667
Total Revenues:	335,998,387	421,267,458	571,163,590	403,318,247	404,917,740

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
General Funds					
Primary General Fund					
Personnel Services	73,249,600	85,640,088	86,504,760	80,367,286	93,395,297
Salary Savings	-	(5,157,324)	(5,157,324)	-	(5,107,016)
Services, Supplies, & Other Charges	36,562,925	43,174,143	49,171,737	47,644,725	54,795,998
Capital Outlay	548,726	6,261,575	7,906,838	7,379,566	309,800
Debt Service	1,919,952	2,414,317	2,414,317	2,599,767	2,778,549
Other Financing Uses	15,219,853	7,635,725	12,263,308	6,951,395	5,247,850
Total Primary General Fund	127,501,056	139,968,524	153,103,636	144,942,739	151,420,478
General Fund - Assigned & Committed for Special Programs					
Personnel Services	3,455,206	4,386,952	4,411,605	3,687,111	4,417,393
Salary Savings	-	(301,544)	(301,544)	-	(240,773)
Services, Supplies, & Other Charges	1,662,923	3,117,910	12,646,636	4,488,898	2,258,231
Capital Outlay	-	-	25,000	79,337	60,000
Other Financing Uses	196,243	86,974	12,972,579	5,883,986	902,693
Total General Fund - Assigned & Committed for Special Programs	5,314,372	7,290,292	29,754,276	14,139,332	7,397,544
City Public Trust					
Services, Supplies, & Other Charges	41,766	85,000	96,959	-	85,000
Other Financing Uses	384,290	400,000	2,998,962	1,913,404	-
Total City Public Trust	426,055	485,000	3,095,921	1,913,404	85,000
Total General Funds	133,241,484	147,743,816	185,953,833	160,995,475	158,903,022
Special Revenue Funds					
Police Special Revenue Funds					
Services, Supplies, & Other Charges	100,000	203,116	203,116	3,116	204,738
Other Financing Uses	-	-	170,942	-	-
Total Police Special Revenue Funds	100,000	203,116	374,058	3,116	204,738
Impact Fee Funds					
Other Financing Uses	-	-	106,000	106,000	-
Total Impact Fee Funds	-	-	106,000	106,000	-

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE

FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
State Highway Funds					
Personnel Services	43,500	49,336	49,336	45,637	50,720
Salary Savings	-	(15,117)	(15,117)	-	(10,495)
Services, Supplies, & Other Charges	3,863,001	661,528	661,528	619,528	745,650
Capital Outlay	550,527	13,575,000	43,595,474	250,000	24,450,000
Debt Service	15,073	-	-	-	-
Other Financing Uses	1,053,743	1,010,161	5,975,018	4,230,983	1,776,780
Total State Highway Funds	5,525,844	15,280,908	50,266,239	5,146,148	27,012,655
Measure D Transportation Fund					
Personnel Services	76,561	99,215	99,832	89,440	103,271
Salary Savings	-	(16,703)	(16,703)	-	(39,392)
Services, Supplies, & Other Charges	-	282	282	282	-
Other Financing Uses	3,091,584	2,795,000	4,649,110	3,406,250	150,000
Total Measure D Transportation Fund	3,168,144	2,877,794	4,732,521	3,495,972	213,879
Traffic Impact Funds					
Personnel Services	132,291	175,930	176,547	160,285	186,545
Salary Savings	-	(21,011)	(21,011)	-	(16,730)
Services, Supplies, & Other Charges	-	522	522	522	-
Other Financing Uses	570,620	200,000	2,400,338	-	650,000
Total Traffic Impact Funds	702,911	355,441	2,556,396	160,807	819,815
Clean River, Beaches & Ocean Tax Fund					
Personnel Services	244,743	326,813	328,059	215,461	323,971
Salary Savings	-	(10,270)	(10,270)	-	(11,161)
Services, Supplies, & Other Charges	352,832	627,882	673,050	477,542	683,430
Capital Outlay	-	100,000	685,816	113,923	280,000
Other Financing Uses	344	344	344	344	344
Total Clean River, Beaches & Ocean Tax Fund	597,920	1,044,769	1,676,999	807,270	1,276,584
Parks and Recreation Funds					
Other Financing Uses	556,728	1,045,000	2,236,867	1,120,938	305,000
Total Parks and Recreation Funds	556,728	1,045,000	2,236,867	1,120,938	305,000
Housing & Community Development Funds					
Services, Supplies, & Other Charges	3,563,785	15,605,325	31,237,461	10,471,624	2,908,038
Other Financing Uses	116,036	402,432	4,021,278	3,112,176	481,823
Total Housing & Community Development Funds	3,679,821	16,007,757	35,258,739	13,583,800	3,389,861

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
City Low & Mod Income Housing Funds					
Services, Supplies, & Other Charges	109,920	127,276	233,363	86,000	88,000
Capital Outlay	-	-	43,064	-	-
Other Financing Uses	181,119	-	-	-	-
Total City Low & Mod Income Housing Funds	291,039	127,276	276,427	86,000	88,000
Transportation Development Funds					
Services, Supplies, & Other Charges	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000
Total Transportation Development Funds	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000
American Rescue Plan Funds					
Other Financing Uses	3,997,425	1,000,000	1,086,550	1,086,550	-
Total American Rescue Plan Funds	3,997,425	1,000,000	1,086,550	1,086,550	-
State Homeless Response Program Funds					
Other Financing Uses	4,873,920	6,180,705	7,217,263	6,711,083	-
Total State Homeless Response Program Funds	4,873,920	6,180,705	7,217,263	6,711,083	-
Total Special Revenue Funds	24,829,335	45,322,766	106,988,059	33,507,684	34,510,532
Capital Improvement Funds					
General and Other Capital Improvement Funds					
Personnel Services	26,528	28,505	29,293	28,984	135,501
Salary Savings	-	(7,452)	(7,452)	-	(5,484)
Services, Supplies, & Other Charges	4,202,820	76,450	783,272	286,796	52,151
Capital Outlay	19,767,753	72,644,555	165,989,624	69,711,420	20,678,483
Debt Service	292,715	219,294	219,294	219,294	218,438
Other Financing Uses	1,138,772	200,886	6,294,327	3,502,727	1,286,728
Total General and Other Capital Improvement Funds	25,428,588	73,162,238	173,308,358	73,749,221	22,365,817
Debt Service Funds					
Government Obligation and Lease Revenue Bond Funds					
Debt Service	900,041	911,441	911,441	911,441	924,275
Total Government Obligation and Lease Revenue Bond	900,041	911,441	911,441	911,441	924,275
Enterprise Funds					

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Water Enterprise Funds					
Personnel Services	15,221,638	19,640,871	19,946,222	16,419,121	20,972,431
Salary Savings	-	(1,710,587)	(1,710,587)	-	(2,000,000)
Services, Supplies, & Other Charges	14,442,171	18,512,773	19,288,853	17,163,957	20,263,622
Capital Outlay	46,579,195	32,421,597	82,905,055	41,147,008	35,211,289
Debt Service	10,835,160	6,017,146	6,017,146	6,284,588	7,271,880
Other Financing Uses	84,890	416,450	1,496,017	492,033	327,540
Total Water Enterprise Funds	87,163,054	75,298,250	127,942,706	81,506,707	82,046,762
Wastewater Enterprise Funds					
Personnel Services	9,085,859	11,320,175	11,394,953	10,308,828	11,942,255
Salary Savings	-	(1,141,413)	(1,141,413)	-	(1,010,763)
Services, Supplies, & Other Charges	16,835,412	13,339,677	14,138,535	12,903,826	14,434,014
Capital Outlay	717,124	18,489,000	38,081,958	18,409,355	26,288,000
Debt Service	511,313	176,192	176,192	176,192	175,914
Other Financing Uses	66,509	99,004	767,589	739,559	116,817
Total Wastewater Enterprise Funds	27,216,217	42,282,635	63,417,814	42,537,760	51,946,237
Refuse Enterprise Funds					
Personnel Services	12,026,820	12,860,710	12,999,111	12,865,784	14,028,155
Salary Savings	-	(719,181)	(719,181)	-	(582,486)
Services, Supplies, & Other Charges	10,594,429	13,103,523	13,837,975	10,988,126	12,328,909
Capital Outlay	2,797,225	1,509,500	9,167,790	4,506,370	3,431,000
Debt Service	310,829	153,859	153,859	153,859	-
Other Financing Uses	32,249	255,579	752,026	382,224	85,719
Total Refuse Enterprise Funds	25,761,552	27,163,990	36,191,580	28,896,363	29,291,297
Parking Enterprise Funds					
Personnel Services	3,645,653	3,823,041	3,832,483	3,671,627	4,160,692
Salary Savings	-	(155,704)	(155,704)	-	(73,873)
Services, Supplies, & Other Charges	2,148,650	2,533,381	3,237,930	2,583,167	3,152,312
Capital Outlay	129,455	176,100	4,967,398	857,100	56,100
Debt Service	381,381	363,288	363,288	363,288	347,888
Other Financing Uses	15,430	78,504	494,271	1,131,217	52,781
Total Parking Enterprise Funds	6,320,568	6,818,610	12,739,666	8,606,399	7,695,900

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Storm Water Enterprise Funds					
Personnel Services	183,384	233,853	240,552	181,824	243,415
Salary Savings	-	(15,543)	(15,543)	-	(11,561)
Services, Supplies, & Other Charges	1,457,923	637,919	573,283	699,783	865,953
Capital Outlay	190,022	15,293,000	18,963,713	492,450	290,000
Debt Service	397,728	395,558	395,558	395,558	397,240
Other Financing Uses	780,718	83,560	298,603	167,077	14,971
Total Storm Water Enterprise Funds	3,009,774	16,628,347	20,456,166	1,936,692	1,800,018
Total Enterprise Funds	149,471,166	168,191,832	260,747,932	163,483,921	172,780,214
Internal Service Funds					
Equipment Operations Internal Service Fund					
Personnel Services	941,347	1,320,545	1,328,550	1,300,175	1,435,335
Salary Savings	-	(124,753)	(124,753)	-	(122,312)
Services, Supplies, & Other Charges	3,091,458	2,602,291	3,539,019	2,548,051	2,822,197
Capital Outlay	185,612	80,000	80,000	80,000	120,000
Other Financing Uses	1,628	43,686	146,085	9,128	1,628
Total Equipment Operations Internal Service Fund	4,220,045	3,921,769	4,968,901	3,937,354	4,256,848
Group Health Insurance Internal Service Fund					
Personnel Services	711,959	317,819	318,703	694,859	333,629
Services, Supplies, & Other Charges	18,767,316	18,610,068	18,610,068	18,826,898	22,588,783
Total Group Health Insurance Internal Service Fund	19,479,275	18,927,887	18,928,771	19,521,757	22,922,412
Liability Insurance Internal Service Fund					
Personnel Services	416,524	587,067	589,584	555,639	741,818
Salary Savings	-	(99,532)	(99,532)	-	(89,756)
Services, Supplies, & Other Charges	5,394,554	7,520,164	7,764,499	7,879,607	9,451,384
Other Financing Uses	162,748	-	4,524	4,341	650,000
Total Liability Insurance Internal Service Fund	5,973,826	8,007,699	8,259,075	8,439,587	10,753,446
Unemployment Internal Service Fund					
Services, Supplies, & Other Charges	67,656	282,400	282,400	200,000	282,400
Total Unemployment Internal Service Fund	67,656	282,400	282,400	200,000	282,400

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Workers' Compensation Insurance					
Personnel Services	305,407	407,412	408,296	436,540	479,990
Salary Savings	-	(19,108)	(19,108)	-	(32,594)
Services, Supplies, & Other Charges	4,907,927	4,756,785	4,969,148	5,724,822	6,368,195
Debt Service	849	-	-	-	-
Total Workers' Compensation Insurance	5,214,183	5,145,089	5,358,336	6,161,362	6,815,591
Total Internal Service Funds	34,954,984	36,284,844	37,797,483	38,260,060	45,030,697
Total Expenditures:	368,825,598	471,616,937	765,707,106	470,907,801	434,514,557

Revenues and Other Financing Sources - Primary General Fund

BY REVENUE TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Taxes					
Property Tax	26,908,594	27,144,527	27,144,527	27,358,899	28,561,984
Sales and Use Tax	26,310,460	27,874,000	27,874,000	26,223,202	35,257,150
Utility Users Tax	13,433,448	12,493,500	12,493,500	12,493,500	14,701,461
Transient Occupancy Tax	12,633,022	12,943,498	12,943,498	12,943,498	14,199,520
Franchise Tax	4,240,753	4,375,900	4,375,900	4,375,900	4,730,540
Admission Tax	2,726,453	2,388,200	2,388,200	2,388,200	3,055,004
Business License Tax	772,632	948,200	948,200	948,200	957,682
Parking Lot Tax	840,026	710,700	710,700	710,700	680,495
Other Taxes	1,714,963	2,388,600	2,388,600	2,388,600	2,418,606
Total Taxes	89,580,351	91,267,125	91,267,125	89,830,699	104,562,442
Licenses and Permits					
Construction Permits	1,235,153	936,000	936,000	980,000	1,190,000
Other Permits	449,046	550,200	550,200	396,000	478,500
Licenses	-	-	-	4,000	-
Total Licenses and Permits	1,684,199	1,486,200	1,486,200	1,380,000	1,668,500
Grants and Intergovernmental					
Federal	255,007	94,550	1,486,726	78,474	233,508
State	972,602	673,134	3,022,261	779,376	812,545
Local	236,050	30,000	374,262	56,704	133,000
Total Grants and Intergovernmental	1,463,659	797,684	4,883,249	914,554	1,179,053
Charges for Services					
General Government	2,391,837	1,658,550	1,528,550	1,816,047	1,648,960
Public Safety	5,247,076	5,663,615	5,663,615	6,506,172	6,991,500
Culture and Recreation	3,565,681	3,539,232	3,594,232	3,449,500	3,540,732
Public Works	2,475,081	2,004,300	2,004,300	1,918,322	2,073,266
Library	527,783	551,533	551,533	561,233	576,352
Interfund and Interagency charges	5,344,182	18,196,365	18,193,043	18,193,026	19,847,080
Miscellaneous Charges for Services	3,679	800	800	-	800
Total Charges for Services	19,555,318	31,614,395	31,536,073	32,444,300	34,678,690
Fines and Forfeitures					
Fines and Forfeits	1,332,837	1,180,600	1,180,600	1,382,022	1,492,147
Total Fines and Forfeitures	1,332,837	1,180,600	1,180,600	1,382,022	1,492,147

Revenues and Other Financing Sources - Primary General Fund

BY REVENUE TYPE

REVENUE TYPE	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Rents & Misc Revenues					
Investment Earnings	326,947	110,375	110,375	287,290	294,574
Rents and Royalties	4,986,794	4,933,957	5,104,573	5,073,097	5,368,971
Contr & Donations-Private Sources	5,241	3,500	3,500	13,500	53,500
Miscellaneous Operating Revenues	531,592	512,185	517,685	485,197	597,186
Total Rents & Misc Revenues	5,850,574	5,560,017	5,736,133	5,859,084	6,314,231
Other Financing Sources					
Interfund Transfers In	6,777,533	7,367,179	8,453,406	8,243,990	1,523,915
Other Miscellaneous Revenues	31,363	1,500	1,500	20,094	1,500
Total Other Financing Sources	6,808,897	7,368,679	8,454,906	8,264,084	1,525,415
Total Revenues	126,275,834	139,274,700	144,544,286	140,074,744	151,420,478

Operating Expenditures by Department - Primary General Fund

BY DEPARTMENT

	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
City Attorney					
Personnel Services	-	22,123	22,123	18,764	22,123
Services, Supplies, & Other Charges	2,116,838	1,591,987	1,594,439	2,413,821	1,591,987
Total City Attorney	2,116,838	1,614,110	1,616,562	2,432,585	1,614,110
City Council					
Personnel Services	336,046	380,623	380,623	361,287	409,949
Services, Supplies, & Other Charges	85,222	172,267	207,894	220,895	197,982
Total City Council	421,268	552,890	588,517	582,182	607,931
City Manager					
Personnel Services	3,071,133	4,101,493	4,212,461	4,058,356	4,540,610
Services, Supplies, & Other Charges	8,490,094	4,492,924	5,979,414	5,013,043	11,013,352
Capital Outlay	-	6,011,575	6,572,621	6,586,083	-
Total City Manager	11,561,227	14,605,992	16,764,496	15,657,482	15,553,962
City - Non-Departmental					
Debt Service	1,881,110	2,375,823	2,375,823	2,561,273	2,752,046
Other Financing Uses	15,486,550	7,635,725	12,263,308	6,951,395	5,247,850
Total City - Non-Departmental	17,367,659	10,011,548	14,639,131	9,512,668	7,999,896
Economic Development					
Personnel Services	2,208,285	1,947,710	1,982,798	2,453,591	2,611,801
Services, Supplies, & Other Charges	1,487,392	2,053,896	3,092,774	2,895,411	2,618,992
Capital Outlay	-	30,000	30,000	30,000	-
Total Economic Development	3,695,677	4,031,606	5,105,572	5,379,002	5,230,793
Finance					
Personnel Services	3,348,753	3,492,343	3,514,342	3,711,285	4,530,518
Services, Supplies, & Other Charges	878,994	899,158	1,099,374	994,033	1,065,346
Capital Outlay	127,197	-	49,643	14,872	-
Total Finance	4,354,943	4,391,501	4,663,359	4,720,190	5,595,864
Fire					
Personnel Services	19,818,543	21,149,106	21,184,106	20,477,394	22,491,420
Services, Supplies, & Other Charges	1,939,053	3,686,782	3,911,525	4,246,361	4,399,569
Capital Outlay	98,147	-	196,641	-	-
Total Fire	21,855,743	24,835,888	25,292,272	24,723,755	26,890,989

Operating Expenditures by Department - Primary General Fund

BY DEPARTMENT

BY DEPARTMENT	Fiscal Year 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Human Resources					
Personnel Services	988,644	1,228,610	1,229,742	1,153,064	1,490,074
Services, Supplies, & Other Charges	760,359	591,505	607,460	694,658	686,633
Total Human Resources	1,749,003	1,820,115	1,837,202	1,847,722	2,176,707
Information Technology					
Personnel Services	2,740,842	3,607,150	3,845,846	3,713,742	4,004,665
Services, Supplies, & Other Charges	2,470,554	2,474,454	2,604,060	2,664,553	2,763,753
Capital Outlay	41,095	120,000	199,823	218,088	120,000
Total Information Technology	5,252,491	6,201,604	6,649,729	6,596,383	6,888,418
Library (City)					
Services, Supplies, & Other Charges	1,976,853	1,814,751	1,814,751	1,814,751	2,452,089
Total Library (City)	1,976,853	1,814,751	1,814,751	1,814,751	2,452,089
Parks and Recreation					
Personnel Services	8,840,050	9,551,590	9,808,662	9,250,889	10,538,399
Services, Supplies, & Other Charges	5,492,725	7,920,169	9,426,245	8,403,520	8,433,481
Capital Outlay	20,444	95,000	325,647	169,251	95,000
Debt Service	25,065	25,066	25,066	25,066	15,313
Total Parks and Recreation	14,378,284	17,591,825	19,585,619	17,848,726	19,082,193
Planning and Community Development					
Personnel Services	4,575,208	5,062,368	5,079,775	5,157,808	5,538,573
Services, Supplies, & Other Charges	1,958,460	2,996,140	3,452,953	3,446,248	3,156,763
Capital Outlay	-	5,000	5,000	5,000	-
Total Planning and Community Development	6,533,668	8,063,508	8,537,728	8,609,056	8,695,336
Police					
Personnel Services	22,050,860	23,985,872	23,987,433	23,680,495	24,863,051
Services, Supplies, & Other Charges	5,446,057	9,330,703	9,835,747	9,646,988	10,172,655
Capital Outlay	140,713	-	170,942	-	-
Debt Service	13,428	13,428	13,428	13,428	11,190
Total Police	27,651,058	33,330,003	34,007,550	33,340,911	35,046,896
Public Works					
Personnel Services	5,271,237	5,953,776	6,099,527	6,330,611	7,247,098
Services, Supplies, & Other Charges	3,460,325	5,149,407	5,545,100	5,190,444	6,243,396
Capital Outlay	121,130	-	356,521	356,272	94,800
Total Public Works	8,852,692	11,103,183	12,001,148	11,877,327	13,585,294
Total Expenditures	127,767,403	139,968,524	153,103,636	144,942,739	151,420,478

Summary of Transfers

	Fund #	Fiscal Year*	Fiscal Year 2024			Fiscal Year 2025 Adopted
		2023 Actuals	Adopted Budget	Amended* Budget	Year End Estimate	
Expenditures						
1 - General Funds						
Primary General Fund	101	15,219,853	7,448,225	12,075,808	6,678,664	5,119,545
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		1,543,229	1,298,349	4,144,670	1,047,526	10,000
To Refuse Fund		10,000	-	-	-	-
To CIP-Street Maint & Rehab Fund		1,100,000	1,000,000	-	-	500,000
To Municipal Wharf fund		1,762,075	1,261,906	1,261,906	1,261,906	1,500,000
To Liability Fund		2,316,906	-	-	-	-
To CIP-Sidewalk Construction In-Lieu		-	-	-	-	-
To Carbon Reduction fund		12,345	12,345	12,345	12,345	12,345
To Stormwater Overlay Fund		-	160,000	460,000	160,000	-
To Economic Development Trust Fund		1,206,648	1,403,093	1,403,093	1,403,093	-
To Equipment Financiing Fund		-	-	-	-	-
To CIP Public Art Fund		-	-	-	-	118,306
To Information Technology Fund		2,268,650	2,312,532	3,511,714	1,511,714	2,978,894
To General Fund CIP Reserve Fund		5,000,000	-	1,282,080	1,282,080	-
Municipal Wharf	104	6,444	-	-	6,444	-
To General Capital Improvement Fund		6,444	-	-	6,444	-
City Public Trust Fund	130	384,290	400,000	2,998,962	1,913,404	-
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		384,290	400,000	2,998,962	1,913,404	-
City Stabilization Reserve	132	33,479	-	666,521	234,000	575,000
To General Capital Improvement Fund		33,479	-	666,521	234,000	575,000
Energy Efficient Equipment Fund	133	39,133	6,974	123,373	116,399	-
To General Fund		24,133	6,974	110,331	103,357	-
To General Capital Improvement Fund		10,000	-	-	-	-
To Refuse Fund		-	-	8,042	8,042	-
To Water Fund		-	-	-	-	-
To Parking fund		5,000	-	5,000	5,000	-
Economic Development Trust Fund	136	117,187	80,000	6,275,685	5,520,143	77,693
To General Fund		-	-	-	-	77,693
To General Capital Improvement Fund		117,187	80,000	6,275,685	5,520,143	-
IIG-AHSC	137	-	-	5,900,000	-	250,000

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
To General Capital Improvement Fund		-	-	400,000	-	-
To Gas Tax Fund		-	-	3,000,000	-	-
To Stormwater Overlay Fund		-	-	2,500,000	-	250,000
1 - General Funds		15,800,386	7,935,199	28,040,349	14,469,054	6,022,238
2 - Special Revenue Funds						
Police Asset Seizure	214	-	-	170,942	-	-
To General Fund		-	-	170,942	-	-
Public Safety Impact Fee - Fire Fund	217	-	-	106,000	106,000	-
To General Fund		-	-	106,000	106,000	-
Gasoline Tax	221	1,053,743	1,010,161	5,975,019	4,230,983	1,776,780
To General Capital Improvement Fund		775,202	210,000	2,840,030	1,930,822	120,000
To CIP-Street Maint & Rehab Fund		-	800,000	-	-	1,656,619
To CIP-Arterial Streets and Roads fund		278,380	-	3,134,827	2,300,000	-
To Carbon Reduction fund		161	161	161	161	161
2016 Transportation Measure D	224	3,091,584	2,795,000	4,649,110	3,406,250	150,000
To General Fund		37,889	45,000	74,000	45,000	-
To General Capital Improvement Fund		2,985,634	1,500,000	4,161,250	3,111,250	-
To Gas Tax Fund		-	100,000	-	-	150,000
To CIP-Arterial Streets and Roads fund		36,140	1,100,000	363,860	250,000	-
To Parking fund		31,921	50,000	50,000	-	-
Traffic Impact Fee-Citywide Fund	226	570,620	200,000	2,400,338	-	650,000
To General Capital Improvement Fund		-	-	-	-	350,000
To Gas Tax Fund		570,620	200,000	2,400,338	-	300,000
Clean River, Beaches & Ocean Tax Fund	235	344	344	344	344	344
To Carbon Reduction fund		344	344	344	344	344
Northwest-Parks & Rec Fee	241	143,850	-	31,150	22,631	-
To General Capital Improvement Fund		143,850	-	31,150	22,631	-
Southwest-Parks & Rec Fee	242	-	-	-	-	-
To General Capital Improvement Fund		-	-	-	-	-
Northeast-Parks & Rec Fee	243	20,900	-	2,100	-	-
To General Capital Improvement Fund		20,900	-	2,100	-	-
Southeast-Parks & Rec Fee	244	-	-	118,716	56,800	-

Summary of Transfers

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year End	2025
	Fund #	Actuals	Budget	Budget	Estimate	Adopted
To General Capital Improvement Fund		-	-	118,716	56,800	-
Parks & Recreation Tax Combined Fund	249	391,978	1,045,000	2,050,182	1,041,507	305,000
To General Capital Improvement Fund		391,978	1,045,000	2,050,182	1,041,507	305,000
HOME Investment Partnership	253	-	-	3,019,201	3,019,201	-
To General Capital Improvement Fund		-	-	3,019,201	3,019,201	-
Community Development Block Grant	261	35,000	402,432	1,002,077	92,975	45,000
To General Fund		35,000	80,000	80,000	80,000	45,000
To General Capital Improvement Fund		-	322,432	922,077	12,975	-
Affordable Housing Trust Fund	279	81,036	-	-	-	436,823
To General Fund		-	-	-	-	436,823
To General Capital Improvement Fund		81,036	-	-	-	-
American Rescue Plan Act	292	3,997,425	1,000,000	1,086,550	1,086,550	-
To General Fund		2,670,530	1,000,000	1,086,550	1,086,550	-
To General Capital Improvement Fund		1,326,895	-	-	-	-
State Homelessness Response Pgm	293	4,873,920	6,180,705	7,217,263	6,711,083	-
To General Fund		3,977,980	6,180,705	6,711,083	6,711,083	-
To General Capital Improvement Fund		895,940	-	506,180	-	-
2 - Special Revenue Funds		14,260,399	12,633,642	27,828,992	19,774,324	3,363,947
3 - Capital Improvement						
General Capital Improvement Proj	311	-	-	-	-	-
To General Fund		-	-	-	-	-
1% for Public Art - CIP	313	-	-	-	-	200,558
To General Fund		-	-	-	-	200,558
CIP-Sidewalk Const In-Lieu	315	-	150,000	160,000	50,000	90,000
To General Capital Improvement Fund		-	150,000	160,000	50,000	90,000
To Gas Tax Fund		-	-	-	-	-
CIP-Street Maintenance & Rehab	317	-	-	500,000	-	-
To General Capital Improvement Fund		-	-	500,000	-	-
Information Technology	341	-	-	-	-	996,170
To General Fund		-	-	-	-	711,841
To Water Fund		-	-	-	-	284,329

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
General Fund CIP Reserve	350	1,138,772	-	5,058,062	3,452,727	-
To General Capital Improvement Fund		1,138,772	-	5,058,062	3,452,727	-
3 - Capital Improvement		1,138,772	150,000	5,718,062	3,502,727	1,286,728
7 - Enterprise Funds						
Water	711	84,209	266,669	1,383,039	491,390	162,753
To General Capital Improvement Fund		-	206,594	1,045,548	179,500	-
To Carbon Reduction fund		4,019	4,019	4,019	4,019	4,019
To CIP Public Art Fund		32,032	-	36,802	36,802	54,903
To Information Technology Fund		48,158	56,056	296,669	271,069	103,831
Water - 2% for Public Art	714	-	36,802	-	-	-
To CIP Public Art Fund		-	36,802	-	-	-
Water System Development Fees	715	681	643	643	643	20
To CIP Public Art Fund		681	643	643	643	20
Wastewater	721	66,509	70,974	739,559	739,559	95,182
To General Fund		29,500	29,500	29,500	29,500	29,500
To General Capital Improvement Fund		-	-	550,000	550,000	-
To Carbon Reduction fund		1,224	1,224	1,224	1,224	1,224
To CIP Public Art Fund		9,219	9,344	9,344	9,344	7,212
To Information Technology Fund		26,566	30,906	149,491	149,491	57,246
Refuse	731	32,249	251,555	748,001	382,224	57,685
To General Fund		2,500	2,500	2,500	2,500	2,500
To General Capital Improvement Fund		-	217,092	645,028	279,250	-
To Carbon Reduction fund		12,767	12,767	12,767	12,767	12,767
To CIP Public Art Fund		1,634	1,341	1,341	1,341	9,345
To Information Technology Fund		15,348	17,855	86,366	86,366	33,073
Parking	741	15,430	75,355	491,123	1,131,217	51,064
To General Fund		-	20,000	20,000	20,000	20,000
To General Capital Improvement Fund		-	37,558	391,450	1,031,545	-
To Carbon Reduction fund		622	622	622	622	622
To CIP Public Art Fund		946	1,049	1,049	1,049	572
To Information Technology Fund		13,862	16,126	78,001	78,001	29,870
Storm Water	751	619,178	81,525	296,568	166,568	12,807
To General Fund		-	-	60,000	60,000	-

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
To General Capital Improvement Fund		613,568	75,000	205,000	75,000	-
To Stormwater Overlay Fund		-	-	-	-	-
To CIP Public Art Fund		-	-	-	-	721
To Information Technology Fund		5,610	6,525	31,568	31,568	12,086
Storm Water Overlay	752	161,540	509	509	509	-
To General Capital Improvement Fund		161,000	-	-	-	-
To CIP Public Art Fund		540	509	509	509	-
7 - Enterprise Funds		979,796	784,032	3,659,442	2,912,110	379,511
8 - Internal Service Funds						
Equipment Operations	811	1,628	43,686	146,085	9,128	1,628
To General Capital Improvement Fund		-	42,058	144,457	7,500	-
To Carbon Reduction fund		1,628	1,628	1,628	1,628	1,628
Liability Insurance	842	162,748	-	4,524	4,341	650,000
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		162,748	-	4,524	4,341	650,000
8 - Internal Service Funds		164,376	43,686	150,609	13,469	651,628
Expenditures Totals:		32,343,728	21,546,559	65,397,454	40,671,684	11,704,052
Revenues						
1 - General Funds						
Primary General Fund	101	6,777,533	7,364,679	8,450,906	8,243,990	1,523,915
From Capital Improvement Projects Fund		-	-	-	-	-
From Liability Insurance Fund		-	-	-	-	-
From City Public Trust Fund		-	-	-	-	-
From Wastewater Fund		29,500	29,500	29,500	29,500	29,500
From Refuse Fund		2,500	2,500	2,500	2,500	2,500
From Parking Fund		-	20,000	20,000	20,000	20,000
From Storm Water Fund		-	-	60,000	60,000	-
From Public Art Fund		-	-	-	-	200,558
From Affordable Housing Trust Fund		-	-	-	-	436,823
From CDBG Fund		35,000	80,000	80,000	80,000	45,000
From Economic Development Trust Fund		-	-	-	-	77,693
From Carbon Reduction Fund		24,133	6,974	110,331	103,357	-
From 2016 Trnsp Measure D		37,889	45,000	74,000	45,000	-
From American Rescue Plan Act		2,670,530	1,000,000	1,086,550	1,086,550	-

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
From CA14 Homelessness Action Plan		3,977,980	6,180,705	6,711,083	6,711,083	-
From Police Asset Seizure Fund		-	-	170,942	-	-
From Public Safety Impact Fee -Fire Fund		-	-	106,000	106,000	-
From CIP - Information Technology Fund		-	-	-	-	711,841
Municipal Wharf	104	1,762,075	1,261,906	1,261,906	1,261,906	1,500,000
From General Fund		1,762,075	1,261,906	1,261,906	1,261,906	1,500,000
Energy Efficient Equipment Fund	133	33,110	33,110	33,110	33,110	33,110
From General Fund		12,345	12,345	12,345	12,345	12,345
From Equipment Fund		1,628	1,628	1,628	1,628	1,628
From Water Fund		4,019	4,019	4,019	4,019	4,019
From Wastewater Fund		1,224	1,224	1,224	1,224	1,224
From Refuse Fund		12,767	12,767	12,767	12,767	12,767
From Parking Fund		622	622	622	622	622
From Gas Tax Fund		161	161	161	161	161
From Clean River, Beaches & Ocean Fund		344	344	344	344	344
Economic Development Trust Fund	136	1,206,648	1,403,093	1,403,093	1,403,093	-
From General Fund		1,206,648	1,403,093	1,403,093	1,403,093	-
1 - General Funds		9,779,366	10,062,788	11,149,015	10,942,099	3,057,025
2 - Special Revenue Funds						
Gasoline Tax	221	570,620	300,000	5,400,338	-	450,000
From Traffic Impact Fee - City wide fund		570,620	200,000	2,400,338	-	300,000
From Sidewalk In-lieu fund		-	-	-	-	-
From 2016 Trnsp Measure D		-	100,000	-	-	150,000
From IIG - AHSC Fund		-	-	3,000,000	-	-
2 - Special Revenue Funds		570,620	300,000	5,400,338	0	450,000
3 - Capital Improvement						
General Capital Improvement Proj	311	10,792,149	5,727,083	36,790,918	23,546,565	2,010,000
From General Fund		1,543,229	1,298,349	4,144,670	1,047,526	10,000
From Equipment Fund		-	42,058	144,457	7,500	-
From Liability Insurance Fund		162,748	-	4,524	4,341	650,000
From City Public Trust Fund		384,290	400,000	2,998,962	1,913,404	-
From Parks and Rec. Facilities Tax Fund		391,978	1,188,000	2,050,182	1,041,507	305,000
From Water Fund		-	206,594	1,045,548	179,500	-
From Wastewater Fund		-	-	550,000	550,000	-

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
From Refuse Fund		-	217,092	645,028	279,250	-
From Parking Fund		-	37,558	391,450	1,031,545	-
From Storm Water Fund		613,568	75,000	205,000	75,000	-
From Traffic Impact Fee - City wide fund		-	-	-	-	350,000
From Affordable Housing Trust Fund		81,036	-	-	-	-
From CDBG Fund		-	322,432	922,077	12,975	-
From Gas Tax Fund		775,202	210,000	2,840,030	1,930,822	120,000
From Sidewalk In-lieu fund		-	150,000	160,000	50,000	-
From HOME Investment Partnership Fund		-	-	3,019,201	3,019,201	-
From Northwest Quadrant - P & R Fee Fur		143,850	-	31,150	22,631	-
From Southwest Quadrant - P & R Fee Fur		-	-	-	-	-
From Northeast Quadrant - P & R Fee Fur		20,900	-	2,100	-	-
From Southeast Quadrant - P & R Fee Fur		-	-	118,716	56,800	-
From Economic Development Trust Fund		117,187	80,000	6,275,685	5,520,143	-
From Municipal Wharf Fund		6,444	-	-	6,444	-
From Carbon Reduction Fund		10,000	-	-	-	-
From 2016 Trnsp Measure D		2,985,634	1,500,000	4,161,250	3,111,250	-
From CIP-Street Maint and Rehab Fund		-	-	500,000	-	-
From Storm Water Overlay Fund		161,000	-	-	-	-
From City Stabilization Reserve Fund		33,479	-	666,521	234,000	575,000
From American Rescue Plan Act		1,326,895	-	-	-	-
From CA14 Homelessness Action Plan		895,940	-	506,180	-	-
From IIG - AHSC Fund		-	-	400,000	-	-
From General Fund CIP Reserve Fund		1,138,772	-	5,008,185	3,452,727	-
1% for Public Art - CIP	313	45,052	49,688	49,688	49,688	191,079
From General Fund		-	-	-	-	118,306
From Water Fund		32,032	36,802	36,802	36,802	54,903
From Wastewater Fund		9,219	9,344	9,344	9,344	7,212
From Refuse Fund		1,634	1,341	1,341	1,341	9,345
From Parking Fund		946	1,049	1,049	1,049	572
From Storm Water Fund		-	-	-	-	721
From Water Public Art Fund		-	-	-	-	-
From Storm Water Overlay Fund		540	509	509	509	-
From Water System Develop Fund		681	643	643	643	20
CIP-Street Maintenance & Rehab	317	1,414,520	2,900,000	3,498,687	2,550,000	2,156,619
From General Fund		1,100,000	1,000,000	-	-	500,000
From Gas Tax Fund		278,380	800,000	3,134,827	2,300,000	1,656,619

Summary of Transfers

	Fund #	Fiscal Year* 2023 Actuals	Fiscal Year 2024			Fiscal Year 2025 Adopted
			Adopted Budget	Amended* Budget	Year End Estimate	
From 2016 Trnsp Measure D		36,140	1,100,000	363,860	250,000	-
Information Technology	341	2,378,195	2,440,000	4,153,809	2,128,209	3,215,000
From General Fund		2,268,650	2,312,532	3,511,714	1,511,714	2,978,894
From Water Fund		48,158	56,056	296,669	271,069	103,831
From Wastewater Fund		26,566	30,906	149,491	149,491	57,246
From Refuse Fund		15,348	17,855	86,366	86,366	33,073
From Parking Fund		13,862	16,126	78,001	78,001	29,870
From Storm Water Fund		5,610	6,525	31,568	31,568	12,086
General Fund CIP Reserve	350	5,000,000	-	1,282,080	1,282,080	-
From General Fund		5,000,000	-	1,282,080	1,282,080	-
3 - Capital Improvement		19,629,916	11,116,771	45,775,182	29,556,543	7,572,698
7 - Enterprise Funds						
Water	711	-	-	-	-	284,329
From Carbon Reduction Fund		-	-	-	-	-
From CIP - Information Technology Fund		-	-	-	-	284,329
Refuse	731	10,000	-	8,042	8,042	-
From General Fund		10,000	-	-	-	-
From Carbon Reduction Fund		-	-	8,042	8,042	-
Parking	741	36,921	50,000	55,000	5,000	-
From Carbon Reduction Fund		5,000	-	5,000	5,000	-
From 2016 Trnsp Measure D		31,921	50,000	50,000	-	-
Storm Water Overlay	752	-	160,000	2,960,000	160,000	250,000
From General Fund		-	160,000	460,000	160,000	-
From Storm Water Fund		-	-	-	-	-
From IIG - AHSC Fund		-	-	2,500,000	-	250,000
7 - Enterprise Funds		46,921	210,000	3,023,042	173,042	534,329
8 - Internal Service Funds						
Liability Insurance	842	2,316,906	-	-	-	-
From General Fund		2,316,906	-	-	-	-
8 - Internal Service Funds		2,316,906	-	-	0	-
Revenues Totals:		32,343,728	21,689,559	65,347,577	40,671,684	11,614,052
Grand Total (Exp)/Rev:		-	143,000	(49,877)	0	(90,000)



PERSONNEL

Fiscal Year
July 1, 2024-
June 30, 2025



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Personnel Profile - Overview of Changes

Each year, City Council establishes an authorized position list by department through the budget adoption process. For FY 2025, there will be a net increase of twenty-six and three quarters (26.75) full-time equivalent (FTE) positions citywide including Library position adds of three (3) FTEs. Each addition includes varying personnel cost allocations to the General Fund, Enterprise, and other funds, such as the Santa Cruz Library budget.

Note: Limited-Term positions referenced below have a budgeted duration of one year with an option to extend an additional year.

The following is a summary of all classification and position changes:

Public Works - The Public Works (PW) Department proposes the following position changes:

1. Add Limited-Term Engineering Associate 1.0 FTE Position

The newly added limited-term position will provide additional capacity to the engineering team amidst numerous Citywide projects such as the fee study and transition to a new Enterprise Permitting and Licensing (EPL) program and upcoming changes to the utility billing. All three projects are additional duties to daily responsibilities, such as permit review, inspections, and managing requirements for the many large development projects occurring citywide. A limited term Engineering Associate would be essential to keep core activities on track, while the Public Works Engineering Associate can contribute to the new EPL and utility billing system transitions. Investing in a limited-term position would support the expertise needed by the Public Works team in order to contribute to the overall project success.

2. Add Equipment Mechanic I/II 1.0 FTE Position

Public Works Fleet has taken on additional work for Police (AME build outs for pursuit vehicles and motorcycles/ATVs). Fire has also met with Fleet to discuss bringing back engines for internal maintenance. This will require an additional 1-2 mechanic(s) to keep up with the demand, especially for safety divisions like Police and Fire, in addition to keeping refuse vehicles maintained daily.

3. Add Resource Recovery Worker I/II 4.00 FTE Positions

Post Pandemic, availability and ability of a historical outside contract that has supplemented line sorting and litter abatement has changed. The Resource Recovery Disposal division would like to supplement the outside contract for recycle line sorting and litter abatement with internal support of four additional Resource Recovery Worker I/II positions.

4. Change of Wastewater Collection Maintenance Technician I 1.0 FTE Position to Wastewater Collection Maintenance Technician II 1.0 FTE

The Wastewater Collection Maintenance Trainee/Technologist I/Technologist II classification series was updated in 2013, where the classifications became an alternately staffed series. Alternately staffed positions allow for greater efficiency within the classification to be promoted internally, after incumbents meet minimum qualifications for the higher positions. All positions were re-budgeted at the maximum Wastewater Collection

Maintenance Technologist II level with the exception of one position. For consistency, Public Works is requesting to upgrade the one position of Wastewater Collection Maintenance Tech I position to a Wastewater Collection Maintenance Tech II position.

City Manager – The City Manager Office (CMO) proposes the following position changes:

5. Add Administrative Assistant III 1.0 FTE position

The CMO requires the addition of one full-time Administrative Assistant III position to support City Council functions and the Commission for the Prevention of Violence Against Women.

6. Add Limited Term Homelessness Response Shelter and Outreach Specialist I/II .25 FTE Position

A newly grant funded .25 FTE is being added to an existing .75 FTE, bringing the position to 1.00 FTE. The term of the grant is for 2 years.

Finance – The Finance Department proposes the following classification and position changes:

7. Add New Risk Management Technician Classification and 1.0 FTE Position

The Finance Department's Risk Management division requests a new classification and position that specializes in supporting risk management activities such as processing and filing claims/incidents and insurance documents, pursuing reimbursement for damage costs and request estimates of damages incurred to City assets; and assist in coordinating and working with vendors, third-party administrators, and legal counsel.

8. Add Limited-Term Accounting Technicians 3.0 FTE Positions

The Finance Department's Accounting division is requesting three (3) full-time Limited-Term positions to assist with the regular workload of current staff during the new enterprise resource planning (ERP) transition and implementation.

Water Department - The Water Department proposes the following position changes:

9. Add Limited-Term Administrative Assistant III (AAIII) 1.0 FTE Position

The addition of a limited term Administrative Assistant III will assist with absorbing some of the tasks in Utility Billing (UB) as the City implements a new ERP software, an integrated management system for the business processes throughout the City. The proposed limited-term position would assist current staff who will be committing time on the ERP project.

10. Add Limited-Term Utility Service Representative 2.0 FTE Positions

The addition of two full-time limited term Utility Service Representatives will assist with absorbing tasks in UB as the City implements a new ERP software. The proposed limited-term position would assist current staff who will be committing time on the ERP project.

Economic Development and Housing Department - The Department proposes the following position changes:

Multi-million-dollar, multi-year state grants in the Economic Development Department have added to the workload of the Housing Division. In addition, private housing development in the City requires review from staff and the new affordable housing units add to the compliance and monitoring workload of the staff.

11. Add Development Manager 1.0 FTE Position

Key duties of this position will include the following:

- Chart the direction for complex project development plans and applicable funding programs to finance affordable housing projects.
- Develop and oversee multi-layered project budgets from several (6-7) funding sources.
- Manage multiple funding programs' varied regulations, compliance and monitoring and layer them into project performance deadlines, affordability mix, income and eligibility criteria, legal agreements, budget drawdowns and other financing tools.
- Negotiate complicated transactions, agreements, and applicable matters for project dev plans.
- Plan, organize and supervise the work of the Principal Management Analyst.
- Manage consultants on various project development activities.

12. Add Principal Management Analyst (PMA) - Housing 1.0 FTE Position

Private housing development in the City requires review from staff and the new affordable housing units add to the compliance and monitoring workload of the staff. This additional position is key in supporting the Development Manager in implementing project development plans, through preparation of funding applications, reports, studies, and analysis for project development activities, and through developing projections for budget, revenue and expense projections from multiple funding sources.

13. Add Principal Management Analyst (PMA) - City Arts 1.0 FTE Position

Over the past years, the City Arts Program was instrumental in funding projects to promote economic recovery and public health and safety embodying the ideals of the City's Health in All Policies. With the increased grant infrastructure activity, there is a burgeoning number of projects requiring public art programming. In the face of the development of the downtown, the Arts Commission has renewed their call for implementation of a public art assessment on private development. Building out this program and new funding stream will require the skills specific to a Principal Management Analyst working with the current Development Manager.

14. Delete Economic Development Coordinator I/II .50 FTE Position

This is an administrative correction removing a .50 FTE position.

Information Technology (IT) - The IT Department proposes the following position changes:

The City is currently experiencing a notable surge in requests for IT application support while simultaneously overseeing multiple ongoing projects focused on modernizing existing business software solutions across the organization. These initiatives include updating various applications, such as the Land Use Management, Permitting and Licensing application, Document Management Software, Computerized Maintenance Management System, and providing support for over 90 applications citywide.

15. Add Business Systems Analyst (BSA) III – Operations 1.0 FTE Position

To effectively manage the increasing workload and ensure the efficiency and security of its IT systems, there is a critical need to add an additional IT Business Systems Analyst III. This role will play a pivotal part in supporting the general funded departments, enhancing processes, and improving efficiency by serving as a bridge between City departments and IT's technology solutions. Most significantly, as the City is currently in the process of selecting and implementing a new ERP application, this IT BSA III position will actively participate and lead the City in an initiative to implement a solution that captures the City's intent to improve processes, shape business procedures, and facilitate organizational change for the foreseeable future.

16. Add Business Systems Analyst (BSA) III – Enterprise Public Works 1.0 FTE Position

The IT needs within the Public Works Department are on the rise as the department, working with IT, has and continues to modernize their business processes and legacy software platforms. The key objectives for this position include implementing CityWorks as the Computerized Maintenance Management System for Fleet, Streets, and Facilities, updating and modernizing the Parking Control Software Suite, establishing more robust reporting for the traffic signal infrastructure, modernizing reporting and analysis at the Waste Water Treatment Facility, improving business processes for the refuse component of the City's ERP replacement, and updating and customizing critical refuse applications. This position would report to the Information Technology department but be funded by Public Works.

Police - The Police Department proposes the following classification and position changes:**17. Add New Police Investigative Analyst Classification and 1.0 FTE Position**

The need and expectation for specialized investigative forensic work continues to grow as technology evolves which requires extensive experience and continual training opportunities. Like many other law enforcement agencies, the industry is moving towards employing non-sworn staff to manage investigative forensics. This approach allows sworn

staff to focus on their caseload and hopefully reduces the turnover rate of employees dedicated to investigative forensics.

18. Add New Police Property and Evidence Supervisor Classification and 1.0 FTE Position

The addition of a Supervisor position in the Property & Evidence section would allow for monitoring and organizing workflow, and identification of inefficiencies and pathways for improving productivity, compliance and revenue streams. Additionally, the position would oversee staffing performance, provide guidance and support, identify development needs, and manage the reciprocal relationship between staff and the Department. Finally, the position would set goals and targets to develop plans to grow with ever changing federal, state and city laws and regulations and the Department's mission and values.

19. Add New Police Records Supervisor Classification and 1.0 FTE Position

The addition of a full-time supervisor position in the Records section of the Police Department would allow for monitoring and organizing workflow, identifying inefficiencies and pathways and for improving productivity, compliance and revenue streams. The position would be overseeing staffing performance, providing guidance and support, identifying development needs, and managing the reciprocal relationship between staff and the Department. Additionally, they would set goals and targets to develop plans to grow the section with ever changing Federal, State and City laws and regulations and the Department's mission and values.

Human Resources (HR) – The Human Resources Department proposes the following position changes:

20. Add Administrative Assistant II (AAII) 1.0 FTE Position

The request to add an AAIL position is driven by the pressing need to enhance Human Resources operational efficiency, manage workload distribution effectively, and ensure the HR team continues to deliver the necessary support to all city employees. This role will serve as a critical support pillar for all divisions in the department, ensuring that the HR Department can continue to provide employees with a high level of service.

21. Add Limited-Term Human Resources (HR) Technician 1.0 FTE Position

The addition of a limited term Human Resources Technician position will be essential in continuing with the day-to-day tasks of the current technicians as current staff will be spending a significant amount of time on the implementation and testing of the new ERP software.

Library - The Library Department proposes the following position changes:

22. Delete Systems Coordinator 1.0 FTE Position

This position would be replaced by in-house assignments as well as contracting out for help with the Library website. An impetus behind this move is that the web will be moved to the cloud and the system will rely on purchased systems and less on custom developed design.

23. Delete Accounting Assistant I .50 FTE Position

The savings from deleting this vacant part-time position would be better utilized by adding the funding to other positions in the Library.

24. Add Librarian I/II 1.0 FTE position

Adding this position would assist the Library with achieving their goal of having a librarian at every library branch.

25. Add Librarian III (outreach) 1.0 FTE position

Adding this position would assist with managing the workload of the Library's Outreach section. This includes management of the jail services program at both the adult and youth levels.

26. Add Bookmobile Library Assistant II .50 FTE position

The addition of a Bookmobile Library Assistant II (LA II) would work in a multi-functional capacity supporting operations throughout the Library system. This position would help to serve as back- up for the other Bookmobile LAII who couriers books and materials throughout the system daily. The Library has long needed a reliable back-up for this important job because without this service books do not circulate throughout the system based on need and patron requests for items. This staff person would also work to support the new Live Oak Annex site. The hours at the new site will be minimal but it's necessary to maintain the collection at that location. Finally, this staff person will help to back up the bookmobile drivers if an absence occurs.

27. Add Library Assistant III 1.0 FTE position

The Library would like to add this position in the FY 2025 budget with the plan to design a new classification to take its place and with the same costing.

28. Add Accounting Assistant II 1.0 FTE position

This position would lead the accounting function for the Library. They would be responsible for daily organization of library accounting work. They would process invoices and purchase orders. They would also request insurance requirements and work with Library managers to ensure Department of Industrial Relations projects are filed.

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>City Manager</u>						
Administrative Assistant I/II	2.50	1.00	1.00	1.00	1.00	
Administrative Assistant III	-	1.00	1.00	1.00	2.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00	
City Clerk Administrator	1.00	1.00	1.00	1.00	1.00	
City Manager	1.00	1.00	1.00	1.00	1.00	
Communications Manager	1.00	1.00	1.00	1.00	1.00	
Community Relations Specialist (1)	0.50	0.50	3.50	3.50	3.50	
Deputy City Clerk Administrator	1.00	1.00	1.00	1.00	1.00	
Deputy City Manager	1.00	1.00	1.00	1.00	1.00	
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	1.00	
Homelessness Response Manager	1.00	1.00	1.00	1.00	1.00	
Homelessness Response Specialist I/II	2.00	2.50	2.50	2.50	2.75	0.25
Homelessness Services Coordinator	1.00	1.00	1.00	1.00	1.00	
Management Analyst	-	1.00	1.00	1.00	1.00	
Principal Management Analyst	1.00	1.00	2.00	2.00	2.00	
Records Coordinator	1.00	1.00	1.00	1.00	1.00	
Sustainability and Resiliency Officer	1.00	1.00	1.00	1.00	1.00	
	17.00	18.00	22.00	22.00	23.25	1.25
<u>Economic Development</u>						
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00	
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	
Business Liaison	1.00	1.00	1.00	1.00	1.00	
Development Manager	4.00	5.00	5.00	5.00	6.00	1.00
Director of Economic Development	1.00	1.00	1.00	1.00	1.00	
Economic Development Coordinator I/II	0.50	0.50	0.50	1.50	1.00	(0.50)
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	
Housing and Community Dev Manager	1.00	1.00	1.00	1.00	1.00	
Housing Programs Specialist	1.00	1.00	1.00	1.00	1.00	
Management Analyst	1.00	1.00	1.00	1.00	1.00	
Principal Management Analyst	2.00	2.00	2.00	2.00	4.00	2.00
	14.50	15.50	15.50	16.50	19.00	2.50
<u>Finance</u>						
Accountant I/II	4.00	4.00	4.00	4.00	4.00	
Accounting Assistant II	4.00	4.00	4.00	4.00	4.00	
Accounting Services Supervisor	1.00	1.00	1.00	1.00	1.00	
Accounting Technician	2.00	2.00	4.00	4.00	4.00	
Accounting Technician-Limited Term	-	-	-	-	3.00	3.00
Administrative Assistant III	2.00	2.00	2.00	2.00	2.00	
Assistant Director of Finance	1.00	1.00	1.00	1.00	1.00	
Buyer I/II	1.00	1.00	2.00	2.00	2.00	
Director of Finance	1.00	1.00	1.00	1.00	1.00	
Finance Manager	3.00	3.00	2.00	2.00	2.00	
Management Analyst	-	-	1.00	1.00	1.00	
Payroll Technician	2.00	2.00	2.00	2.00	2.00	
Principal Management Analyst	3.00	1.00	1.00	1.00	1.00	
Purchasing Assistant	-	-	-	-	-	
Purchasing Manager	1.00	1.00	1.00	1.00	1.00	
Revenue Collections Specialist	1.00	1.00	1.00	1.00	1.00	
Risk and Safety Manager	1.00	1.00	1.00	1.00	1.00	
Risk Management Technician	-	-	-	-	1.00	1.00

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>Finance (continued)</u>						
Safety Officer	-	1.00	1.00	1.00	1.00	
Senior Accountant	1.00	2.00	2.00	2.00	2.00	
Senior Payments Technician	1.00	1.00	-	-		
	29.00	29.00	31.00	31.00	35.00	4.00
<u>Fire</u>						
Administrative Assistant I/II	1.00	1.00	1.00	1.00	1.00	
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	
Chief of Fire Department	1.00	1.00	1.00	1.00	1.00	
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00	
Fire Battalion Chief	4.00	4.00	4.00	4.00	4.00	
Fire Captain	16.00	16.00	16.00	16.00	16.00	
Fire Division Chief	2.00	2.00	2.00	2.00	2.00	
Fire Engineer	15.00	15.00	15.00	15.00	15.00	
Fire Prevention Inspector II	1.00	1.00	1.00	1.00	1.00	
Fire Prevention Technician	1.00	1.00	1.00	1.00	1.00	
Firefighter (2)	24.00	24.00	24.00	24.00	24.00	
Marine Safety Officer	1.00	1.00	1.00	1.00	1.00	
Principal Mangement Analyst	1.00	1.00	2.00	2.00	2.00	
	69.00	69.00	70.00	70.00	70.00	-
<u>Human Resources</u>						
Administrative Assistant I/II	-	-	-	-	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	
Chief People Officer	1.00	1.00	1.00	1.00	1.00	
Human Resources Analyst I/II	4.00	4.00	5.00	5.00	5.00	
Human Resources Technician	2.00	2.00	2.00	2.00	2.00	
Human Resources Technician-Limited Term	-	-	-	-	1.00	1.00
Principal Human Resources Analyst	3.00	3.00	3.00	3.00	3.00	
	11.00	11.00	12.00	12.00	14.00	2.00
<u>Information Technology</u>						
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	
Assistant Director of Information Technology	1.00	1.00	1.00	1.00	1.00	
Business Systems Analyst II	1.00	1.00	1.00	1.00	1.00	
Business Systems Analyst III (3)	1.00	2.00	2.00	2.00	4.00	2.00
Director of Information Technology	1.00	1.00	1.00	1.00	1.00	
Information Technology Specialist I/II	2.00	2.00	2.00	2.00	2.00	
Information Technology Specialist III	2.00	2.00	2.00	2.00	2.00	
Information Technology Manager	2.00	2.00	2.00	3.00	3.00	
Network and Systems Administrator (4)	3.00	4.00	4.00	4.00	4.00	
Programmer Analyst I/II (5)	2.00	3.00	3.00	3.00	3.00	
Project Manager/Training Coordinator	2.00	2.00	2.00	2.00	2.00	
SCADA Systems & Network Administrator	2.00	1.00	1.00	1.00	1.00	
Systems Coordinator	1.00	1.00	1.00	1.00	1.00	
	21.00	23.00	23.00	24.00	26.00	2.00
<u>Library</u>						
Accounting Assistant I	1.50	1.50	1.50	1.50	1.00	(0.50)
Accounting Assistant II	-	-	-	-	1.00	1.00
Administrative Assistant I/II	2.90	2.90	2.90	2.90	2.90	
Assistant Director of Libraries	1.00	1.00	1.00	1.00	1.00	

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>Library (continued)</u>						
Bookmobile Library Assistant I/II	2.80	2.80	2.80	2.80	3.30	0.50
Building Maintenance Worker I/II	2.00	2.00	2.00	2.00	2.00	
Community Relations Specialist	-	1.00	1.00	1.00	1.00	
Director of Libraries	1.00	1.00	1.00	1.00	1.00	
Information Technology Manager	1.00	1.00	1.00	1.00	1.00	
Information Technology Specialist I/II	1.00	1.00	1.00	1.00	1.00	
Information Technology Specialist III	2.00	2.00	2.00	2.00	2.00	
Librarian I/II	20.00	21.00	22.00	22.00	23.00	1.00
Librarian III	4.00	4.00	4.00	4.00	5.00	1.00
Library Assistant II	36.38	43.88	43.88	43.88	43.88	
Library Assistant III	10.00	11.00	11.00	11.00	12.00	1.00
Library Assistant IV	2.00	2.00	2.00	2.00	2.00	
Library Information Specialist	5.00	4.00	4.00	4.00	4.00	
Library Specialist	2.00	1.00	2.00	2.00	2.00	
Management Analyst	1.00	1.00	1.00	1.00	1.00	
Network & Systems Administrator	2.00	2.00	2.00	2.00	2.00	
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	
Programmer Analyst I/II	1.00	1.00	1.00	1.00	1.00	
Service Field Crew Leader	1.00	1.00	1.00	1.00	1.00	
Systems Coordinator	1.00	1.00	1.00	1.00	-	(1.00)
Volunteer Coordinator Assistant	0.50	0.50	-	-	-	
	102.08	110.58	112.08	112.08	115.08	3.00
<u>Parks and Recreation</u>						
Accounting Assistant I	1.00	-	-	-	-	
Administrative Assistant I/II	3.00	4.00	4.00	4.00	4.00	
Administrative Assistant III	-	0.50	0.50	0.50	0.50	
Administrative Services Supervisor	1.00	1.00	1.00	1.00	1.00	
Assistant Golf Course Superintendent	-	-	-	1.00	1.00	
Associate Planner I/II	1.00	1.00	1.00	1.00	1.00	
Box Office Representative	0.50	0.50	0.50	0.50	0.50	
Building Maintenance Worker I/II	2.00	2.00	2.50	2.50	2.50	
Custodian	3.00	3.00	3.00	3.00	3.00	
Director of Parks and Recreation	1.00	1.00	1.00	1.00	1.00	
Facility Attendant	2.00	2.00	2.00	2.00	2.00	
Field Supervisor	3.00	3.00	3.00	3.00	3.00	
Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00	
Light Equipment Mechanic	2.00	2.00	2.00	2.00	2.00	
Parks Field Crew Leader	4.00	4.00	4.00	4.00	4.00	
Parks Maintenance Worker	28.00	28.00	29.00	28.00	28.00	
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	
Recreation Coordinator	6.00	6.00	7.00	7.00	7.00	
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	
Recreation Supervisor	5.00	5.00	5.00	5.00	5.00	
Senior Parks Maintenance Worker	7.00	7.00	7.00	7.00	7.00	
Service Field Crew Leader	2.00	2.00	2.00	2.00	2.00	
Special Events Coordinator	-	1.00	1.00	1.00	1.00	
Superintendent of Parks	1.00	1.00	1.00	1.00	1.00	
Urban Forester	1.00	1.00	1.00	1.00	1.00	
Wharf Construction Crew Leader	1.00	1.00	1.00	1.00	1.00	

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>Parks and Recreation (continued)</u>						
Wharf Construction Worker	4.00	4.00	4.00	4.00	4.00	
Wharf Supervisor	1.00	1.00	1.00	1.00	1.00	
	82.50	84.00	86.50	86.50	86.50	-
<u>Planning and Community Development</u>						
Administrative Assistant I/II	2.00	1.00	1.00	1.00	1.00	
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	
Associate Planner I/II	3.00	3.00	3.00	3.00	3.00	
Asst Director of Planning and Comm Dev	1.00	1.00	1.00	1.00	1.00	
Chief Building Official	1.00	1.00	1.00	1.00	1.00	
Code Compliance Manager	1.00	1.00	1.00	1.00	1.00	
Code Compliance Specialist	4.00	4.00	4.00	4.00	4.00	
Code Compliance Supervisor	-	1.00	1.00	1.00	1.00	
Deputy Building Official	1.00	1.00	1.00	1.00	1.00	
Director of Planning and Comm Dev	1.00	1.00	1.00	1.00	1.00	
Green Building Environmental Specialist	1.00	1.00	1.00	1.00	1.00	
Management Analyst	1.00	1.00	1.00	1.00	1.00	
Planning and Community Dev Tech	1.00	2.00	2.00	2.00	2.00	
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	
Principal Planner	2.00	2.00	2.00	2.00	2.00	
Records Coordinator	1.00	1.00	1.00	1.00	1.00	
Senior Building Inspector	3.00	3.00	3.00	3.00	3.00	
Senior Planner	5.00	5.00	5.00	5.00	5.00	
Senior Plans Examiner	2.00	2.00	2.00	2.00	2.00	
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00	
Supervising Plans Examiner	1.00	1.00	1.00	1.00	1.00	
	34.00	35.00	35.00	35.00	35.00	-
<u>Police</u>						
Administrative Assistant I/II	1.00	1.00	1.00	1.00	1.00	
Administrative Assistant III	3.00	3.00	3.00	3.00	3.00	
Chief of Police	1.00	1.00	1.00	1.00	1.00	
Community Relations Specialist (1)	1.00	1.00	-	-	-	
Community Service Officer I	15.00	15.00	15.00	15.00	15.00	
Deputy Police Chief	2.00	2.00	2.00	2.00	2.00	
Police Investigative Analyst	-	-	-	-	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00	
Police Officer (6)	79.00	79.00	79.00	79.00	79.00	
Police Property and Evidence Specialist	2.00	2.00	2.00	2.00	2.00	
Police Property and Evidence Supervisor	-	-	-	-	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00	1.00	
Police Records Supervisor	-	-	-	-	1.00	1.00
Police Records Technician	7.00	7.00	7.00	7.00	7.00	
Police Sergeant	15.00	15.00	15.00	15.00	15.00	
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	
Senior Police Property and Evidence Specialist	1.00	1.00	1.00	1.00	1.00	
Senior Police Records Technician	1.00	1.00	1.00	1.00	1.00	
Victim Advocate	1.00	1.00	1.00	1.00	1.00	
	136.00	136.00	135.00	135.00	138.00	3.00

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
Public Works						
Accounting Assistant II	1.00	1.00	-	-	-	
Administrative Services Supervisor	1.00	1.00	1.00	1.00	1.00	
Administrative Assistant I/II	4.00	4.50	6.00	6.00	6.00	
Assistant Engineer I/II	6.00	6.00	6.00	7.00	7.00	
Associate Planner I/II	1.00	1.00	1.00	1.00	1.00	
Associate Professional Engineer	5.00	5.00	5.00	5.00	5.00	
Asst Dir of Public Works/City Engineer	1.00	1.00	1.00	1.00	1.00	
Building Maintenance Worker II	2.50	2.50	2.00	2.00	2.00	
Chemist I/II	1.80	1.80	1.80	1.80	1.80	
Community Relations Specialist (1)	1.00	1.00	-	-	-	
Construction Specialist	2.00	2.00	2.00	2.00	2.00	
Custodian	1.00	1.00	1.00	1.00	1.00	
Director of Public Works	1.00	1.00	1.00	1.00	1.00	
Engineering Associate	1.00	1.00	1.00	2.00	2.00	
Engineering Associate-Limited Term	-	-	-	-	1.00	1.00
Engineering Technician	4.00	4.00	4.00	4.00	4.00	
Environmental Compliance Inspector	2.00	2.00	2.00	2.00	2.00	
Environmental Microbiologist III	2.00	2.00	2.00	2.00	2.00	
Environmental Programs Analyst I/II	2.00	2.00	2.00	2.00	2.00	
Equipment Mechanic I/II	7.00	7.00	7.00	7.00	8.00	1.00
Equipment Service Worker	3.00	3.00	3.00	3.00	3.00	
Facilities Maint and Energy Projects Coord	1.00	1.00	1.00	1.00	1.00	
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	
Field Supervisor	1.00	1.00	1.00	1.00	1.00	
Garage Service Supervisor	1.00	1.00	1.00	1.00	1.00	
Homelessness Response Field Supervisor	1.00	1.00	1.00	1.00	1.00	
Homelessness Response Field Worker	2.00	2.00	3.00	3.00	3.00	
Landfill Gate Attendant	1.00	2.00	2.00	2.00	2.00	
Lead Equipment Mechanic	1.00	1.00	2.00	2.00	2.00	
Management Analyst	2.00	2.00	2.00	2.00	2.00	
Parking Attendant	9.40	9.40	9.40	9.40	9.40	
Parking Control Maintenance Worker	7.00	7.00	7.00	7.00	7.00	
Parking Enforcement Officer	7.00	7.00	7.00	7.00	7.00	
Parking Facility Maintenance Assistant	9.70	9.70	9.70	9.70	9.70	
Parking Office Representative	3.50	4.00	4.00	4.00	4.00	
Parking Office Supervisor	1.00	1.00	1.00	1.00	1.00	
Parking Program Manager	1.00	1.00	1.00	1.00	1.00	
Parking Services Supervisor	3.00	3.00	3.00	3.00	3.00	
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	
Public Works Operations Manager	2.00	2.00	2.00	2.00	2.00	
QA/QC Laboratory Chemist	1.00	1.00	1.00	1.00	1.00	
Recycling Center Maintenance Mechanic	1.00	1.00	1.00	1.00	1.00	
Resource Recovery Equipment Operator	4.00	4.00	4.00	4.00	4.00	
Resource Recovery Supervisor	8.00	8.00	8.00	8.00	8.00	
Resource Recovery Worker I/II	17.00	17.00	17.00	17.00	21.00	4.00
Senior Envir Compliance Inspector	1.00	1.00	1.00	1.00	1.00	
Senior Homelessness Response Field Wkr	1.00	1.00	1.00	1.00	1.00	
Senior Professional Engineer	3.00	3.00	3.00	3.00	3.00	
Senior Parking Services Worker	2.00	2.00	2.00	2.00	2.00	
Senior Resource Recovery Worker	5.00	5.00	5.00	5.00	5.00	
Senior Service Maintenance Worker	4.00	4.00	4.00	4.00	4.00	

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>Public Works (continued)</u>						
Senior Wastewater Collection Maint Tech	4.00	4.00	4.00	4.00	4.00	
Senior Wastewater Plant Operator III/IV	4.00	4.00	4.00	4.00	4.00	
Service Field Crew Leader	7.00	7.00	7.00	7.00	7.00	
Service Maintenance Worker	8.00	6.00	6.00	6.00	6.00	
Solid Waste Worker	40.50	41.50	41.50	42.00	42.00	
Superintendent of Parking Services	1.00	1.00	1.00	1.00	1.00	
Supt of RR Disposal	1.00	1.00	1.00	1.00	1.00	
Supt of RR Collect Sweeping	1.00	1.00	1.00	1.00	1.00	
Transportation Manager	1.00	1.00	1.00	1.00	1.00	
Transportation Coordinator	1.00	1.00	1.00	1.00	1.00	
Transportation Planner I/II	1.00	1.00	1.00	1.00	1.00	
Waste Reduction Assistant	2.00	3.00	3.00	3.50	3.50	
WasteWater Collection Field Crew Leader	2.00	2.00	2.00	2.00	2.00	
WasteWater Collection Maint Tech I/II	5.00	5.00	5.00	5.00	5.00	
WasteWater Collection Maint Tech Trainee I/II	1.00	1.00	1.00	1.00	1.00	
WasteWater Collection Manager	1.00	1.00	1.00	1.00	1.00	
WasteWater Collection Mech Technician I/II	1.00	1.00	1.00	1.00	1.00	
WasteWater Facilities Elec/InstrTech I/II	3.00	2.00	2.00	2.00	2.00	
WasteWater Facilities Elec/Instr Sup	1.00	1.00	1.00	1.00	1.00	
WasteWater Facilities Lead Elec/InstrTech	-	1.00	1.00	1.00	1.00	
WasteWater Facilities Lead Mech Tech	1.00	1.00	1.00	2.00	2.00	
WasteWater Facilities Mechanical Tech I/II	10.00	10.00	10.00	9.00	9.00	
WasteWater Facilities Mech Supervisor	1.00	1.00	1.00	1.00	1.00	
WasteWater Lab/Envl Compliance Mgr	1.00	1.00	1.00	1.00	1.00	
WasteWater Plant Operator II/III	9.00	9.00	9.00	9.00	9.00	
Wastewater System Manager	1.00	1.00	1.00	1.00	1.00	
WasteWater Treatment Facility Opr Mgr	1.00	1.00	1.00	1.00	1.00	
Wastewater Treatment Operations Supervisor	1.00	1.00	1.00	1.00	1.00	
	262.40	264.40	265.40	268.40	274.40	6.00
<u>Water</u>						
Administrative Assistant I/II	2.00	2.00	2.00	2.00	2.00	
Administrative Assistant III	2.00	2.00	2.00	2.00	2.00	
Administrative Assistant III Limited Term	-	-	-	-	1.00	1.00
Assistant Engineer I/II	4.00	4.00	4.00	4.00	4.00	
Associate Planner I/II	3.00	3.00	3.00	4.00	4.00	
Associate Professional Engineer	4.75	4.75	4.75	4.75	4.75	
Chief Ranger	1.00	1.00	1.00	1.00	1.00	
Community Relations Specialist (1)	1.00	1.00	-	-	-	
Customer Service Manager	1.00	1.00	1.00	1.00	1.00	
Deputy Water Director/Engineering Mgr	1.00	1.00	1.00	1.00	1.00	
Deputy Water Director/Operations Mgr	1.00	1.00	1.00	1.00	1.00	
Director of Water Department	1.00	1.00	1.00	1.00	1.00	
Engineering Associate	1.00	1.00	1.00	1.00	1.00	
Engineering Technician	2.00	3.00	3.00	3.00	3.00	
Environmental Microbiologist I/II/III	2.00	2.00	2.00	2.00	2.00	
Environmental Programs Analyst I/II	1.00	1.00	3.00	3.00	3.00	
Laboratory Technician	2.00	2.00	2.00	2.00	2.00	
Management Analyst	3.00	3.00	3.00	3.00	3.00	
Principal Management Analyst	2.00	2.00	2.00	2.00	2.00	
Principal Planner	1.00	1.00	1.00	1.00	1.00	

Personnel Authorization

DEPARTMENT / Positions	FY 2022 Amended Budget	FY 2023 Amended Budget	FY 2024 Adopted Budget	FY 2024 Amended Budget	FY 2025 Adopted Budget	FY 2025 Adopted Change
<u>Water (continued)</u>						
Ranger I/II	3.00	3.00	3.00	3.00	3.00	
Ranger Assistant	3.50	3.50	3.50	3.50	3.50	
Senior Electrician	1.00	1.00	1.00	1.00	1.00	
Senior Professional Engineer	1.00	1.00	2.00	2.00	2.00	
Senior Ranger	2.00	2.00	2.00	2.00	2.00	
Senior Water Distribution Operator	6.00	6.00	6.00	6.00	6.00	
Superintendent of Water Treatment and Prod	1.00	1.00	1.00	1.00	1.00	
Superintendent of Water Distribution	1.00	1.00	1.00	1.00	1.00	
Utility Account Specialist	4.00	4.00	4.00	4.00	4.00	
Utility Maintenance Technician	4.00	4.00	4.00	4.00	4.00	
Utility Service Field Technician I/II	2.00	2.00	2.00	2.00	2.00	
Utility Service Representative I/II	6.00	6.00	6.00	6.00	6.00	
Utility Service Representative I/II Limited Term	-	-	-	-	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00	
Water Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	
Water Conservation Representative	2.00	2.00	-	-	-	
Water Distribution Crew Leader III/IV	6.00	6.00	6.00	6.00	6.00	
Water Distribution Operator II/ III	9.00	9.00	9.00	9.00	9.00	
Water Distribution Sup V Chief Distr Opr	1.00	1.00	1.00	1.00	1.00	
Water Facilities Electrical/Instr Tech II/III	1.00	1.00	1.00	1.00	1.00	
Water Facilities Field Supervisor	1.00	2.00	2.00	2.00	2.00	
Water Facilities Mechanical Tech II/III	2.00	2.00	2.00	2.00	2.00	
Water Facilities Mechanical Supervisor	1.00	1.00	1.00	1.00	1.00	
Water Meter Specialist I/II	3.00	3.00	3.00	3.00	3.00	
Water Meter Specialist Lead	-	-	1.00	1.00	1.00	
Water Meter Supervisor	1.00	1.00	1.00	1.00	1.00	
Water Meter Technician	1.00	1.00	1.00	1.00	1.00	
Water Quality Chemist I/II/III	2.00	2.00	2.00	2.00	2.00	
Water Quality Manager	1.00	1.00	1.00	1.00	1.00	
Water Resources Analyst	3.00	3.00	3.00	3.00	3.00	
Water Resources Supervisor	1.00	1.00	1.00	1.00	1.00	
Water SCADA Analyst	-	1.00	1.00	1.00	1.00	
Water Treatment Operator II/III/IV	8.00	8.00	8.00	8.00	8.00	
Water Treatment OIT II/III/IV	1.00	1.00	1.00	1.00	1.00	
Water Trtmt Sup IV/V-Chief Plant Opr	1.00	1.00	1.00	1.00	1.00	
Watershed Compliance Manager	1.00	1.00	1.00	1.00	1.00	
	118.25	121.25	122.25	123.25	126.25	3.00
Total Positions Authorized	896.73	916.73	929.73	935.73	962.48	26.75

(1) 3.00 FTE Community Relations Specialists will now begin reporting to City Manager's Office in FY2024

(2) 3.00 FTE Firefighters unfunded

(3) 1.00 FTE Business Systems Analyst III is funded by the Water Department;

0.9 FTE Business Systems Analyst III is funded by the Refuse, Wastewater and Parking Departments

(4) 1.00 FTE IT Network and Systems Administrator is funded by the Water Department

(5) 1.00 FTE IT Programmer Analyst I/II is funded by the Water Department

(6) 8.00 FTE Police Officers unfunded

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DEPARTMENT SUMMARIES

Fiscal Year
July 1, 2024-
June 30, 2025



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Guide to the Department Summaries

Overview

The work of the City staff to provide services and meet the strategic plan and Health in All Policies goals is strikingly evident in the department summary section of the Annual Budget. Each department summary is structured in the following way:

- Cover page with an overview statement and contact information
- Explanation of the department's core services
- Listing of Fiscal Year 2024 accomplishments
- Fiscal Year 2025 goals
- Workload indicators and performance measures
- Budget summary
- Staffing list of approved, full-time staff
- Organization chart

Alignment with the City's Strategic Plan and Health in All Policies

To demonstrate the ways in which the department is, or strives to, meet the strategic plan and Health in All Policies goals of the City, the sections on accomplishments, goals, workload indicators, and performance measures makes note of this alignment.

The core parts of the strategic plan are listed in a grid in the accomplishment and goals pages and departments note with an "X" where these items meet those strategic plan goals. For workload indicators and performance measures, there is a space where departments indicate what part(s) of the strategic plan the indicator or measurement connects to.

Throughout those same sections, there are icons that indicate which of the Health in All Policies pillars, if not all, are being advanced with the work of the department. The three main pillars are equity, public health, and sustainability. The legend to the right shows the icon used to draw this connection.

Legend: Item has the following icon(s) if it promotes [HiAP](#) goal of-



Equity



Sustainability



Public Health



Budget and Staffing

The important work of the City and its departments is achieved through the diligence of its staff. For this reason, a large percent of the City's budget is dedicated to salary and benefits for staff. There is a staffing list of all the Council-approved positions for each department and the department's cost for salary and staff can be found in its budget summary in the "Personnel Services" row.

The City departments are not always fully staffed at their approved levels from their staffing list, however. To recognize in the budget that there are vacancies amongst the departments and to avoid overbudgeting, a calculation is performed to reduce the personnel services budget by a historical average. The calculation takes an average of the actual unspent budget for each department over the past 10 years and that average "salary savings" is subtracted from the full cost of all positions for the upcoming fiscal year. In this way, a department's past level of turnover as well as other

issues that are likely to influence the turnover rate for the fiscal year can be considered and the City can plan to use these resources elsewhere to meet its strategic goals.

The calculation of salary savings does not include departments' budgeted nor actual expenditures for overtime, vacation, temporary, hazard, termination, and special vacation pay. In some cases, a department that is experiencing a vacancy will need to cover the work not being completed with other members of the department working overtime or by hiring a temporary worker to fill in.

Organization Chart

Each department has an organization chart that displays the function of the department. Each division within the department shows its FTE, or full-time equivalent, staff count to generally demonstrate the number of staff dedicated to performing those functions. Since these are functional organization charts, they do not always represent the department's supervisory or reporting structures.





CITY ATTORNEY'S OFFICE

Atchinson, Barisone, and Condotti is one of the oldest continuously operating law firms in Santa Cruz County, and this factor contributes to their credibility among other local, legal professional and public agency sectors, as well as the law enforcement community. The firm's current attorneys provide general legal services at a base annual cost. In addition to the services listed below, the City Attorney also advises the City Council pursuant to general legal services. Specialty services may be provided at present contractual rates depending upon the level of service requested.



Services Provided to the City:

- ✓ Contract Drafting and Review
- ✓ Personnel and Labor Law
- ✓ Public Utilities Work and Construction Law
- ✓ Election Law and Ballot Measures
- ✓ Real Estate Transactions
- ✓ Review of Draft Legislation, Ordinances, and Resolutions
- ✓ Land Use and Environmental Law

Contact Us:

- ☎ 831-420-6200
- ✉ admin@abc-law.com
- 📍 333 Church St, Suite A, Santa Cruz

Attorney Profiles May be Viewed at:

- 👤 www.abc-law.com/attorneys

Budget Summary - City Attorney

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		-	22,123	22,123	18,764	22,123
Services, Supplies, and Other Charges		2,116,838	1,591,987	1,594,439	2,413,821	1,591,987
Total Expenditures		<u>2,116,838</u>	<u>1,614,110</u>	<u>1,616,562</u>	<u>2,432,585</u>	<u>1,614,110</u>
EXPENDITURES BY ACTIVITY:						
City Attorney	1220	<u>2,116,838</u>	<u>1,614,110</u>	<u>1,616,562</u>	<u>2,432,585</u>	<u>1,614,110</u>
Subtotal General Fund		<u>2,116,838</u>	<u>1,614,110</u>	<u>1,616,562</u>	<u>2,432,585</u>	<u>1,614,110</u>
Total Expenditures		<u>2,116,838</u>	<u>1,614,110</u>	<u>1,616,562</u>	<u>2,432,585</u>	<u>1,614,110</u>
RESOURCES BY FUND:						
General Fund	101	<u>124,548</u>	<u>1,559,891</u>	<u>1,559,891</u>	<u>1,559,873</u>	<u>1,586,586</u>
Total Resources		<u>124,548</u>	<u>1,559,891</u>	<u>1,559,891</u>	<u>1,559,873</u>	<u>1,586,586</u>
Net General Fund Cost		<u>(1,992,290)</u>	<u>(54,219)</u>	<u>(56,671)</u>	<u>(872,712)</u>	<u>(27,524)</u>

*Sums may have discrepancies due to rounding



CITY COUNCIL

The City Council, comprising of a mayor and six councilmembers, serves as the legislative and policy-making body of the City government. The Council determines the City budget, appoints and removes certain officials, and generally establishes the strategic plan and policies for the City.

In the November 2022 election, the City's first directly-elected mayor was selected and Council began transitioning to districts. All six councilmembers will be district-based as of December 2024. The Mayor presides at all Council meetings and is recognized as the head of the City government for all ceremonial purposes.



Standing and Ad Hoc Committees of the Council:

- ✓ Public Safety (Standing)
- ✓ Health in All Policies (Standing)
- ✓ Budget and Revenue Ad Hoc
- ✓ Outdoor Dining Ad Hoc
- ✓ Sugar-Sweetened Beverage Ad Hoc
- ✓ Community Workforce/Project Labor Agreements Ad Hoc
- ✓ Cannabis Ad Hoc

Contact Us:

- 📞 831-420-5020
- ✉ citycouncil@santacruzca.gov
- 📍 809 Center St., Room 10, Santa Cruz

Council Meeting Agendas and Archives May be Found at:

- 🌐 www.cityofsantacruz.com/government/city-council/council-meetings

Budget Summary - City Council

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		336,046	380,623	380,623	361,287	409,949
Services, Supplies, and Other Charges		85,222	172,267	207,894	220,895	197,982
Total Expenditures		<u>421,268</u>	<u>552,890</u>	<u>588,517</u>	<u>582,182</u>	<u>607,931</u>
EXPENDITURES BY ACTIVITY:						
City Council	1110	421,268	552,890	588,517	582,182	607,931
Subtotal General Fund		<u>421,268</u>	<u>552,890</u>	<u>588,517</u>	<u>582,182</u>	<u>607,931</u>
Total Expenditures		<u>421,268</u>	<u>552,890</u>	<u>588,517</u>	<u>582,182</u>	<u>607,931</u>
RESOURCES BY FUND:						
General Fund	101	222,439	-	-	-	-
Total Resources		<u>222,439</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net General Fund Cost		<u>(198,829)</u>	<u>(552,890)</u>	<u>(588,517)</u>	<u>(582,182)</u>	<u>(607,931)</u>

*Sums may have discrepancies due to rounding



CITY MANAGER'S OFFICE

The City Manager is the City's chief administrator. The City Manager develops the City's budget, appoints the City's department heads, and conducts the affairs of the City pursuant to the policies set by the City Council. The City Manager and his/her staff also handle special projects and Council assignments which do not fall within the jurisdiction of any other City department.

The CMO also staffs various boards, commissions, and committees, including the Commission for the Prevention of Violence Against Women, Health in All Policies Committee, and Public Safety Committee.



Work of the City Manager's Office:

- ✓ City Council Support
- ✓ City Clerk's Division
- ✓ Climate Action Program
- ✓ Health in All Policies
- ✓ Independent Police Auditor
- ✓ Homelessness Response
- ✓ Communications
- ✓ Program and Project Management

Contact Us:

- 📞 831-420-5010
- 🌐 www.cityofsantacruz.com
- 📍 809 Center St., Room 10, Santa Cruz

View the City Manager's Weekly Updates here:

- 📅 www.cityofsantacruz.com/community/city-newsroom/city-manager-s-weekly-reports

Core Services

- Oversee all City departments and coordinate interdepartmental efforts
- Administer all CMO contracts, memorandums of understanding, and joint powers authority agreements (JPAs)
- Represent the City on various external boards, commissions, and JPAs
- Coordinate Council strategic planning efforts
- Provide administrative support for the Mayor and Councilmembers
- Lead citywide research and projects and implement Council priorities
- Improve communication functions to cultivate a more engaged, informed and involved community and employee base through a citywide Communications Team
- Host citywide employee meetings, media briefings, and community forums
- Prepare City Manager messages to the community, weekly updates, and other citywide communications
- Fulfill City Clerk role in County and local elections
- Develop and post all Council agenda packets, including report development, proclamations, resolutions, and ordinances
- Process public records requests, including coordinating, gathering, and consolidating all departmental information for the requestor
- Manage the records management system and provide training to City departments on records management and retention
- Secure grants to support citywide programs such as climate action and sustainability
- Further the City's community well-being through equity, public health, sustainability, and youth-based policies and programs
- Develop new strategies, plans and projects to enhance sustainability and resiliency while keeping Santa Cruz vibrant and livable
- Administer various community programs, including Downtown Streets Team, Collective of Results and Evidence-based funding program (CORE), and Children's Fund Oversight
- Oversee the Independent Police Auditor
- Coordinate the City's legislative program to analyze and plan annual legislative priorities to support the well-being of the City and its residents, and to oppose proposed actions that are in opposition to the City's priorities
- Support the Commission for the Prevention of Violence Against Women, Health in All Policies Committee, Public Safety Committee, and other ad hoc Council committees as needed
- Coordinate City response efforts and interagency and nonprofit coordination related to managing the impacts and improving the conditions for the growing number of individuals experiencing homelessness in Santa Cruz

Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Coordinated citywide team to develop project charters for modernization and efficiency-focused service review projects 🏛️🌳❤️	X	X	X	X	X	X	X
Delivered an integrated West Cliff road-map and 50-year community vision 🏛️🌳						X	
Implemented the new Special Events Grant Program 🏛️🌳	X	X			X		
Launched first grant funding process for youth-based community programs, supported on-going high school youth liaison role, and delivered State of Child and Youth well-being report 🏛️🌳❤️					X		
Managed an election for four districts, one measure, and one citizen initiative							
Led adoption of new construction energy reach code and gas leaf blower regulation 🌳❤️					X	X	
Applied for over \$30M in grant funding for climate related work 🏛️🌳					X	X	
Facilitated adoption of targets for increasing diversity in representation in City committee and commissions 🏛️					X		X
Installed a tidal gauge at the Wharf and pursued funding for other coastal monitoring deployment 🌳❤️							
Further integrated Health in All Policies into budget decision-making 🏛️🌳❤️	X				X		X
Awarded \$43k from internal Carbon Fund for City carbon reducing projects 🌳					X		X
Achieved an A- rating for climate risk and progress disclosure to Carbon Disclosure Project 🌳					X	X	X
Created a citywide Communications Team to provide strategic communications support to all departments 🏛️🌳❤️	X	X	X	X	X	X	X

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Led communication efforts during the 2023-24 storms 🏛️🌲❤️		X	X	X	X	X	X
Successfully developed community outreach needed to support 50-year West Cliff Community Vision 🏛️🌲❤️	X	X			X	X	
Expanded City communications repertoire to include engaging videos 🏛️🌲❤️	X	X	X	X	X	X	X
Grew City's social media presence by 2,850 followers 🏛️🌲❤️	X	X	X	X	X	X	X
Facilitated various open houses including contractors, Public Works, homelessness response, youth, and other stakeholders 🏛️🌲❤️	X	X	X	X	X	X	X
Launched Citywide rebranding initiative 🏛️🌲❤️	X	X	X	X	X	X	X
Collaborated with the County of Santa Cruz and the City of Watsonville to open and operate Severe Weather Shelters (110 capacity per night for up to 20 nights) 🏛️🌲❤️	X	X	X	X	X	X	X
Implemented a community engagement initiative for the City's Homelessness Response Action Plan, including eight stakeholder sessions and a community survey 🏛️🌲❤️	X	X	X	X	X	X	X
Hosted three separate tours of City shelters with local, regional, and state officials to explore homelessness response funding options 🏛️🌲❤️	X	X	X	X	X	X	X
Partnered with Community Bridges and Lift Line to provide transportation for Armory shelter programs 🏛️🌲❤️	X	X	X	X	X	X	X
Awarded the CA Encampment Resolution Grant and the CA ProHousing Incentive Program, for a total of \$4.0 million for transition services and interim housing 🏛️🌲❤️	X	X	X	X	X	X	X

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed the Coral Street Revisioning Project and released a request for proposal to identify design build contractor for the new Navigation Center at 125 Coral St ⚖️ 🌲 ❤️	X	X	X	X	X	X	X
Developed and implemented multi-channel homelessness communication strategy including a new website, email newsletters, webinars, digital content, and op-eds ⚖️ 🌲 ❤️	X	X	X	X	X	X	X
Collaborated with Housing Matters to re-envision the campus with expanded shelter ⚖️ 🌲 ❤️	X	X	X	X	X	X	X
Created the first Homelessness Impact Report with milestones, program data, and accomplishments ⚖️ 🌲 ❤️	X	X	X	X	X	X	X



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Report progress on City five-year strategic plan 🏛️🌲❤️	X	X	X	X	X	X	X
Deliver updated West Cliff roadmap and continue to execute projects from it 🏛️🌲❤️					X	X	
Continue delivering service-based review projects and report on results 🏛️🌲❤️	X	X	X	X	X	X	X
Conduct onboarding for new Councilmembers, commissioners, and commission staff 🏛️🌲❤️	X	X	X	X	X	X	X
Finalize emergency response protocols for Clerk functions to effectively facilitate Council meetings in the event of an emergency 🏛️🌲❤️	X	X	X	X	X	X	X
Gain regulatory approval and adopt combined Local Hazard Mitigation and Climate Adaptation Plans 🏛️🌲❤️					X	X	
Complete Flood Control and Climate Change Study and Living Shorelines Feasibility Study 🏛️🌲❤️					X	X	
Develop next Climate Action Plan 2030 3-year Implementation Workplan (2025-2028) 🏛️🌲❤️					X	X	X
Evaluate and adopt existing building decarbonization policy and/or program 🌲❤️					X	X	
Evaluate and adopt a low carbon concrete ordinance 🌲❤️					X	X	
Expand education and recruitment for City advisory bodies 🏛️🌲❤️	X	X	X	X	X	X	X
Complete Santa Cruz Like Me 2.0 study and establish committee /commission member compensation 🏛️🌲❤️					X		
Relaunch climate advisory structure 🏛️🌲❤️					X	X	X
Advance one microgrid/battery storage pilot program and municipal decarbonization roadmap 🏛️🌲❤️					X	X	X

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Launch employee electric vehicle purchase incentive pilot program 🏛️ 🌲 ❤️					X		X
Finalize citywide rebranding initiative, including the development of a new logo and updated City image 🏛️ 🌲 ❤️		X	X	X	X	X	X
Create a city storytelling format (regular podcast, blog, video) 🏛️ 🌲 ❤️		X	X	X	X	X	X
Develop strategic communications plans for top Strategic Plan projects 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Complete a Homelessness Impact Report for the community 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Identify and secure sustainable funding to support the City's emergency sheltering programs and homelessness response services 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Work with county partners to expand region's homelessness response, including expanding emergency shelter in the City, and connecting people to services provided by the County and community-based organizations 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Identify sustainable funding to provide eviction prevention services to City residents 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Complete building plans and collaborate with county agencies to identify funding to build the Navigation Center at 125 Coral St 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Secure funding to purchase tiny homes for existing tent-based shelters 🏛️ 🌲 ❤️	X	X	X	X	X	X	X
Create a sustainable Severe Weather Shelter Program with county partners 🏛️ 🌲 ❤️	X	X	X	X	X	X	X

Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of regular and special Council meetings 🏛️🌲❤️	All	31	34	28	23	25
Number of public records requests 🏛️	All	232	314	379	420	370
Percent of Statement of Economic Interests processed by stated deadlines 🏛️🌲❤️	All	97%	98%	98%	98%	98%
Number of citywide employee communications meetings 🏛️🌲❤️	Thriving Organization	5	4	3	3	4
Number of emergency shelter spots 🏛️🌲❤️	Homelessness Response	N/A*	165	165	165	165
Days of severe weather shelter 🏛️🌲❤️	Homelessness Response	N/A*	N/A*	16	15	20
Number of long-term safe parking spots 🏛️🌲❤️	Homelessness Response	N/A*	N/A*	N/A*	15	15
Number of overnight-only safe parking spots 🏛️🌲❤️	Homelessness Response	N/A*	N/A*	12	32	32
Number of public engagement webinars offered by year 🏛️🌲❤️	Homelessness Response	N/A*	N/A*	N/A*	2	2
On-going stewardship of key program areas in the form of recurring progress reports**	All	N/A*	N/A*	N/A*	4	5

* New measure, data not yet available

** Examples include progress reports on the Climate Action Plan, Health in All Policies, State of Child and Youth Well-being, Independent Police Auditor, and Citywide Strategic Plan



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Residents that are satisfied or very satisfied with the quality of life in Santa Cruz* 🏡🌲❤️	All	N/A	19% (excellent) 45% (good) 26% (fair)	N/A	20% (excellent) 55% (good) 25% (fair)	25% (excellent) 55% (good) 20% (fair)
Residents that are satisfied or very satisfied with the quality of City services* 🏡🌲❤️	All	N/A	49%	N/A	55%	60%
Residents likely to recommend living in Santa Cruz to someone who asks* 🏡🌲❤️	All	N/A	60%	N/A	65%	70%
Residents likely to remain in Santa Cruz for the next five years* 🏡🌲❤️	All	N/A	67%	N/A	70%	75%
# of individuals served in safe sleeping program 🏡🌲❤️	Homelessness Response	N/A	41	422	460	480
% of safe sleeping participants that exited into more stable housing 🏡🌲❤️	Homelessness Response	N/A	7.7	15.4	12.6	15
# of individuals served in the City's safe parking programs 🏡🌲❤️	Homelessness Response	N/A	N/A	52	88	60
# of Overnight-Only Safe Parking participants who moved into the Long-term Safe Parking program 🏡🌲❤️	Homelessness Response	N/A	N/A	3	7	7
% of safe parking participants that exited into more stable housing 🏡🌲❤️	Homelessness Response	N/A	N/A	38.5	38.5	38.5
Annual Point in Time (PIT) Count results for the City of Santa Cruz 🏡🌲❤️	Homelessness Response	N/A	1,439	1,028	**	**

* Data available every other year only and based on community surveys

** The PIT Count is conducted in January of each year and is therefore a calendar year, not Fiscal Year metric. The 2024 PIT Count numbers have not yet been released.

Budget Summary - City Manager

			Fiscal Year*		Fiscal Year 2024		Fiscal Year	
			2023		Adopted	Amended*	Year-End	2025
			Actuals		Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:								
Personnel Services			3,071,133		4,101,493	4,212,461	4,058,356	4,540,610
Services, Supplies, and Other Charges			3,687,307		4,492,924	5,979,414	5,013,043	11,013,352
Capital Outlay			4,802,787		6,011,575	6,572,621	6,586,083	-
Total Expenditures			11,561,227		14,605,992	16,764,496	15,657,482	15,553,962
EXPENDITURES BY ACTIVITY:								
City Manager	1210	2,115,587		2,492,517	2,597,942	2,804,526	2,838,933	
CPVAW	1211	25,686		40,202	40,202	19,127	101,682	
Police Auditor	1212	72,439		50,000	53,153	73,000	70,000	
City Clerk	1214	799,421		931,208	1,214,219	1,254,170	959,137	
Climate Action Plan	1217	230,399		351,175	1,387,032	546,481	374,165	
Communications Team	1218	-		869,382	869,382	724,549	898,673	
City Membership, Dues and Fees	1910	154,211		170,275	170,275	158,783	170,275	
Animal Control	2401	612,190		673,409	673,409	673,409	881,044	
Animal Services - Other	2402	3,600		3,600	3,600	3,600	3,600	
Community Programs	6102	1,170,000		1,080,000	1,080,000	1,080,000	1,080,000	
Community Programs & Services	6103	529,088		564,854	564,854	543,545	564,854	
Homelessness Response	6105	5,848,606		7,379,370	8,110,428	7,776,292	7,611,599	
Subtotal General Fund		11,561,227		14,605,992	16,764,496	15,657,482	15,553,962	
Total Expenditures		11,561,227		14,605,992	16,764,496	15,657,482	15,553,962	
RESOURCES BY FUND:								
General Fund	101	984,883		4,023,981	4,958,402	3,949,921	4,359,285	
Carbon Reduction Fund	133	299		-	-	-	-	
Total Resources		985,182		4,023,981	4,958,402	3,949,921	4,359,285	
Net General Fund Cost		(10,576,344)		(10,582,011)	(11,806,093)	(11,707,561)	(11,194,677)	
			FY 2023				FY 2024	FY 2025
L AUTHORIZED PERSONNEL:			18.00				22.00	23.00

*Sums may have discrepancies due to rounding

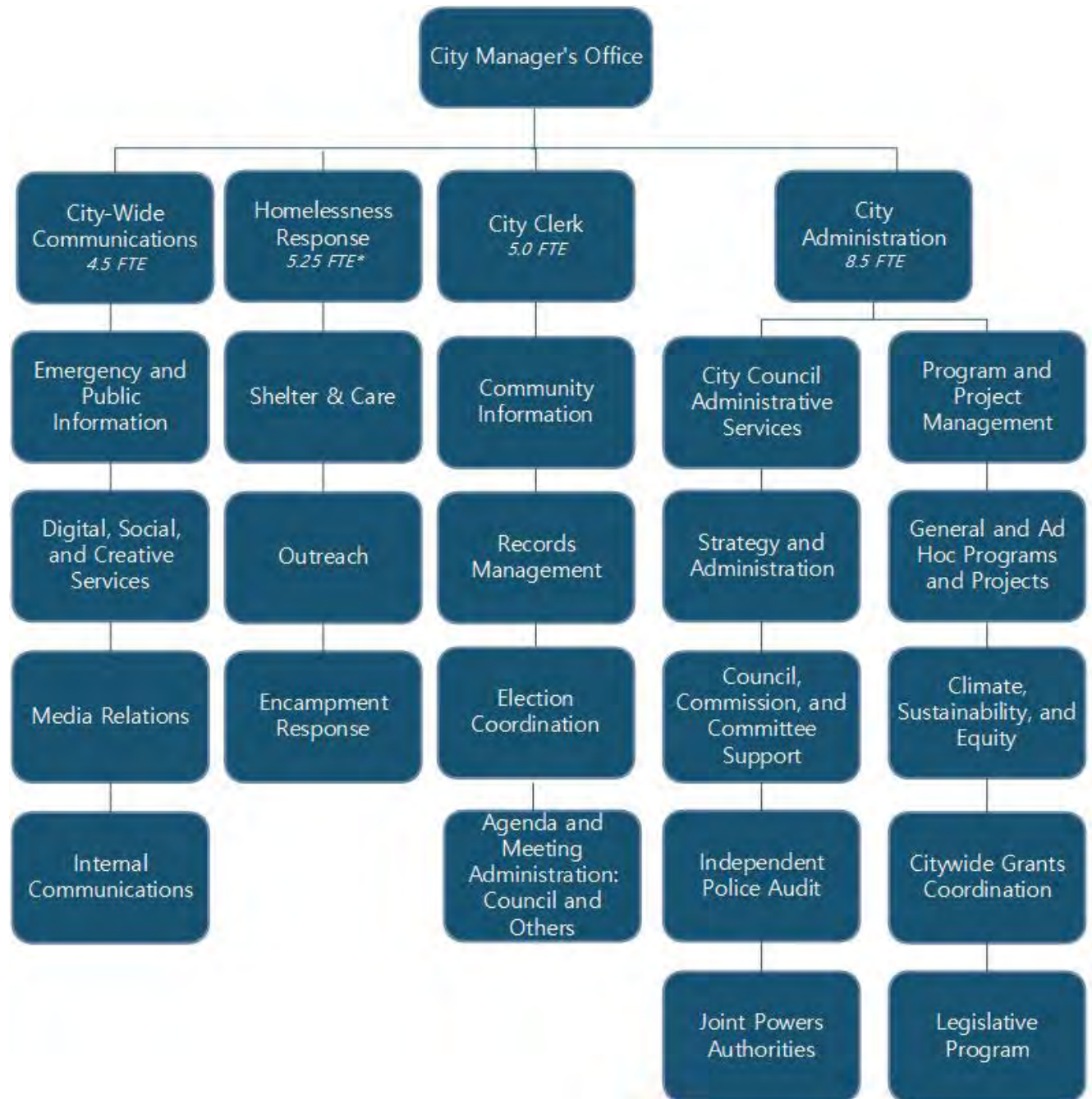
Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	2.50	1.00	1.00	1.00	-
Administrative Assistant III	-	1.00	1.00	2.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	-
City Clerk Administrator	1.00	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	1.00	-
Communications Manager	1.00	1.00	1.00	1.00	-
Community Relations Specialist**	0.50	0.50	3.50	3.50	-
Deputy City Clerk Administrator	1.00	1.00	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00	1.00	-
Executive Asst. to the City Manager	1.00	1.00	1.00	1.00	-
Homelessness Response Manager	1.00	1.00	1.00	1.00	-
Homelessness Response Specialist I/II	2.00	2.50	2.50	2.75	.25
Homelessness Response Coordinator	1.00	1.00	1.00	1.00	-
Management Analyst	-	1.00	1.00	1.00	-
Principal Management Analyst	1.00	1.00	2.00	2.00	-
Records Coordinator	1.00	1.00	1.00	1.00	-
Sustainability and Resiliency Officer	1.00	1.00	1.00	1.00	-
Total	17.00	18.00	22.00	23.25	1.25

*Amended salary authorizations are adopted staffing, plus any mid-year adjustments

** 3.00 FTE Community Relations Specialists who formerly reported to Police, Public Works, and Water were reassigned to report to the City Manager's Office

Organization Chart



* Additional staff supporting Homelessness Response are in the Police Department (2.0 FTE) and Public Works (5.0 FTE)



ECONOMIC DEVELOPMENT AND HOUSING DEPARTMENT

The Economic Development and Housing Department mission is to increase and support viable, sustainable, and innovative economic and housing activities throughout the City. Programming is developed that expands tax revenue and leads economic recovery following natural disasters and economic downturns. In collaboration with other City departments, Economic Development & Housing heralds Santa Cruz as an economically healthy and arts enriched place to live, work, play, and run a business.



The Economic Development and Housing Dept. Strives to:

- ✓ Provide high-quality service
- ✓ Find and implement solutions
- ✓ Positively influence project outcomes
- ✓ Maintain a friendly, open-door office
- ✓ Create equity and inclusivity in the community

Contact Us:

✉ economicdevelopment@santacruzca.gov

☎ 831-420-5150

🌐 choosesantacruz.com

📍 337 Locust St., Santa Cruz

Office Hours:

Monday - Thursday: 9:00 AM - 5:00 PM,
closed 12:00 PM - 1:00 PM

Core Services

The Business Services Division is responsible for business retention and expansion (BRE) efforts. This division grows the local economy by offering tailored permitting assistance, financial assistance programs, business planning, and promotions.

- Provide support to commercial districts through outreach and programming and promote a vibrant local economy through storytelling and social media to highlight local businesses and major projects
- Manage the citywide graffiti abatement program, including an active volunteer corps and maintenance of the graffiti database used by local law enforcement

The Infrastructure & Property Development Division manages a diverse array of City-owned properties and community assets and provides real estate services across City departments

- Real estate services, including acquisition, disposition, negotiation and contracting as well as development of real property
- Support and grow tenant businesses while also ensuring a strong return on investment for City-owned properties

The Housing Division works with both non-profit and for-profit housing developers to create and preserve affordable housing in the Santa Cruz community and to assist community programs that benefit City residents

- Provide financial and technical assistance to project and construction management as well as affordable housing programs to address the City's housing crisis

- Administer the City's Inclusionary Program, funded through the federal Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) Programs as well as Affordable Housing Trust Fund Programs. Monitor approximately 1,089 restricted units.
- Track housing issues, pursue new resources, and work to develop effective programs, such as the City's nationally recognized Accessory Dwelling Unit (ADU) Program

The Arts & Culture Division operates ongoing programs including sculpTOUR, Graphic Traffic Signal Boxes, the Mural Matching Grant program, Percent for Art Program, and the City Arts Recovery Design (CARD) Pilot Grant Program in consultation with the City Arts Commission

- Sponsor community groups and initiatives to activate public places with initiatives that promote equity, inclusivity, and environmental justice
- Nurture partnerships with local organizations that support a vibrant arts culture and expansion of the creative economy in Santa Cruz by developing artists marketing skills and opportunities



Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Facilitated the process to increase the assessment rates and expand the Downtown Management Corporation district ❤️	X	X			X		X
Facilitated the process to increase the assessment rates and modify the assessment formula for the Downtown Association Business Improvement district ❤️	X	X			X		X
Continued to operate the Santa Cruz beach and downtown Electric Shuttle Program 🌲		X				X	
Processed 18 permanent parklet permits 🌲 ❤️		X				X	
Negotiated leases for four businesses in downtown City-owned properties ⚖️	X	X					X
Managed inclusionary reviews and agreements for ~900 affordable housing units ❤️			X				
Led funding apps, approvals & loans/grants for Pacific Station North, starting construction of 128 affordable housing units ⚖️ ❤️			X				
Assisted with environmental reviews, permitting and/or financing for 100% affordable projects: 65 Cedar Street Apartments; 50 Jessie Street Terrace; 20 Natural Bridges Apartments; and 70 Pacific Station South ⚖️ ❤️			X				
Managed approval of Annual Action Plan (AAP) for FY 2025 ⚖️ ❤️			X				

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Awarded approximately \$33.5 million in AHSC funding for the Downtown Library & Affordable Housing Project 🏛️❤️			X				
Preserved 50 affordable units at Mission Gardens Apartments 🏛️❤️			X				
Received approximately \$1.8 million in loan repayment to HOME and former Redevelopment funds, to be used for affordable housing 🏛️❤️			X				
Earned Pro-Housing Designation, making the City more competitive for financing and funding opportunities 🏛️			X				
Updated the Housing Resources brochure, the Housing Assistance Information webpage, and Affordable Housing Map 🏛️❤️			X				
Awarded City Arts funding to five arts organizations' initiatives showcasing local arts, particularly in commercial zones 🏛️❤️		X			X		X
Nine CARD Pilot Grant Program projects completed and two more initiated 🏛️❤️		X		X	X	X	
Funded three murals on the Cedar Street Affordable Housing Project facing the new public paseo through the Mural Matching Grant Program 🏛️❤️		X	X		X	X	
Continued administration of state grants totaling approximately \$45 million for multiple affordable housing projects 🏛️❤️			X				

FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Obtain final financing to the Downtown Library & Affordable Housing Project and the 136 River Street project ⚖️❤️			X				
Apply for grants as available for affordable housing ⚖️			X				
Allocate additional funding as available to the Emergency Rental Assistance, Landlord Incentive, and Security Deposit Programs ⚖️❤️			X				
Lead HUD Consolidated Plan, Neighborhood Revitalization Strategy Area, and 2025-2030 Affirmatively Furthering Fair Housing (AFFH) Plan efforts ⚖️❤️			X				
Review plans and execute Affordable Housing Development Agreements for all residential projects in the pipeline ⚖️			X				
Continue to monitor affordable housing units to ensure compliance and preserve at-risk units where possible ⚖️❤️			X				
Reassess fee schedule for housing fees			X				
Provide amendments to the Inclusionary ordinance as necessary through the Housing Element ⚖️			X				
Support and facilitate the development of workforce housing efforts of Santa Cruz School District			X				
Complete outreach, feasibility analysis, and petition process for a Midtown Business District		X			X		

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Complete assessments of vacant storefronts and present recommendations for a new program to Council 🌲	X	X			X		X
Develop and begin implementation of an alleyway activation program		X			X	X	
Grow ridership, rental, and sponsorships of the Santa Cruz Shuttle program 🌲	X	X				X	
Complete implementation support for businesses navigating the streamlined private property outdoor seating permit process 🌲		X			X	X	
Continue implementation of Downtown Pops! vacant storefront activation program by placing four additional tenants		X			X		
Begin development of infrastructure needed for permanent activation in Lot 32 and creation of “Midtown Plaza”		X			X	X	
Complete two additional projects and execute agreements under two CARD Program 🏛️❤️		X			X	X	X
Replace four to five installations on Pacific Avenue through the SculpTOUR Program 🏛️❤️		X			X	X	



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Businesses contacted for assistance and retention 🏛️ 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	377	405	517	525	550
Rental revenues, including café extensions 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	\$1.9M	\$2.2M	\$2.0M	\$2.3M	\$2.3M
Number of affordable housing units monitored 🏛️ ❤️	Housing	1,351	1,367	962	1,089	1,251
Number of affordable housing units developed 🏛️ ❤️	Housing	83	136	88	249	246
Number of businesses receiving assistance to start or grow 🏛️ 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	93	127	179	185	200

Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Percent of federally-funded community grant (CDBG) contracts executed and ready to fund 🏛️ ❤️	Public Safety & Community Well-Being	93%	95%	89%	88%	88%
Percent change in downtown retail commercial vacancies 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	+2.5%	+0.3%	-0.6%	-0.2%	-0.8%
Percent change in new business licenses 🌲	Fiscal Sustainability & Transparency; Strong Businesses & Vibrant Downtown	-43%	9%	3%	5%	10%

Budget Summary - Economic Development and Housing

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		2,208,285	1,947,710	2,149,798	2,491,176	2,611,801
Services, Supplies, and Other Charges		5,447,415	19,132,497	41,193,241	16,016,888	6,105,030
Capital Outlay		-	30,000	73,064	30,000	60,000
Total Expenditures		7,655,700	21,110,207	43,416,103	18,538,064	8,776,831
EXPENDITURES BY ACTIVITY:						
Community Promotion-Arts	1503	70,875	70,875	70,875	70,875	70,875
Council-SC County						
Economic Development-Project	5401	2,612,345	3,231,731	3,348,563	3,823,266	4,242,913
Admin						
Economic Development-Project	5590	508,039	468,000	1,028,024	826,752	596,000
Admin						
Property Management	5591	238,945	191,000	358,725	358,725	251,005
City Arts	5592	115,474	70,000	299,384	299,384	70,000
Homelessness Response	6105	150,000	-	-	-	-
Subtotal General Fund		3,695,677	4,031,606	5,105,572	5,379,002	5,230,793
Cafe Extensions	1504	20,000	10,000	10,000	10,000	10,000
Kiosks	1505	6,500	16,000	17,695	17,695	16,000
Cooperative Retail Management	1506	205,071	220,000	410,000	410,000	410,000
AHSC	5211	-	-	7,250,940	-	-
IIG	5212	-	-	815,000	-	-
Economic Development-Project	5590	56,335	1,100,000	2,126,008	2,163,744	54,000
Admin						
Property Management	5591	-	-	-	-	60,000
Subtotal Other General Funds		287,906	1,346,000	10,629,643	2,601,439	550,000
Housing & Community Development	5201	3,235,518	15,200,118	20,817,101	10,470,340	2,528,853
CDBG Programs	5204	126,277	123,745	123,745	-	118,745
CDBG Programs	5205	3,840	11,900	11,900	-	24,400
HOME Program Administration	5207	22,689	59,994	59,994	-	59,944
AHSC	5211	-	-	5,800,000	-	-
Public Improvements-Other	5579	39,036	60,000	166,087	20,000	40,000
Rental Assistance Programs	5604	11,000	11,000	11,000	-	-
Low & Moderate Housing Production	5650	69,295	67,276	110,340	66,000	48,000

*Sums may have discrepancies due to rounding

Budget Summary - Economic Development and Housing

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
Homelessness Response	6105	-	-	215,153	-	-
CDBG Programs	6203	139,460	160,000	160,000	-	175,000
Red Cross Social Services Programs	6204	25,000	38,568	38,568	1,284	1,096
Subtotal Other Funds		3,672,116	15,732,601	27,513,888	10,557,624	2,996,038
Total Expenditures		7,655,700	21,110,207	43,249,103	18,538,064	8,776,831
RESOURCES BY FUND:						
General Fund	101	87,227	61,300	426,004	239,492	228,045
Co-op Retail Management	122	218,558	220,000	410,000	415,800	410,000
Kiosk Maintenance	123	3,292	40,200	40,200	25,400	43,100
Economic Development Trust	136	49,131	-	21,730	8,300	5,000
IIG-AHSC	137	-	-	13,965,940	-	-
HOME Investment Partnership	253	635,216	1,116,390	4,350,744	1,399,637	2,061,603
Community Development Block Grant	261	467,908	707,493	1,393,486	-	593,725
Grant Loan Program	277	-	-	5,800,000	-	-
Affordable Housing Trust Fund	279	1,288,071	587,837	15,109,076	10,110,000	344,614
SA (H) LMIH-Merged 2-1-12	281	189,243	126,000	126,000	566,496	66,872
Total Resources		2,938,646	2,859,220	41,643,180	12,765,125	3,752,959
Net General Fund Cost		(3,608,450)	(3,970,306)	(4,679,568)	(5,139,510)	(5,002,748)
		FY 2023			FY 2024	FY 2025
TOTAL AUTHORIZED PERSONNEL:		15.50			16.50	19.00

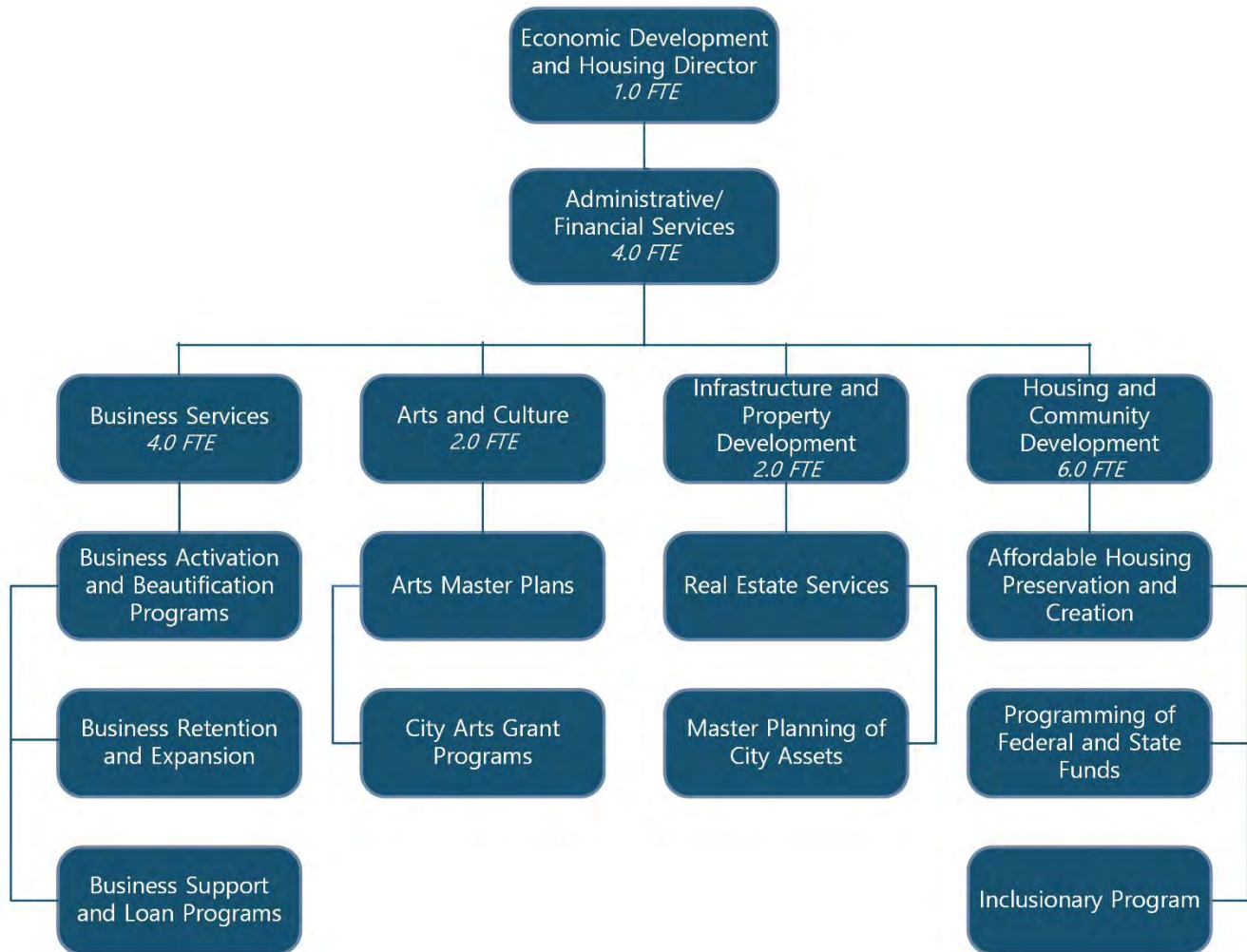
*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant II	1.00	1.00	1.00	1.00	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Business Liaison	1.00	1.00	1.00	1.00	-
Development Manager	4.00	5.00	5.00	6.00	1.00
Director of Economic Development and Housing	1.00	1.00	1.00	1.00	-
Economic Development Coordinator I/II	0.50	0.50	1.50	1.00	(0.50)
Economic Development Manager	1.00	1.00	1.00	1.00	-
Housing and Community Dev Mgr.	1.00	1.00	1.00	1.00	-
Housing Programs Specialist	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Principal Management Analyst	2.00	2.00	2.00	4.00	2.00
Total	14.50	15.50	16.50	19.00	2.50

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart





FINANCE DEPARTMENT

Finance provides key services to the City Council, the City Manager, all departments, and the public. The department manages the City's financial operations in accordance with industry standards and established fiscal policies. Prudent fiscal stewardship, customer service, compliance, strategic planning, transparency, and effective financial reporting are key elements of its mission.



Functional Areas:

- ✓ Accounting and Financial Reporting
- ✓ Budgeting and Contractual Bargaining Support
- ✓ Emergency Medical Services

- ✓ Accounts Payable and Payroll
- ✓ Revenue, Treasury, and Tax Compliance Auditing
- ✓ Risk and Safety Management
- ✓ Purchasing

Contact Us:

📞 831-420-5030

✉️ finance@santacruzca.gov

🌐 <https://www.cityofsantacruz.com/government/city-departments/finance>

📍 809 Center St., Santa Cruz

Core Services

- Act as an advisor to the City Council, City Manager, and departments in the areas of financial planning and fiscal analysis. Provides leadership in the development and implementation of sound financial policies for the City
- Develop and maintain the City's long-range financial forecast
- Prepare the Annual Financial Report in accordance with Generally Accepted Accounting Principles and pronouncements of the Governmental Accounting Standards Board
- Prepare and maintain accurate financial records including grants, capital projects, enterprise funds, governmental funds, and capital assets
- Invest the City's idle cash in accordance with the council-approved Investment Policy to ensure that there is sufficient cash available to meet operating needs while maintaining safety, liquidity, and competitive returns on the investment portfolio
- Assist City departments with the procurement of goods and services at competitive prices and in compliance with federal and state laws and City ordinances
- Process all payments for goods and services timely and accurately
- Issue payroll checks and benefits payments bi-weekly and files all the required Federal and State payroll tax withholding reports
- Manage the administration of the City's self-insurance program, property insurance program, and develops and administers insurance specifications for City contracts
- Prepare salary and benefit estimates for negotiations with the City's bar-gaining units
- Oversee the City's safety program
- Collect and record all City revenues including property tax, sales tax, various service fees, utility users' taxes, business licenses, franchise fees, transient occupancy taxes, and cannabis business taxes. Oversees updates to the citywide Master Fee Schedule
- Develop the annual Operating and Capital Improvement Budget and Capital Investment Program on behalf of the City Manager. Projects revenues and expenditures; coordinates the preparation and publication of the budget document; and makes the annual budget available through its transparency tool, OpenGov
- Develop and manage the Cost Allocation Plan and Internal Service Funds allocations
- Manage the City's and Successor Agency's outstanding bonds by ensuring timely payments, performance of arbitrage calculations, and filing of required continual disclosure reports
- Manage all claims against the City and represents the City in small claims court
- Audit business owners and operators for compliance with City tax ordinances (i.e., transient occupancy tax, cannabis business tax, admission tax)

Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed long-range financial plan	X						X
Increased number of Council Staff Agenda Reports that explicitly connected to HiAP goals 🏛️ 🌲 ❤️							
Implemented updated STR compliance auditing process	X				X		X
Implemented Phase II of creating equity in budgeting	X				X		X
Added a form to the CIP Access database for department entry	X						X
Added rubric to CIP requests to prioritize those that support HiAP goals 🏛️ 🌲 ❤️	X				X		X
Implemented an eProcurement platform to drive transparency and open competition for city contracts.	X						X
Held the City's first Virtual Vendor Open House	X	X					X
Developed an internal procurement training series to educate on best practices and integrate into new-employee orientation							X
Earned the Governmental Finance Officers' Association (GFOA) Award of Financial Reporting Achievement (AFRA)	X						X
Earned the Distinguished Budget Presentation Award from the GFOA	X						X
Migrated to new timekeeping software							X
Implemented GASB 96	X						X
Upgraded fraud protection and ACH protocols	X	X					X
Participated in selection and preparation of a new accounting software ERP solution	X						X
Collaborated on implementation of Land Management ERP	X	X	X		X		X
Selected an Investment Advisor through a competitive RFP process	X						X

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Revised Statement of Investment and Portfolio Policy to include connections to HiAP goals 🏛️ 🌱 ❤️	X						X
Continued to invest idle cash and diversify portfolio safely	X						X
Selected Citywide Municipal Financial Advisor through a competitive RFP process	X						X
Created and distributed first annual Popular Annual Financial Report (PAFR) 🏛️	X	X			X		X
Hired City Safety Officer to focus on employee occupational health and safety 🏛️ ❤️							X
Created and implemented a Citywide employee Workplace Violence Prevention Program 🏛️ ❤️							X
Provided a Citywide training on de-escalation and workplace violence prevention 🏛️ ❤️							X



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Develop a policy for Operating Projects to encourage active utilization of General Fund commitments	X						X
Update Budget policy to include Climate and Equity initiatives 🌱	X				X		X
Continue implementation of adopted long-range financial plan	X						X
Develop a budget monitoring policy	X						X
Apply for the Achievement of Excellence in Procurement Award	X						X
Continue implementation of internal procurement training series to educate on procurement best practices	X						X
Prepare and implement new accounting software ERP solution	X						X
Receive Triple Crown Award from GFOA for ACFR, Budget, and PAFR	X						X
Implement Debt Management platform	X		X			X	X
Implement ACFR builder and tighten year-end schedule	X						X
Continue to Audit TOT and all tax revenue streams for compliance	X						X
Create a citywide employee safety policy 💖							X
Continue to review and update employee safety programs	X						X
Reduce citywide safety accidents and incidents 💖	X						X



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of vendor invoices processed	Thriving Organization	31,956	34,051	34,207	37,228	36,500
Number of purchase orders issued	Thriving Organization	1,413	1,419	1,623	1,900	1,900
Number of Journal Entries	Thriving Organization	40,938	37,890	48,377	48,960	56,161
Number of liability claims processed 🏛️❤️	Public Safety & Community Well-Being	72	43	78	80	75
Number of Transient Occupancy Tax audits completed	Fiscal Sustainability & Transparency	42	26	32	20	30



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Payroll federal and state withholding reports filed on time	Fiscal Sustainability & Transparency	Yes	Yes	Yes	Yes	Yes
Certificate of Achievement for Excellence in Financial Reporting received for Annual Financial Report	Fiscal Sustainability & Transparency	Yes	Yes	Yes	Yes	Yes
Distinguished Budget Presentation Award received	Fiscal Sustainability & Transparency	Yes	Yes	Yes	Yes	Yes
Percent of tort claims resolved in 180 days 🏛️	Public Safety & Community Well-Being	97%	97%	99%	98%	98%

Budget Summary - Finance

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		3,710,854	3,979,878	4,004,394	4,266,924	5,182,580
Services, Supplies, and Other Charges		6,162,577	8,419,322	8,863,873	8,928,640	10,571,730
Capital Outlay		292,503	-	49,643	14,872	-
Total Expenditures		<u>10,165,934</u>	<u>12,399,200</u>	<u>12,917,910</u>	<u>13,210,436</u>	<u>15,754,310</u>
EXPENDITURES BY ACTIVITY:						
Finance	1241	<u>4,354,943</u>	<u>4,391,501</u>	<u>4,663,359</u>	<u>4,720,190</u>	<u>5,595,864</u>
Subtotal General Fund		4,354,943	4,391,501	4,663,359	4,720,190	5,595,864
Finance	1241	<u>54,335</u>	<u>-</u>	<u>-</u>	<u>55,000</u>	<u>55,000</u>
Subtotal Other General Funds		54,335	-	-	55,000	55,000
Liability Insurance	7821	<u>5,756,656</u>	<u>8,007,699</u>	<u>8,254,551</u>	<u>8,435,246</u>	<u>10,103,446</u>
Subtotal Other Funds		5,756,656	8,007,699	8,254,551	8,435,246	10,103,446
Total Expenditures		<u>10,165,934</u>	<u>12,399,200</u>	<u>12,917,910</u>	<u>13,210,436</u>	<u>15,754,310</u>
RESOURCES BY FUND:						
General Fund	101	<u>1,330,367</u>	<u>3,981,846</u>	<u>3,981,108</u>	<u>3,981,108</u>	<u>4,392,468</u>
Technology Surcharge	295	<u>-</u>	<u>-</u>	<u>49,000</u>	<u>20,000</u>	<u>25,000</u>
Liability Insurance	842	<u>4,554,285</u>	<u>8,088,253</u>	<u>8,088,253</u>	<u>8,088,253</u>	<u>9,970,884</u>
Total Resources		<u>5,884,652</u>	<u>12,070,099</u>	<u>12,118,361</u>	<u>12,089,361</u>	<u>14,388,352</u>
Net General Fund Cost		<u>(3,024,576)</u>	<u>(409,655)</u>	<u>(682,251)</u>	<u>(739,082)</u>	<u>(1,203,396)</u>
		FY 2023				FY 2024
TOTAL AUTHORIZED PERSONNEL:		<u>29.00</u>				<u>31.00</u>
						FY 2025
						<u>35.00</u>

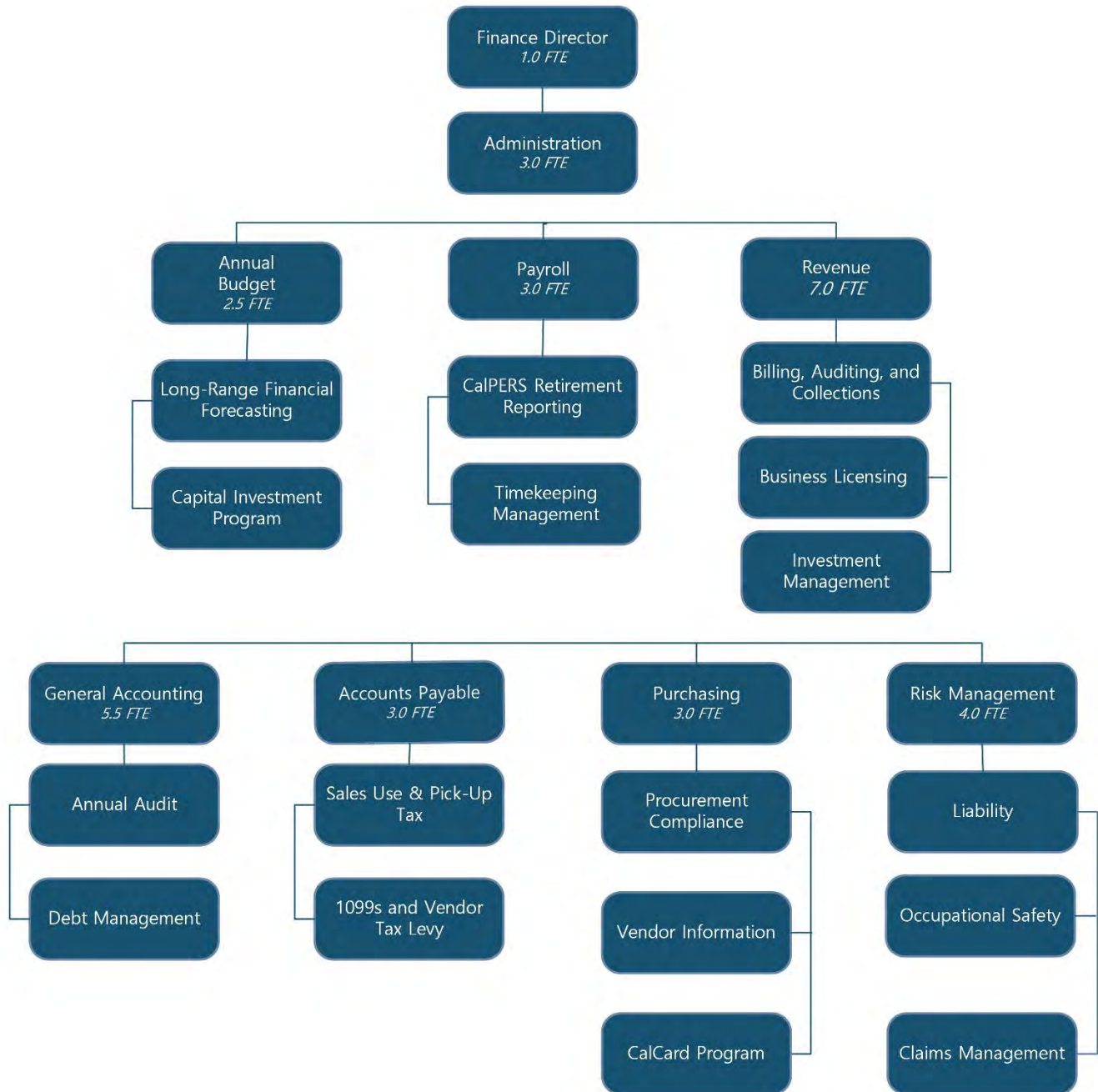
*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Accountant I/II	4.00	4.00	4.00	4.00	-
Accounting Assistant II	4.00	4.00	4.00	4.00	-
Accounting Services Supervisor	1.00	1.00	1.00	1.00	-
Accounting Technician	2.00	2.00	4.00	4.00	-
Accounting Technician-Limited Term	-	-	-	3.00	3.00
Administrative Assistant III	2.00	2.00	2.00	2.00	-
Assistant Director of Finance	1.00	1.00	1.00	1.00	-
Buyer I/II	1.00	1.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	1.00	-
Finance Manager	3.00	3.00	2.00	2.00	-
Management Analyst	-	-	1.00	1.00	-
Payroll Technician	2.00	2.00	2.00	2.00	-
Principal Management Analyst	3.00	1.00	1.00	1.00	-
Purchasing Assistant	-	-	-	-	-
Purchasing Manager	1.00	1.00	1.00	1.00	-
Revenue Collections Specialist	1.00	1.00	1.00	1.00	-
Risk and Safety Manager	1.00	1.00	1.00	1.00	-
Risk Management Technician	-	-	-	1.00	1.00
Safety Officer	-	1.00	1.00	1.00	-
Senior Accountant	1.00	2.00	2.00	2.00	-
Senior Payments Technician	1.00	1.00	-	-	-
	29.00	29.00	31.00	35.00	4.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart



* The above chart reflects permanent employees only; 3.0 FTE for limited-term Accounting Technicians are not included in the FTE count.



FIRE DEPARTMENT

The Santa Cruz Fire Department includes four fire stations, one lifeguard headquarters, one administrative building, and an emergency operations center. Frontline apparatus includes four Type 1 engines, one Type 3 engine, and one ladder truck. Staffing includes 70 full-time equivalent personnel, including firefighter / paramedics, fire engineers, fire captains, battalion chiefs, division chiefs, fire prevention, training, and administrative staff. Additionally, the department employs about 70 seasonal lifeguards as well as six temporary workers.



Emergency Services Provided:

- ✓ Structure Fire Suppression
- ✓ Wildland Fire Suppression
- ✓ Emergency Medical Services
- ✓ Hazardous Materials Response
- ✓ Marine Rescue Services
- ✓ Technical Rescue

Contact Us:

- 📞 831-420-5280
- 🌐 www.cityofsantacruz.com/fire
- 📍 230 Walnut Ave., Santa Cruz

Stations:

- 1 711 Center St.
- 2 1103 Soquel Ave.
- 3 335 Younglove Ave.
- 4 701 Chinquapin Rd.

Lifeguard

Headquarters:










- 📍 #21 Municipal Wharf

Core Services

- The Operations Division provides 24/7 response to all 911 requests within the City, UCSC Campus and Paradise Park. In addition, it responds to mutual aid requests on the North Coast and other areas within the county and state.
- The Prevention Division provides plan review, permits, safety inspections, construction inspections, vegetation management, fire investigations, and public education.
- The Office of Emergency Services provides 24/7 support to the City Emergency Operations Center in the event of disasters and emergencies, assists in the management of the budget, acts as the department's Climate Action Coordinator and its Public Information Officer, and manages Fire Department grants.
- The Marine Division provides year-round service with on-call lifeguards during the off-season and daily lifeguard services from Memorial Day weekend to the weekend of Labor Day.
- The Administration staff provides support for the services provided by the Fire Department.



Accomplishments and Goals







FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Implemented corrective action review items identified from the 2023 Storm Event 	X						
Coordinated Emergency Operation Center training for all EOC staff per position matrix 					X		X
Managed Fire Prevention and Operations Cal Fire, California Coastal Conservancy, California Fire Foundation, and AFG grants 	X				X	X	
Completed Request For Proposal (RFP) process, selected Standards of Cover and Community Risk Assessment consultant, and started project					X		
Enhanced employee wellness, awareness, and services by providing an increase of available mental health service counseling for all Fire Department Personnel for post-traumatic stress related incidents							X
Completed command staff leadership development training as an integral piece in of department succession planning							X
Provided transition training upon completion of the Capitola lifeguard contract 					X		
Conducted state-mandated fire inspections 					X		
Completed 26 Acres of Wildland Urban Interface Vegetation Management grant-funded projects 					X	X	
Completed RFP process, selected a vendor, and started 5-year City Wildfire Resiliency Plan 					X	X	
Created Countywide Code X Policy 					X		
Created and launched Countywide “Know B4 You Go” Ocean Safety Campaign 					X		

FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Conduct a standards of cover and community risk assessment survey to identify and implement recommendations pertaining to the distribution and concentration of fixed (stations) and mobile (engines/personnel) resources with 911 Fire call types and volumes	X				X		X
Develop a health and wellness program with a focus on cancer-screening services							X
Establish a backup Emergency Operation Center with appropriate technology, supplies, and services ❤️					X		
Continue to develop a plan for lines of succession for anticipated staffing attrition, including leadership development training for captains and other line staff							X
Implement 5-year City Wildfire Resiliency Plan 🌲					X	X	
Purchase one new Personal Watercraft (PWC) and retire two old vessels per life cycle and operational protocols					X		
Complete large-scale exercise of vehicle off wharf ❤️					X		
Add 1.0 FTE Marine Safety Officer to provide fulltime supervision ❤️					X		
Develop enhanced Marine Safety programs with a Rescue Diver and Swift Water Response ❤️					X		
Promote, train, and recruit new Marine Safety personnel ❤️					X		
Train eight new PWC operators to meet and maintain operational policy requirements ❤️					X		
Complete fee study to evaluate the Public Safety Impact Fee	X						
Complete First Responder Fee study and explore implementation options	X						
Manage and complete grants through Cal Fire, CFF, USFS, and AFG 🌲	X						




FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Collaborate with the Finance Department to determine an apparatus replacement purchasing schedule and identify funding models and sources	X						X



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of fire investigations conducted 	Public Safety & Community Well Being	100	49	29	35	40
Number of construction project plan check reviews conducted 	Public Safety & Community Well Being Housing	855	904	1,039	1,000	1,100
Number of construction project inspections 	Public Safety & Community Well Being Housing	313	256	811	850	900
Number of life safety consultations provided 	Public Safety & Community Well Being	662	335	489	450	500
Number of lifeguard contacts with the public 	Public Safety & Community Well Being	200,000	200,000	158,092	200,000	200,000
Funds from providing lifeguard services to the City of Capitola	Public Safety & Community Well Being	\$91,119	\$110,119	\$120,000	\$14,500	N/A*
Number of 911 calls for service 	Public Safety & Community Well Being	8,000	9,611	9,784	9,900	10,000

*No longer providing this service

Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Percent of state-mandated fire inspections conducted within the required timeframe 	Public Safety & Community Well Being	N/A**	65%	74%	80%	100%
Percent of fire investigations conducted within the required timeframe 	Public Safety & Community Well Being	100%	100%	100%	100%	100%
Respond to all 911 calls for service within 8 minutes 	Public Safety & Community Well Being	N/A**	89%	89%	89%	100%

** New measure, data not available

Budget Summary - Fire

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		20,663,832	21,966,203	22,001,203	21,326,386	23,360,541
Services, Supplies, and Other Charges		2,087,493	3,829,240	4,053,983	4,408,219	4,546,377
Capital Outlay		98,147	-	196,641	54,337	-
Total Expenditures		<u>22,849,473</u>	<u>25,795,443</u>	<u>26,251,827</u>	<u>25,788,942</u>	<u>27,906,918</u>
EXPENDITURES BY ACTIVITY:						
Fire Administration	2201	1,130,010	2,834,136	2,834,136	2,971,754	3,560,057
Fire/EMS Operations	2202	19,550,774	20,016,677	20,266,116	20,012,365	20,901,611
Fire Prevention	2203	951,823	1,017,693	1,365,473	1,579,050	1,546,939
Office of Emergency Services (OES)	2205	150,287	217,382	76,546	160,585	132,382
Fire Strike Team	2206	72,849	750,000	750,000	-	750,000
Subtotal General Fund		<u>21,855,743</u>	<u>24,835,888</u>	<u>25,292,272</u>	<u>24,723,755</u>	<u>26,890,989</u>
Marine Rescue Program	2204	993,729	959,555	959,555	1,065,187	1,015,929
Subtotal Other General Funds		<u>993,729</u>	<u>959,555</u>	<u>959,555</u>	<u>1,065,187</u>	<u>1,015,929</u>
Total Expenditures		<u>22,849,473</u>	<u>25,795,443</u>	<u>26,251,827</u>	<u>25,788,942</u>	<u>27,906,918</u>
RESOURCES BY FUND:						
General Fund	101	4,116,353	4,569,061	4,900,208	5,414,533	5,880,694
Municipal Wharf	104	114,119	-	-	12,500	12,500
Public Safety Impact Fee - Fire Fund	217	87,780	80,000	80,000	18,500	15,000
Technology Surcharge	295	-	-	3,300	1,650	2,000
Total Resources		<u>4,318,253</u>	<u>4,649,061</u>	<u>4,983,508</u>	<u>5,447,183</u>	<u>5,910,194</u>
Net General Fund Cost		<u>(17,747,966)</u>	<u>(20,266,827)</u>	<u>(20,392,064)</u>	<u>(19,309,222)</u>	<u>(21,010,295)</u>
		FY 2023				FY 2025
TOTAL AUTHORIZED PERSONNEL:		<u>69.00</u>				<u>70.00</u>

*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	1.00	1.00	1.00	1.00	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Chief of Fire Department	1.00	1.00	1.00	1.00	-
Deputy Fire Marshal	1.00	1.00	1.00	1.00	-
Fire Battalion Chief	4.00	4.00	4.00	4.00	-
Fire Captain	16.00	16.00	16.00	16.00	-
Fire Division Chief	2.00	2.00	2.00	2.00	-
Fire Engineer	15.00	15.00	15.00	15.00	-
Fire Prevention Inspector II	1.00	1.00	1.00	1.00	-
Fire Prevention Technician	1.00	1.00	1.00	1.00	-
Firefighter**	24.00	24.00	24.00	24.00	-
Marine Safety Officer	1.00	1.00	1.00	1.00	-
Principal Management Analyst	1.00	1.00	2.00	2.00	-
Total	69.00	69.00	70.00	70.00	-

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

**3.00 FTE Firefighters unfunded

Organization Chart





HUMAN RESOURCES DEPARTMENT

The mission of the Human Resources Department is to be a resource, trusted advisor, and cultivator of an inspiring and fulfilling work environment that attracts and engages a talented workforce. The department's core values include communication, continuous improvement, integrity, collaboration, humor, and fun. The purpose of the Human Resources Department is to provide a variety of support and assistance to employees and departments to achieve their goals and objectives.



Range of Services Provided:

- ✓ Recruitment
- ✓ Professional Development Training
- ✓ Compensation and Classification Administration
- ✓ Labor relations
- ✓ Employee Relations
- ✓ Benefits and Workers' Compensation Administration

Contact Us:

- 📞 831-420-5040
- ✉️ hr@santacruzca.gov
- 🌐 <https://www.cityofsantacruz.com/government/city-departments/human-resources>
- 📍 809 Center St., Room 6 and 7, Santa Cruz

Core Services

- Compensation and Classification administers the salary and job descriptions for the City
- The Recruitment division recruits, selects, and on-boards employees who have a passion for public service
- The Employee and Labor Relations division provides guidance to managers and employees to enhance performance, create a positive work environment, and effectively problem-solve complaints and grievances. In addition, the division facilitates labor contract negotiations.
- Administration and support of the Equal Employment Opportunity Commission
- Training and Organizational Development identifies and implements training and employee development opportunities to support employee skill enhancement, innovation, leadership, and management of the Employee Engagement program
- The Benefits division administers the health care programs, pension, employee assistance program, and manages the citywide workers' compensation program, supporting workplace safety and actively working to reduce injuries and employee claims



Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed Diversity, Equity, Inclusion, and Accessibility Mission Statement 🏛️							X
Developed Supervisor/Manager Training pilot program							X
Implemented three phases of the 2021 Compensation Study							X
Provided new training courses, including reasonable suspicion							X
Implemented a cyclical classification study request process							
Implemented additional pay practices for staff who serve on-duty assignment					X		X
Implemented additional pay practices for safety boots					X		X
In partnership with Risk Management, provided Workplace Violence Prevention Training to City staff					X		X
Participated in development of department strategic plan							X
Implemented the first year of Citywide Remote Work Policy							X
Released the annual employee engagement survey							X
Completed request for proposal for third-party administrator of the City Workers Compensation program							X
Implemented Department Communication Policy							X
Improved HR data gaining efficiencies for daily work, including the development of Citywide organizational charts							X

FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Complete Department Strategic Plan							X
Continue to review and Assess Personnel Administrative Procedure Orders 🏛️							X
Develop framework for citywide Diversity, Equity, Inclusion, and Accessibility program 🏛️							X
Develop an Employee Recognition Program 🏛️							X
Collaborate on, develop, and implement 2024 Compensation Study 🏛️							X
Receive feedback on newly implemented policies, such as the Remote Work Policy							X
Implement Citywide Recognition Program 🏛️							X
Begin outreach and work on Culture as a Competitive Advantage 🏛️							X
Review and assess advertisement strategy for recruitment 🏛️							X
Focus efforts for internal city workforce development for classifications that are historically challenging to recruit and retain 🏛️							X
Complete review of major HR processes (recruitment, performance appraisals, on-boarding, etc.)							X



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of PAF's successfully processed without errors	Thriving Organization	1,678	1,550	1,734	1,708	1,800
Number of employees who attended required training	Thriving Organization	429	564	280	1,381	1,400
Total number of active workers compensation claim	Thriving Organization	89	148	117	175	155
Number of applicants for City jobs	Thriving Organization	2,184	2,400	3,863	4,563	5,500



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
95% of employee training classes rated "very good" or better by attendees	Thriving Organization	100%	95%	75%	80%	90%
Percent of workforce that attend all City-required training	Thriving Organization	100%	N/A	75%	85%	100%
Percent change in number of days off due to a workers compensation claim	Thriving Organization	23%	-10%	-2.8%		-2.5%

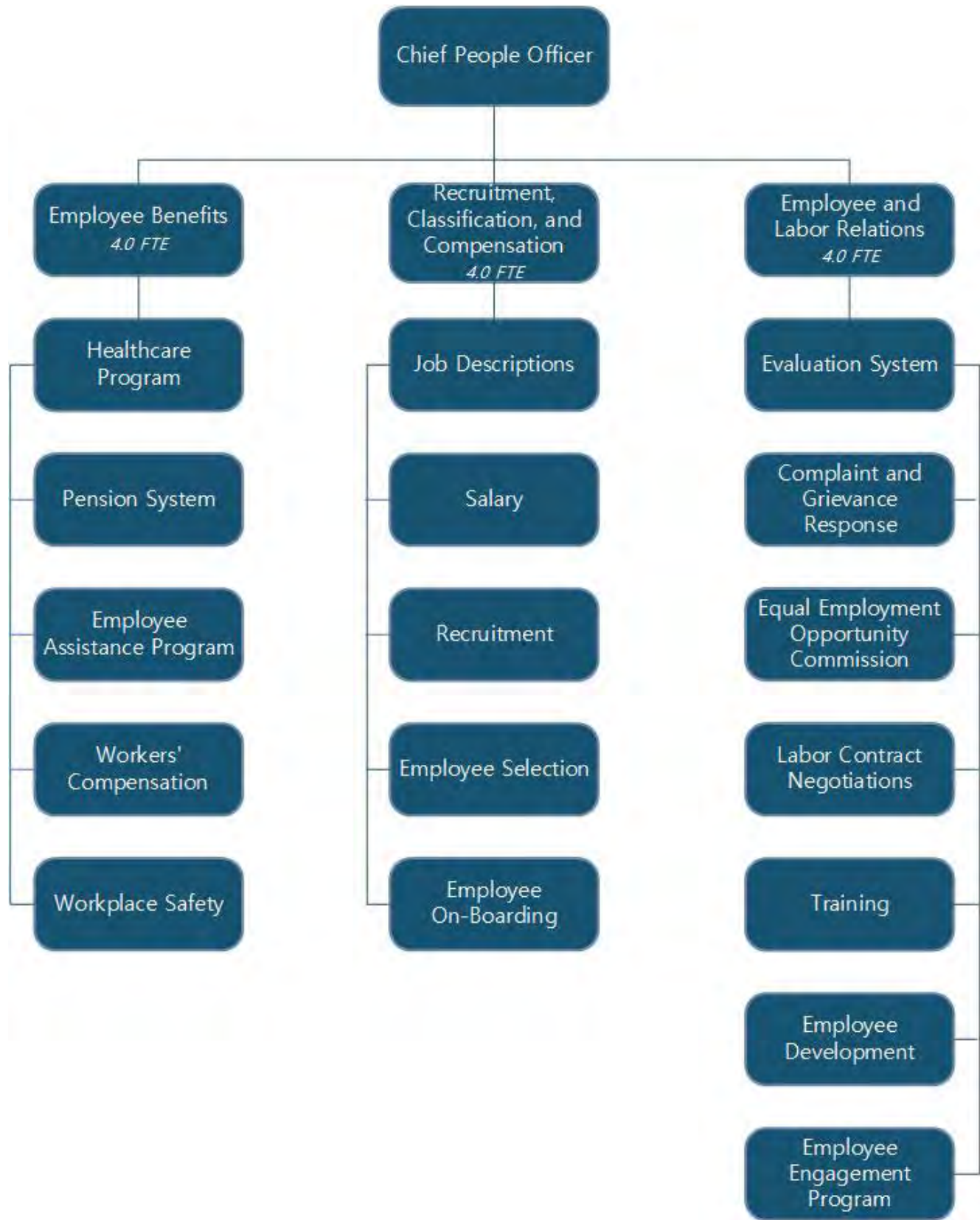
155

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	-	-	-	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Analyst I/II	4.00	4.00	5.00	5.00	-
Human Resources Technician	2.00	2.00	2.00	2.00	-
Human Resources Technician- Limited Term	-	-	-	1.00	1.00
Principal Human Resources Analyst	3.00	3.00	3.00	3.00	-
Total	11.00	11.00	12.00	14.00	2.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart



* The above chart reflects permanent employees only; 1.0 FTE for a limited-term Human Resources Technician is not included in the FTE count.



INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department provides technology services to support City departments and the community through online platforms. The department's primary objective is to deliver business-driven, efficient, quality technology solutions and services for the City of Santa Cruz staff and the public.



Focus Areas:

- ✓ Infrastructure
- ✓ Communications
- ✓ Workplace Services
- ✓ Business Services, including Geographic Information Services (GIS)
- ✓ Relationship Management
- ✓ Administration Services

Contact Us:

- 📞 831-420-5090
- 🌐 www.cityofsantacruz.com/it
- 📍 809 Center St., Room 8, Santa Cruz

Santa Cruz GIS:

For Applications, Data, and Maps, visit:

- 🌐 <https://data1-cruzgis.opendata.arcgis.com>

Core Services

- Develop and sustain strategic partnerships with departments and employees to improve process through efficient and easy to use IT business systems
- Develop and support the technical architecture and infrastructure for IT operations citywide
- Install and maintain City personal computers, laptops, mobile devices, and VoIP phones
- Administer the City's data network
- Provide Help Desk support and administer internal City systems
- Perform project management for large, multi-year and small technology projects
- Develop and support the City's Geographic Information System
- Implement and operate the City's security access and control systems
- Support various public information channels and portals including the City's website, agenda management portal, and payment platforms

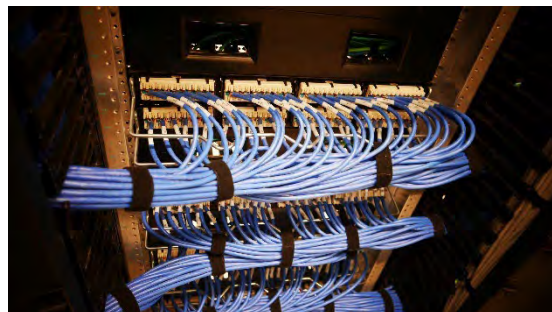


Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Replaced 130 city computers as part of the annual personal computer (PC) replacement program	x					x	x
Replaced Critical Network Infrastructure within the City's multiple datacenters					x	x	x
Upgraded the City's employee time management software, adding new features and improved analytics	x					x	x
Added a robust business wi-fi for employees working in downtown City offices		x					x
Enhanced remote work capabilities leading to reduced commuting needs for participating employees 🌲	x						x
Upgraded the Community Request for Service Application (CRSP) adding enhanced features and reporting capabilities ⚖️		x	x	x	x		x
Initiated a project to replace the City's land management, permitting and licensing application with a modern, customer-friendly platform ⚖️	x	x	x		x		x
Completed a request for proposal for a new Enterprise Resource Planning (ERP) application	x	x				x	x
Continued the project to modernize and make sustainable the City's camera systems and physical access/door controls by updating Santa Cruz Police Department and critical water department storage locations 🌲					x	x	x



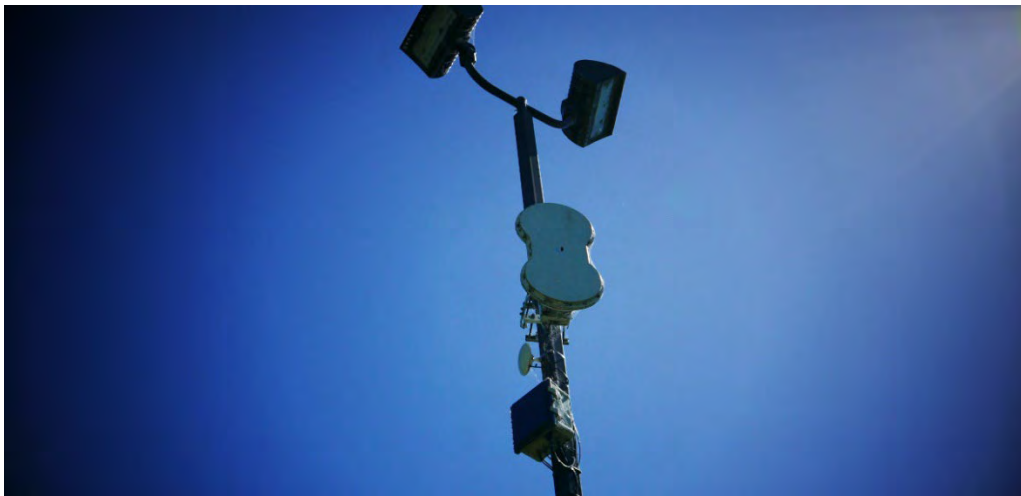
FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Update and modernize the City's website with an emphasis on enhancing community engagement and facilitating streamlined communication 🗣️		x			x		x
Continue the project to modernize and make sustainable the City's camera systems and physical access/door controls by upgrading London Nelson and Harvey West Clubhouse 🌲					x	x	x
Complete a migration of the City's fileserver data to Microsoft SharePoint Online to improve collaboration amongst City employees and partner organizations	x						x
Upgrade and modernize the technology at the City's Emergency Operations Center (EOC) to improve public safety and response during emergencies ❤️					x	x	x
Add Fleet Management to the City's Computerized Maintenance Management system (CMMS)	x					x	x
Continue the on-going project to implement the City's new land management, permitting and licensing application 🗣️	x	x	x		x		x
Begin a project to replace the City's Enterprise Resource Planning (ERP) application	x	x				x	x
Cybersecurity Enhancements to improve City's overall Cyber posture					x	x	x



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Network Availability* 🌲	Thriving Organization	99.96%	99.96%	99.92	99.97%	99.99%
Critical Server Availability* 🌲	Thriving Organization	99.99%	99.97%	99.91%	99.95%	99.99%
Website Availability* ⚖️	Public Safety & Community Well-Being	99.99%	99.97%	99.98%	99.99%	99.99%
Physical Servers Converted to Virtual Servers 🌲	Natural & Built Infrastructure	80%	85%	88%	90%	92%
Personal Computers Replaced 🌲	Thriving Organization	121	127	125	125	148

* Scheduled down-time for maintenance is excluded



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Help Desk Tickets Completed 🌲	Thriving Organization	5,900	5,691	6,030	6,000	5,800
GIS Website Visitors (external) ⚖️	Public Safety & Community Well-Being	N/A*	N/A*	70,844	78,676	89,000
Overall Website Visitors ⚖️	Public Safety & Community Well-Being	2,800,000	2,195,400	2,374,500	2,950,000	3,000,000
Community Request for Service Portal (CRSP) Work Orders Submitted and Completed ⚖️	Public Safety & Community Well-Being	2,409	2,977	3,433	2,800	3,000

* New measure, data not available

Budget Summary - Information Technology

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		2,740,842	3,607,150	3,845,846	3,713,742	4,004,665
Services, Supplies, and Other Charges		2,424,992	2,474,454	2,604,060	2,664,553	2,763,753
Capital Outlay		86,656	120,000	199,823	218,088	120,000
Total Expenditures		<u>5,252,491</u>	<u>6,201,604</u>	<u>6,649,729</u>	<u>6,596,383</u>	<u>6,888,418</u>
EXPENDITURES BY ACTIVITY:						
IT Operations	1251	<u>5,252,491</u>	<u>6,201,604</u>	<u>6,649,729</u>	<u>6,596,383</u>	<u>6,888,418</u>
Subtotal General Fund		<u>5,252,491</u>	<u>6,201,604</u>	<u>6,649,729</u>	<u>6,596,383</u>	<u>6,888,418</u>
Total Expenditures		<u>5,252,491</u>	<u>6,201,604</u>	<u>6,649,729</u>	<u>6,596,383</u>	<u>6,888,418</u>
RESOURCES BY FUND:						
General Fund	101	<u>1,658,344</u>	<u>5,719,327</u>	<u>5,717,659</u>	<u>5,717,659</u>	<u>6,374,578</u>
Total Resources		<u>1,658,344</u>	<u>5,719,327</u>	<u>5,717,659</u>	<u>5,717,659</u>	<u>6,374,578</u>
Net General Fund Cost		<u>(3,594,147)</u>	<u>(482,277)</u>	<u>(932,070)</u>	<u>(878,724)</u>	<u>(513,840)</u>
		FY 2023				FY 2024
TOTAL AUTHORIZED PERSONNEL:		<u>23.00</u>				<u>24.00</u>
						<u>26.00</u>

*Sums may have discrepancies due to rounding

Staffing

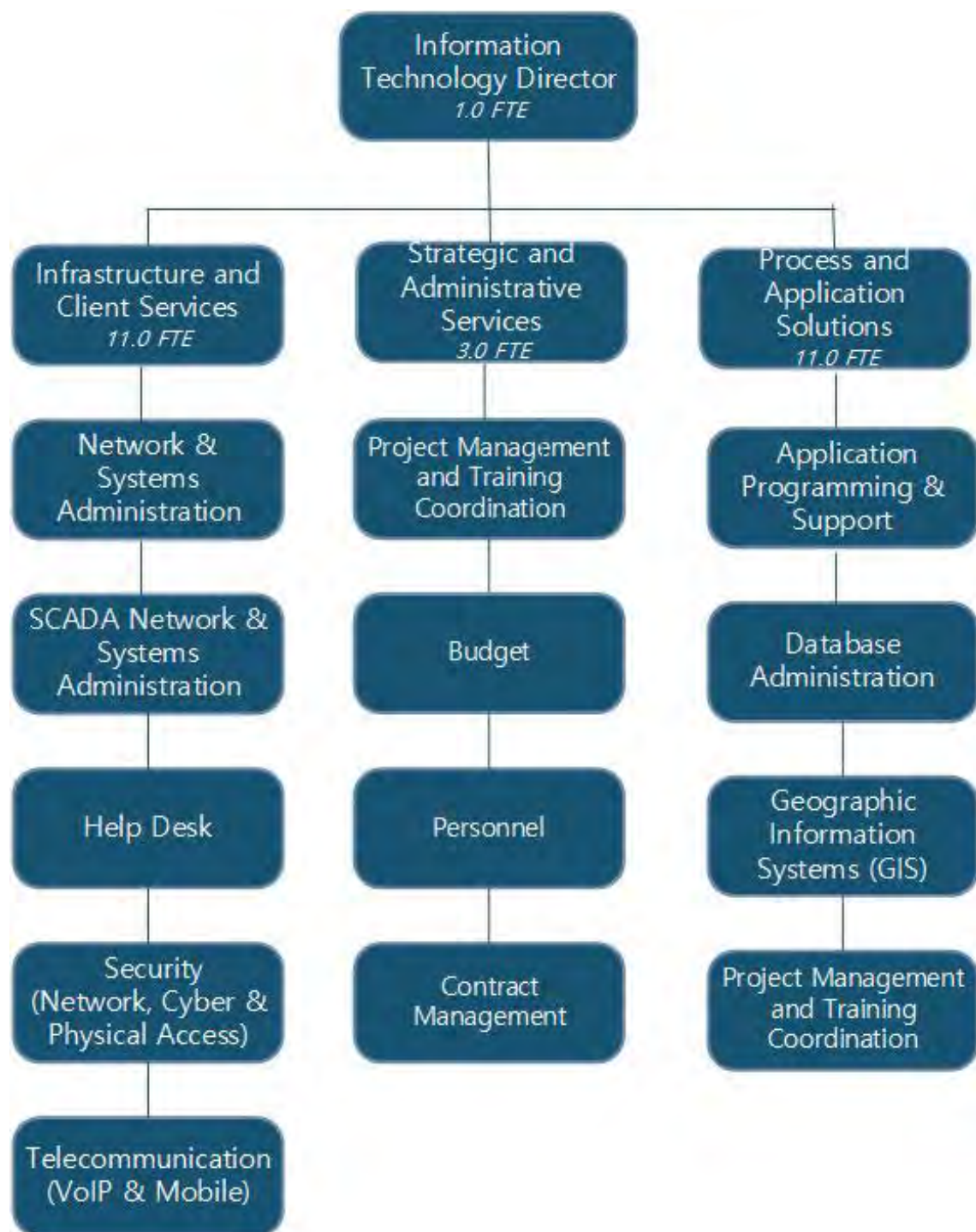
Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Assistant Director of Information Technology	1.00	1.00	1.00	1.00	-
Business Systems Analyst II	1.00	1.00	1.00	1.00	-
Business Systems Analyst III**	1.00	2.00	2.00	4.00	2.00
Director of Information Technology	1.00	1.00	1.00	1.00	-
Information Technology Sp. I/II	2.00	2.00	2.00	2.00	-
Information Technology Sp. III	2.00	2.00	2.00	2.00	-
Information Technology Manager	2.00	2.00	3.00	3.00	-
Network and Systems Admin.	3.00	4.00	4.00	4.00	-
Programmer Analyst I/II ***	2.00	3.00	3.00	3.00	-
Project Manager/Training Coord.	2.00	2.00	2.00	2.00	-
SCADA Systems & Network Admin.	2.00	1.00	1.00	1.00	-
Systems Coordinator	1.00	1.00	1.00	1.00	-
Total	21.00	23.00	24.00	26.00	2.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

**One Business Systems Analyst III is funded by the Water Department and 0.9 Business Systems Analyst III is funded by the Refuse, Wastewater and Parking Departments

***One Programmer Analyst I is funded by the Water Department

Organization Chart





SANTA CRUZ PUBLIC LIBRARY SYSTEM/JPA

The Santa Cruz Public Library System (SCPL) / Joint Powers Authority (JPA) transforms lives and strengthens communities. The JPA is a governing board made up of representatives from the City and County of Santa Cruz and oversees a network of ten neighborhood branches, the Live Oak Annex, a bookmobile, and an online digital library. The City of Santa Cruz acts as a fiduciary for the JPA. The SCPL transforms the lives of individuals and the community through programs, services, and materials that support learning, digital inclusion, and community building.



Branch Locations of the SCPL:

✓ Aptos

✓ Boulder Creek

✓ Branciforte

✓ Capitola

✓ Downtown

✓ Felton

✓ Garfield Park

✓ La Selva Beach

✓ Live Oak

✓ Scotts Valley

Contact Us:

☎ 831-427-7700

🌐 santacruzpl.org

📍 117 Union St., Santa Cruz

Santa Cruz Downtown Branch Features:

🔍 Genealogical collections

📖 Local history collections

Core Services

- Lifelong Learning: provide inclusive programs, services, and collections that nurture literacy and the love of learning
- Digital Inclusion: ensure that all residents have access to the training, devices, and internet they need to participate fully in community life
- Transformative Spaces: provide inclusive and inspirational spaces to support multipurpose learning zones, resiliency, and emergency response
- Community Connections: connect residents to educational, economic, and health opportunities to strengthen relationships, promote civic engagement, and foster community well-being
- Organizational Capacity: develop highly skilled staff to ensure excellent customer service and fiscal sustainability



For information on the FY 2025 budget for the SCPL JPA, visit:
https://www.santacruzpl.org/aboutscpl/governance_and_funding/

Budget Summary - Library (City)

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Services, Supplies, and Other Charges		1,976,853	1,814,751	1,814,751	1,814,751	2,452,089
Total Expenditures		<u>1,976,853</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>2,452,089</u>
EXPENDITURES BY ACTIVITY:						
Library System Services - City	3410	1,976,853	1,814,751	1,814,751	1,814,751	2,452,089
Subtotal General Fund		<u>1,976,853</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>2,452,089</u>
Total Expenditures		<u>1,976,853</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>1,814,751</u>	<u>2,452,089</u>
RESOURCES BY FUND:						
General Fund	101	527,783	551,533	551,533	561,233	576,352
Total Resources		<u>527,783</u>	<u>551,533</u>	<u>551,533</u>	<u>561,233</u>	<u>576,352</u>
Net General Fund Cost		<u>(1,449,070)</u>	<u>(1,263,218)</u>	<u>(1,263,218)</u>	<u>(1,253,518)</u>	<u>(1,875,737)</u>
		FY 2023				FY 2024
TOTAL AUTHORIZED PERSONNEL:		<u>110.58</u>				<u>112.08</u>
						FY 2025
						<u>116.08</u>

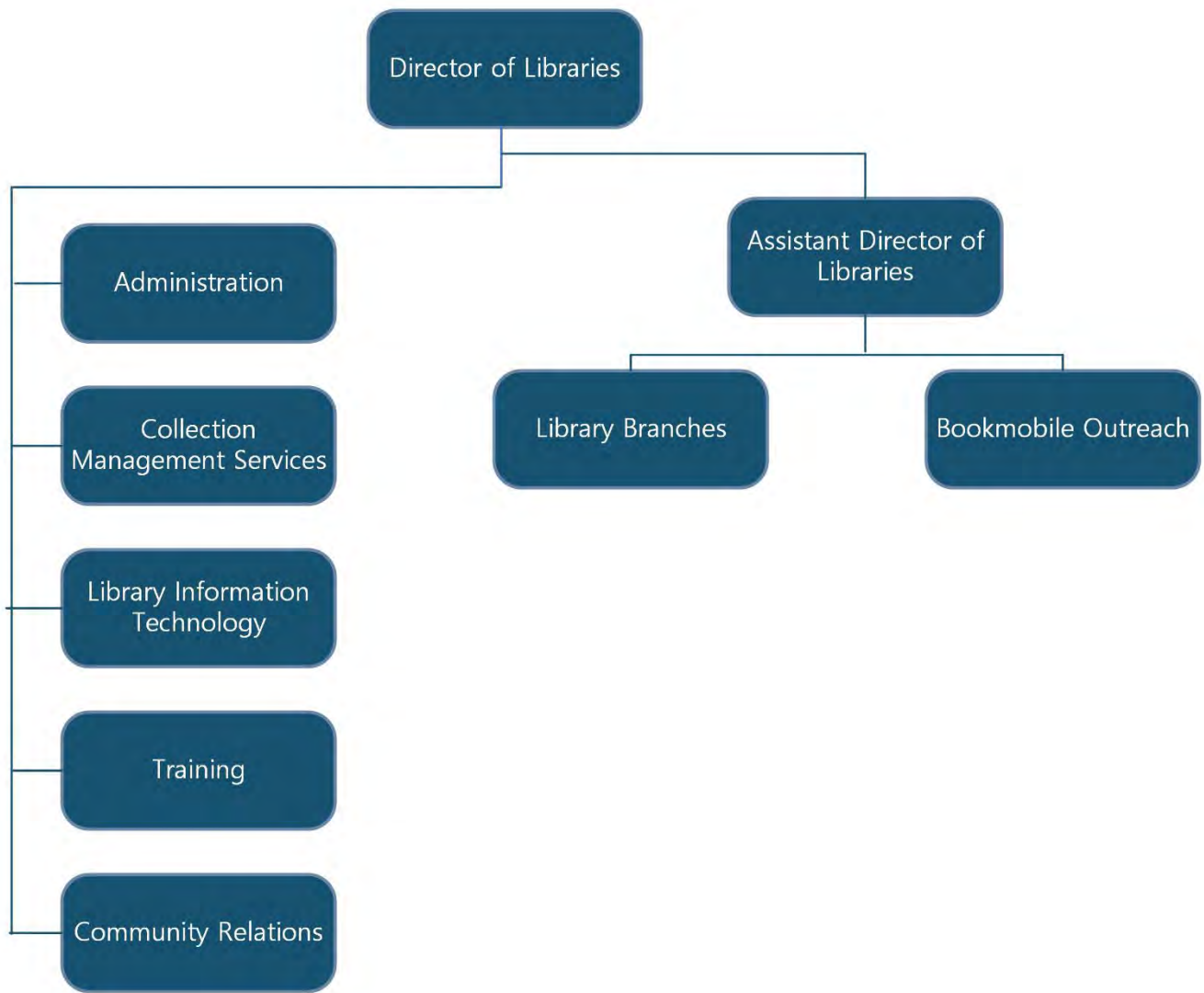
*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Accounting Assistant I	1.50	1.50	1.50	1.00	(0.50)
Accounting Assistant II	-	-	-	1.00	1.00
Administrative Assistant I/II	2.90	2.90	2.90	2.90	-
Assistant Director of Libraries	1.00	1.00	1.00	1.00	-
Bookmobile Library Assistant I/II	2.80	2.80	2.80	3.30	0.50
Building Maintenance Worker I/II	2.00	2.00	2.00	2.00	-
Community Relations Specialist	-	1.00	1.00	1.00	-
Director of Libraries	1.00	1.00	1.00	1.00	-
Information Tech Manager	1.00	1.00	1.00	1.00	-
Information Tech Specialist I/II	1.00	1.00	1.00	1.00	-
Information Tech Specialist III	2.00	2.00	2.00	2.00	-
Librarian I/II	20.00	21.00	22.00	23.00	1.50
Librarian III	4.00	4.00	4.00	5.00	1.00
Library Assistant II	36.38	43.88	43.88	43.88	-
Library Assistant III	10.00	11.00	11.00	12.00	1.00
Library Assistant IV	2.00	2.00	2.00	2.00	-
Library Information Specialist	5.00	4.00	4.00	4.00	-
Library Specialist	2.00	1.00	2.00	2.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Network & Systems Admin	2.00	2.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Programmer Analyst I/II	1.00	1.00	1.00	1.00	-
Service Field Crew Leader	1.00	1.00	1.00	1.00	-
Systems Coordinator	1.00	1.00	1.00	-	(1.00)
Volunteer Coordinator Assistant	0.50	0.50	-	-	-
	102.08	110.58	112.08	115.08	3.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart





PARKS AND RECREATION DEPARTMENT

Parks and recreation are vitally important to establishing and maintaining the quality of life in a community, ensuring the health of families and youth, and contributing to the economic and environmental well-being of a community and region.

The City's diverse portfolio of recreation programs along with a robust, world-class system of parks, beaches, open spaces, and urban forest allow the department to contribute to the vitality and health of the community, provide the numerous popular tourist destinations, attract new businesses, and serve as environmental stewards of a vast and stunning array of natural resources.



Pillars of Our Work:

- ✓ Design Excellence
- ✓ Play, Community Health, and Interaction
- ✓ Safety First
- ✓ Good Governance
- ✓ Stewardship and Sustainability
- ✓ Connection & Accessibility
- ✓ Partnerships

Contact Us:

✉ parksandrec@santacruzca.gov

☎ 831-420-5283

🌐 santacruzparksandrec.com

📍 323 Church St., Santa Cruz



Civic Auditorium
307 Church St.



DeLaveaga Golf Course
401 Upper Park Rd.



Harvey West Park Shop
300 Evergreen St.



**London Nelson
Community Center**
301 Center St.



**Municipal Wharf
Headquarters**
21 Municipal Wharf

Core Services

- Ensure the proper maintenance and operation of over 1,700 acres of City parks, beaches, open space, and urban forest through: refuse/green waste removal; tree permitting and inspections; plant, turf, and small tree care; and maintenance of park amenities (bathrooms, ballfields, pool, disc golf, golf course, wharf, skate parks, playgrounds, courts, and pathways and trails, for example).
- Ensure the proper maintenance and operation of department facilities, totaling of 169,000 square feet.
- Through both minor and major capital improvement projects, create unique places that foster relationships with people and nature, and offer a civic presence.
- Provide opportunities for City residents and visitors to play, learn, and socialize via in-person and online programming for youth, teens, adults, and seniors.
- Deliver strategic support in the form of community partnership management, system planning, environmental compliance, large project management, policy and process compliance, budgetary planning, and new revenue development, as well as marketing and public information.
- Deliver administrative support in the form of public information request response, event/activity permitting, advisory body support, public education and service assistance, budget, and financial management services as well as personnel services and development.



Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Initiated a system-wide assessment of aging facilities and deferred maintenance needs to better inform department priorities and funding strategies 🌲 ❤️	X					X	
Completed a needs assessment, design goals, guiding principles, and a draft Recommended Layout and Use Concept for the redesign of San Lorenzo Park 🏰 🌲 ❤️					X	X	
Completed renovation of Main Beach restroom along with upgrades to infrastructure at Harvey West Park and the Parks Maintenance Yard ❤️						X	
Amended the Municipal Wharf maintenance permit with the California Coastal Commission ❤️		X			X	X	
Completed the design and engineering for permanent repairs at the end of the Wharf following winter storm events ❤️		X			X	X	
Initiated the Harvey West Park redesign process 🏰 🌲 ❤️					X	X	
Launched the inaugural Tuesday Night Live Summer Concert Series at the Santa Cruz Wharf ❤️	X	X			X		
Expanded Adult Recreation Basketball by two leagues ❤️					X		
Piloted expansion of the Junior Guard program by accepting 200 waitlisted children into summer sessions, hosting the first Winter mini-competition, and enrolling 30 youth in a new Beginner's Prone Paddleboarding class ❤️					X		
Introduced new community events, such as the President's Day Flag Raising Ceremony at the Town Clock, and celebrations, such as winter holiday light displays on the Town Clock and Mark Abbott Memorial Lighthouse ❤️		X			X		

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Worked with City Schools to coordinate recreation classes on school campuses and expanded scholarship access via a new online bi-lingual application process 🗣️❤️					X		
Applied and received an AARP age-friendly designation for the City, launched the city-wide Aging Committee and collaborated with Santa Cruz County on outreach for Master Plan on Aging Survey 🗣️❤️					X		
Secured an operator to run Harvey West Pool for the 2024 summer season (anticipated) ❤️					X		
Addressed major equipment issues at Harvey West Pool, such as replacing the pump system, recoating both instruction and primary pools and completed a feasibility study to inform options for pool facility renovation 🌲❤️					X	X	
In collaboration with City partners, implemented Downtown Site Furnishing Standards with new paint, benches, wayfinding lettering, and waste and recycling receptacles on Pacific Avenue 🌲❤️		X			X	X	
Kept public right of ways open during severe winter storms in collaboration with other city staff ❤️				X	X	X	
Prepared Depot Park to be a Safe Sleeping Program site as well as a severe weather warming shelter 🗣️❤️				X	X	X	
Mitigated sidewalk and pathway tripping hazards throughout Neighborhood Parks ❤️					X	X	
In collaboration with the Fire Department, sponsored several lifeguards to receive their Emergency Medical Technician (EMT) certification ❤️					X		X
Upgraded the outdoor stage in Laurel Park to meet City safety standards ❤️					X		
In partnership with the Gino Panelli Foundation, renovated the University Terrace Park basketball court ❤️	X				X	X	

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Signed five new or updated memorandums of understanding with key partners ❤️	X				X		X
Increased engagement with the Youth Action Network 🗣️ ❤️					X		
Partnered with Save Our Shores to offer four Junior Guard beach cleanup days a year 🌲 ❤️					X	X	
Partnered with Dignity Health Wellness Center to offer classroom time during the Junior Guard program that focused on key topics, such as nutrition, mental health and dermatology/skin cancer prevention ❤️							
Collaborated with Public Works to install new energy-efficient ballfield lighting at Harvey West Park and solar panels on the roof of the Civic Auditorium 🌲 ❤️					X	X	
Removed the highest priority stands of invasive French broom and acacia plants in Moore Creek Preserve and Pogonip 🌲	X					X	
Secured a \$1million from the USDA Forest Service Urban and Community Forestry Inflation Reduction Act grant to expand tree canopy, improve tree care, and grow community urban forestry capacity 🌲	X					X	
Opened Sycamore Grove Nature Loop, bringing community use back to a beautiful area along the San Lorenzo River 🌲 ❤️					X	X	
Collaborated with the Fire Department to implement shaded fuel breaks in Pogonip and Arana Gulch open spaces 🌲 ❤️					X	X	
Saw significant increases of endangered Santa Cruz tarplants at Arana Gulch with 1,899 identified in the Fall 2023 survey 🌲						X	
Completed a CAPRA (Commission for Accreditation of Park and Recreation Agencies) self-assessment and began compiling documentation for each of the ten accreditation chapters	X						X
Eliminated bottlenecks that slowed the processing of personnel actions	X						X

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed a field and court costing analysis and developed a roadmap to a more fiscally sustainable cost recovery target for athletic fields (anticipated)	X						X
Implemented numerous improvements to the department's recreation software to automate key processes	X						X
Completed a project charter to support the "All In Shaping Our Future" initiative and completed 7 RFPs using the new e-procurement system	X						X
Signed agreements with four landscape architect consultants to help build department capacity on large park projects						X	X
With support from the Planning Department, completed a Fee Study to inform department strategy around resourcing future Capital Improvement Projects	X						
Confirmed another profitable year at the DeLaveaga Golf Course with revenue exceeding expenditures in FY 2023	X						
With the City Manager's Office, helped launch the event grant program and completed the first round of grant awards and reimbursements	X				X		
Completed the Certified Access Specialist (CASP) Study and initial improvement designs for the Market St. Senior Center (anticipated) 🏠 🌲 ❤️							



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Expand senior programming to Market St. Senior Center 🏠 ❤️	X				X		
Complete 5-10 active CIP projects 🏠 🌳 ❤️					X	X	
Share findings from the age-friendly designated survey results 🏠 ❤️					X		
Increase teen engagement through increased trip offerings and reestablishment of noon-time programs at City middle schools ❤️					X		
Align class instructor proposals to the department's mission, cost recovery targets and strategic goals 🏠 🌳 ❤️					X		
Increase Activity Guide accessibility by making Spanish language translations available in hard copy 🏠 ❤️					X		
Upgrade the Civic Auditorium Assistive Listening System 🏠 ❤️					X	X	
Install new playgrounds at Sgt. Derby Park and Grant Park 🏠 ❤️					X	X	
Complete a risk management plan and procedures document in collaboration with the City's Risk and Safety Division ❤️							X
End the fiscal year with zero major homelessness encampments in the parks and recreation system 🏠 🌳 ❤️				X	X	X	X
Assist with rebuilding the Friends of Parks and Recreation Board and complete a new Memorandum of Understanding (MOU) with updated strategic priorities ❤️	X				X	X	X
Develop a new MOU with the Museum of Natural History that incorporates their expansion plans ❤️	X				X	X	
Partner with the Water Department on two to three water conservation projects in City parks 🌳	X					X	
Install Civic Auditorium LED Lighting 🌳	X					X	
Complete installation of solar panels at Harvey West Park 🌳	X					X	
Maintain new segment of Rail Trail 🏠 🌳 ❤️					X	X	
Initiate beach area accessibility pilots 🏠 ❤️					X	X	

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Update Approved Street Tree List to promote a diverse and resilient canopy 🌲						X	
Implement new structure for Open Space Management 🌲 ❤️						X	X
Complete year one of the USDA Forest Service Urban and Community Forestry Inflation Reduction Act grant 🏡 🌲 ❤️	X					X	X
Implement London Nelson Center business plan goals, including completion of a fee study and operational costing analysis 🏡 🌲 ❤️	X				X		X
Make 2-3 recreation system improvements to reduce manual data entry, improve the user experience and reduce red tap ❤️	X				X		X
Evaluate program cost-recovery targets based on financial sustainability metrics 🏡 ❤️	X						X
Increase direct revenue tied to ad spaces sales in the activity guide and collaborate with other direct service partners on inner activity guide promotions	X						X
Develop strategic communications that market and highlight department goals, initiatives, and messaging 🏡 🌲 ❤️					X		X
Implement Year 1 of Civic Business Plan and associated cost recovery target 🏡 ❤️	X				X		X
Provide financing analysis and strategy for comprehensive CIP plan	X					X	X
Support new city IT system RFPs and implementation efforts							X
Support new Memorial Program strategy development 🏡 ❤️	X				X	X	X
Revisit Trust for Public Land ballot measure options in partnership with CMO and Ad Hoc Revenue Subcommittee 🏡 🌲 ❤️	X				X	X	X
Improve safety and access along Civic inner staircase 🏡 ❤️					X	X	
Complete permanent repairs of 2023-2024 winter storm damage at end of Wharf 🏡 ❤️					X	X	
Complete department Facility Condition Assessment to inform Citywide ADA Transition Plan 🏡 ❤️					X		

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Develop three new community events in FY 2025 that support local business, recognize federal holidays, and create community traditions, and return to Council by November 2024 with a budget adjustment request to support these new events		X			X		
Sign at least three new or updated memorandums of understanding with key partners, including those for the Adopt-a-Park program	X				X		X



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of participants in programs, classes & events 🏹 🌲 ❤️	Strong Businesses and a Vibrant Downtown; Public Safety and Community Well-Being	30,106	99,797	100,338	110,458	108,625
Number of facility, field, court & picnic areas reservations 🏹 🌲 ❤️	Public Safety and Community Well-Being	5,755	10,851	8,704	14,277	12,710
Tons of general refuse/green waste removed 🌲 ❤️	Natural & Built Infrastructure	337/84	331/88	546/98	445/149	441/112
Number of annual labor hours (maintenance of recreation facilities)/1,000 sq ft ❤️	Natural & Built Infrastructure; Thriving Organization	99.54	99.54	99.54	99.54	119.45
Number of annual labor hours (maintenance of parks and open space)/per acre ❤️	Natural & Built Infrastructure; Thriving Organization	60.15	68.57	67.37	69.77	70.98

Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
% canopy cover as defined in Street Tree Management Plan 🏹 🌲 ❤️	Natural & Built Infrastructure;	38.9	38.9	38.9	38.9	38.9
% of residents within a 10-minute walk to a park 🏹 🌲 ❤️	Public Safety and Community Well-Being	96%	96%	96%	96%	96%
Operating expenditures per acre of parkland	Fiscal Sustainability; Thriving Organization	\$7,825	\$9,168	\$9,805	\$10,466	\$11,013
% of operating expenditures recovered from non-tax revenues	Fiscal Sustainability; Thriving Organization	33%	40%	36%	33%	32%

Budget Summary - Parks and Recreation

			Fiscal Year*	Fiscal Year 2024			Fiscal Year
			2023	Adopted	Amended*	Year-End	2025
			Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:							
Personnel Services			10,478,641	11,258,499	11,552,349	10,945,016	12,450,008
Services, Supplies, and Other Charges			6,542,264	9,354,395	11,075,553	9,885,721	9,742,083
Capital Outlay			20,444	95,000	350,647	194,251	95,000
Debt Service			25,065	25,066	25,066	25,066	15,313
Total Expenditures			17,066,414	20,732,960	23,003,615	21,050,054	22,302,404
EXPENDITURES BY ACTIVITY:							
Parks and Recreation Administration	3101	1,901,404		4,735,881	5,160,288	4,757,085	5,082,568
Urban Forestry	3105	640,486		547,821	1,231,380	557,633	682,973
Neighborhood Parks	3106	2,065,428		2,231,403	2,326,167	2,225,521	2,408,787
Community & Regional Parks	3107	2,359,373		2,249,367	2,478,446	2,579,749	2,215,431
Parks Maintenance Central	3111	2,887		-	36,850	-	-
Parks Maintenance East	3112	-		-	-	5,485	-
Arana Gulch Habitat Management	3114	76,812		96,459	96,459	94,409	114,811
Youth Summer Trail Crew	3115	16,219		32,225	37,422	26,662	31,849
Medians	3116	-		-	-	-	63,134
Parks Open Space	3120	1,269,531		1,434,078	1,675,234	1,355,712	1,489,149
Delaveaga Golf Course	3131	2,126,535		2,275,753	2,412,843	2,228,378	2,471,201
Recreation Classes	3201	360,478		328,525	373,525	301,784	293,144
Special Events/Brochure	3202	141,134		115,044	124,187	117,504	187,202
Beach Flats Community Center	3204	8,546		11,590	11,590	11,590	10,676
Sports	3205	443,658		465,714	491,112	522,933	520,741
Youth Programs	3206	609,764		566,218	595,344	575,175	622,295
Teen Services	3207	345,725		377,895	364,166	324,931	465,249
Aquatics - Pool Programs	3208	107,873		163,716	140,682	132,755	207,548
Museum	3210	49,250		50,253	51,974	49,833	53,013
Municipal Wharf	3211	96		-	-	-	-
London Nelson Community Center	3212	977,045		980,666	1,002,432	1,056,748	1,116,916
Civic Auditorium	3213	876,038		929,217	975,517	924,839	1,045,506
Subtotal General Fund		14,378,284		17,591,825	19,585,619	17,848,726	19,082,193
Parks and Recreation Administration	3101	124,830		150,000	205,813	150,000	150,000
Parks Open Space	3120	-		-	12,000	-	-
Street Trees	3151	9,817		15,000	15,000	10,000	15,000
Special Events/Brochure	3202	-		-	-	-	2,350

*Sums may have discrepancies due to rounding

Budget Summary - Parks and Recreation

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
Youth Programs	3206	12,973	11,500	11,500	-	33,500
Teen Services	3207	4,259	45,785	84,811	45,000	-
Municipal Wharf	3211	2,511,839	2,908,850	3,031,639	2,986,328	3,009,361
Civic Auditorium	3213	17,053	10,000	10,000	10,000	10,000
Park & Recreation Trusts	3912	7,360	-	47,233	-	-
Subtotal Other General Funds		2,688,130	3,141,135	3,417,996	3,201,328	3,220,211
Total Expenditures		17,066,414	20,732,960	23,003,615	21,050,054	22,302,404
RESOURCES BY FUND:						
General Fund	101	4,651,090	4,346,441	5,782,844	4,280,659	4,477,761
Municipal Wharf	104	1,378,630	1,500,000	1,505,000	1,499,990	1,500,000
Civic Equip	121	7,200	11,550	11,550	7,200	11,550
Maintenance/Replacement						
Street Tree Fund	125	17,764	19,100	19,100	16,100	24,600
Contributions and	162	7,595	12,350	31,425	34,550	14,700
Donations - Parks &						
Recreation						
Technology Surcharge	295	-	-	500	250	400
Total Resources		6,062,279	5,889,441	7,350,419	5,838,749	6,029,011
Net General Fund Cost		(9,728,479)	(13,245,384)	(13,802,775)	(13,568,067)	(14,604,432)
		FY 2023			FY 2024	FY 2025
TOTAL AUTHORIZED PERSONNEL:		84.00			86.50	87.50

*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Accounting Assistant I	1.00	-	-	-	-
Administrative Assistant I/II	3.00	4.00	4.00	4.00	-
Administrative Assistant III	-	0.50	0.50	0.50	-
Administrative Services Supervisor	1.00	1.00	1.00	1.00	-
Assistant Golf Course Superintendent	-	-	1.00	1.00	-
Associate Planner I/II	1.00	1.00	1.00	1.00	-
Box Office Representative	0.50	0.50	0.50	0.50	-
Building Maintenance Worker I/II	2.00	2.00	2.50	2.50	-
Custodian	3.00	3.00	3.00	3.00	-
Director of Parks and Recreation	1.00	1.00	1.00	1.00	-
Facility Attendant	2.00	2.00	2.00	2.00	-
Field Supervisor	3.00	3.00	3.00	3.00	-
Golf Course Superintendent	1.00	1.00	1.00	1.00	-
Light Equipment Mechanic	2.00	2.00	2.00	2.00	-
Parks Field Crew Leader	4.00	4.00	4.00	4.00	-
Parks Maintenance Worker	28.00	28.00	28.00	28.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Recreation Coordinator	6.00	6.00	7.00	7.00	-
Recreation Superintendent	1.00	1.00	1.00	1.00	-
Recreation Supervisor	5.00	5.00	5.00	5.00	-
Senior Parks Maintenance Worker	7.00	7.00	7.00	7.00	-
Service Field Crew Leader	2.00	2.00	2.00	2.00	-
Special Events Coordinator	-	1.00	1.00	1.00	-
Superintendent of Parks	1.00	1.00	1.00	1.00	-
Urban Forester	1.00	1.00	1.00	1.00	-
Wharf Construction Crew Leader	1.00	1.00	1.00	1.00	-
Wharf Construction Worker	4.00	4.00	4.00	4.00	-
Wharf Supervisor	1.00	1.00	1.00	1.00	-
Total	82.50	84.00	86.50	86.50	-

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart





PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT

The mission of the Planning and Community Development Department is to enhance quality of life, safety, and civic pride for our community by providing land use and development guidance through responsive, respectful, and efficient public service. Beyond conducting plan review, issuing permits for construction, and inspecting new and remodeled structures, the department also facilitates green building practices and coordinates and develops the City's sustainability programs, response to code compliance issues, ensures safety of rental housing through inspections, and provides excellent service at its public counter.



Divisions Within the Department:

- ✓ Advance Planning
- ✓ Current Planning
- ✓ Building and Safety, including plan review, permits, and inspection services
- ✓ Code Compliance and Rental Inspection
- ✓ Administration

Contact Us:

- ✉ cityplan@santacruzca.gov
- ☎ 831-420-5110
- 🌐 www.santacruzca.gov/pcd
- 📍 809 Center St., Room 101, Santa Cruz

Counter Hours Open to Public for Assistance:

Monday through Thursday: 7:30 AM to 11:30 AM

Phone Hours of Operation

Monday through Thursday: 8:00 AM to 4:00 PM
lunch closure from 12:00 PM to 1:00 PM

Core Services

- Provide long-range planning for the City's future development that promotes quality of life for a diverse, growing population and that protects the life, health, and safety of our community
- Ensure community engagement in the land use process
- Conduct plan review, issue permits for construction, and inspect new and remodeled structures for code compliance
- Facilitate green building practices
- Ensure safety of rental housing through inspections
- Coordinate and develop the City's sustainability programs with other departments
- Provide excellent service to customers for development issues, as well as for the range of other departments' functions provided at the public counter
- Respond to code compliance issues to address safety, quality of life, and civic pride in the community



Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed request for proposal process, selected vendor, and received contract approval for new land management system 🌲	X	X	X	X		X	X
Began implementation of the new land management software system	X	X	X	X		X	X
Improved electronic permitting and plan review processes 🌲	X	X	X			X	X
Initiated a Community Service Team Review process to review the efficacy of Interdepartmental Review Meetings and refine the process as needed	X	X	X			X	X
Coordinated with City departments to ensure permits for City-led projects - including affordable housing, public infrastructure, and public facilities, are processed in accordance with funding timeframes ❤️	X	X	X	X	X		
Approved 6 th Cycle 2023-2031 Housing Element to the state 🏡❤️		X	X	X	X	X	X
Creation of Downtown Plan Expansion Project draft development standards and release of public review draft document 🏡❤️	X	X	X		X	X	
Obtain third party consultant services for and review the Measure M impact analysis	X	X	X				
Created new procedures and informational documents and implemented new state laws that affect permit processing requirements	X	X	X				
Approved ~500 residential units, ~95 deed-restricted affordable units, ~100 discretionary permits, ~59 zoning clearances, and ~9 short-term rentals ❤️		X	X	X	X	X	X
Collaborated with the Parks Department to revise the Wharf Master Plan 🏡❤️🌲	X	X			X	X	

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Implemented and obtained approval from the Coastal Commission (CCC) for updated zoning standards for multifamily and mixed residential that were created with a robust equity- and inclusion-based outreach effort 🏛️❤️🌲		X	X	X		X	X
Implemented and obtained CCC approval of Zoning Ordinance amendments to ensure internal consistency, streamlined permit processes, and compliance with state law 🌲		X	X				X
Reviewed and collaborated with the City Manager's Office for the Gas Leaf Blower Ordinance ❤️🌲					X		X
Updated the monitoring process for Code and Rental to comply with the State Housing Element Requirements	X		X				X
Completed the 5-year Stay of Enforcement Process for the Accessory Dwelling Unit Legalization Program to continue compliance with state regulations ❤️	X		X	X			
Refined the Sidewalk Vending Administrative Citation process and provided additional bilingual educational publication 🏛️	X				X		X



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Complete implementation process for new Land Use Management System, leveraging efficiencies of digital and automation features 🌲	X	X	X	X		X	X
Expand online payment features for planning, building, and rental inspection services ⚖️	X	X	X	X		X	X
Continue to work with other departments to streamline the permitting processes for new business and the expansion of existing businesses, with a special focus on the plan check process 🌲	X	X				X	X
Continue to track visitor statistics at the public counter to assess and adjust to service needs	X	X	X	X	X	X	X
Continue to monitor permit application review processes to ensure consistency with the Permit Streamlining Act, CEQA, and state laws ⚖️ 🌲	X	X	X	X	X	X	X
Expand electronic plan intake, submittal, and review in Planning and Building and Safety Divisions and refine process to better meet City and customer needs 🌲	X	X	X	X		X	X
Complete fee analysis for Building and other department fees to assess cost recovery	X					X	X
Housing Element Policy Objective Implementation ⚖️ 🌲		X	X	X	X	X	X
Complete Downtown Plan Expansion project ⚖️ 🌲 ❤️	X	X	X	X	X	X	
Submit the revised Local Coastal Program Beaches and Bluffs Chapter to the California Coastal Commission for review and approval ⚖️ 🌲	X				X	X	
Complete code amendments to facilitate housing production and streamline development procedures ⚖️ 🌲 ❤️		X	X	X	X	X	X

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Review the efficacy of the Objective Development Standards and update as necessary 🏡🌲❤️	X	X	X	X	X	X	
Improve education and communication with the community by expanding Rental Inspections and Planning information on the Code Compliance webpage 🏠	X	X	X	X	X		X
Develop new processes to streamline Sign Permits and seek Council approval for related code amendments 🏠	X	X	X		X		
Update the community engagement and outreach approach for housing development projects		X	X			X	



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of building permits issued ❤️	Natural and Built Infrastructure; Thriving Organization	1,483	1,735	1,798	1,800	1,900
Discretionary applications approved*	Natural and Built Infrastructure	111	99	112	100	110
Closed code compliance cases ❤️	Public Safety and Community Well-Being	256	345	260	290	300
Building, Code, and Rental Inspections Completed ❤️	Public Safety and Community Well-Being	10,659	3,468 Code Compliance 9,109 Building & Safety	3,247 Code Compliance 8,034 Building & Safety	3,100 Code Compliance 9,100 Building & Safety	3,200 Code Compliance 9,200 Building & Safety
Accessory Dwelling Units Legalized	Housing	**	**	10	16	30
Number of Planning Commission (PC) and City Council (CC) presentations by Advance Planning Division	Thriving Organization	12 PC 20 CC	14 PC 15 CC	9 PC 19 CC	9 PC 16 CC	9 PC 18CC
Phone calls and individuals served in person	Thriving Organization	9,391	11,070	10,600	11,000	10,500*

*Goal to provide more services online with new land management system and reduce the need for in-person services and phone calls, e.g. scheduling inspections



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Review building plans and provide responses within established timelines	Natural and Built Infrastructure; Strong Businesses and a Vibrant Downtown	93%	91%	93%	96%	96%
Review building permits within the established timelines	Natural and Built Infrastructure; Strong Businesses and a Vibrant Downtown	56%	75%	70%	76%	85%
Approval of Zoning Administrator Public Hearings and Administrative-level permits within 3 months of submittal	Thriving Organization	73%	60%	57%	60%	70%
Closure of code compliance cases within 60 days 📄❤️	Public Safety and Community Well-Being	49%	60%	63%	67%	70%



Budget Summary - Planning and Community Development

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		4,959,788	5,960,483	5,963,428	5,648,587	6,189,417
Services, Supplies, and Other Charges		2,000,085	3,103,158	3,589,971	3,578,601	3,322,908
Capital Outlay		2,074	5,000	5,000	5,000	-
Total Expenditures		<u>6,961,947</u>	<u>9,068,641</u>	<u>9,558,399</u>	<u>9,232,188</u>	<u>9,512,325</u>
EXPENDITURES BY ACTIVITY:						
Planning Administration	1301	1,005,824	2,548,197	2,560,847	2,811,114	2,964,216
Current Planning	1302	1,569,050	1,497,587	1,721,546	1,837,713	1,588,920
Advance Planning	1303	1,137,625	1,108,406	1,245,487	1,272,580	1,034,306
Building & Safety	2301	1,689,250	1,784,735	1,884,614	1,629,875	1,837,667
Code Enforcement	2302	545,512	682,896	682,896	552,903	702,910
SB 1186 Accessibility Programs	2303	1,568	-	-	-	-
Rental Programs	2304	374,040	302,687	303,337	365,871	428,317
Sidewalk Vending Program	2305	210,799	139,000	139,000	139,000	139,000
Subtotal General Fund		<u>6,533,668</u>	<u>8,063,508</u>	<u>8,537,728</u>	<u>8,609,056</u>	<u>8,695,336</u>
Building & Safety	2301	348,289	910,678	926,216	528,758	718,467
Code Enforcement	2302	76,424	87,455	87,455	87,374	91,522
SB 1186 Accessibility Programs	2303	3,567	7,000	7,000	7,000	7,000
Subtotal Other General Funds		<u>428,279</u>	<u>1,005,133</u>	<u>1,020,671</u>	<u>623,132</u>	<u>816,989</u>
Total Expenditures		<u>6,961,947</u>	<u>9,068,641</u>	<u>9,558,399</u>	<u>9,232,188</u>	<u>9,512,325</u>
RESOURCES BY FUND:						
General Fund	101	4,902,804	3,647,984	4,235,030	3,834,347	3,866,560
Code Enforcement/Civil Penalties	103	16,525	13,000	13,000	17,400	15,800
Green Bldg Educational Resource Fund	108	553,075	200,000	200,000	400,000	400,000
CASp Certification and Training Fund	141	21,941	20,000	20,000	21,000	21,000
Housing In-lieu Program	150	28	-	-	28	28
Childcare Impact Fee Fund	218	51,014	16,000	16,000	20,000	20,000
Technology Surcharge	295	-	-	175,000	130,000	130,000
Total Resources		<u>5,545,387</u>	<u>3,896,984</u>	<u>4,659,030</u>	<u>4,422,775</u>	<u>4,453,388</u>
Net General Fund Cost		<u>(1,630,864)</u>	<u>(4,415,524)</u>	<u>(4,302,698)</u>	<u>(4,774,709)</u>	<u>(4,828,776)</u>
		FY 2023				FY 2025
TOTAL AUTHORIZED PERSONNEL:		<u>35.00</u>				<u>35.00</u>

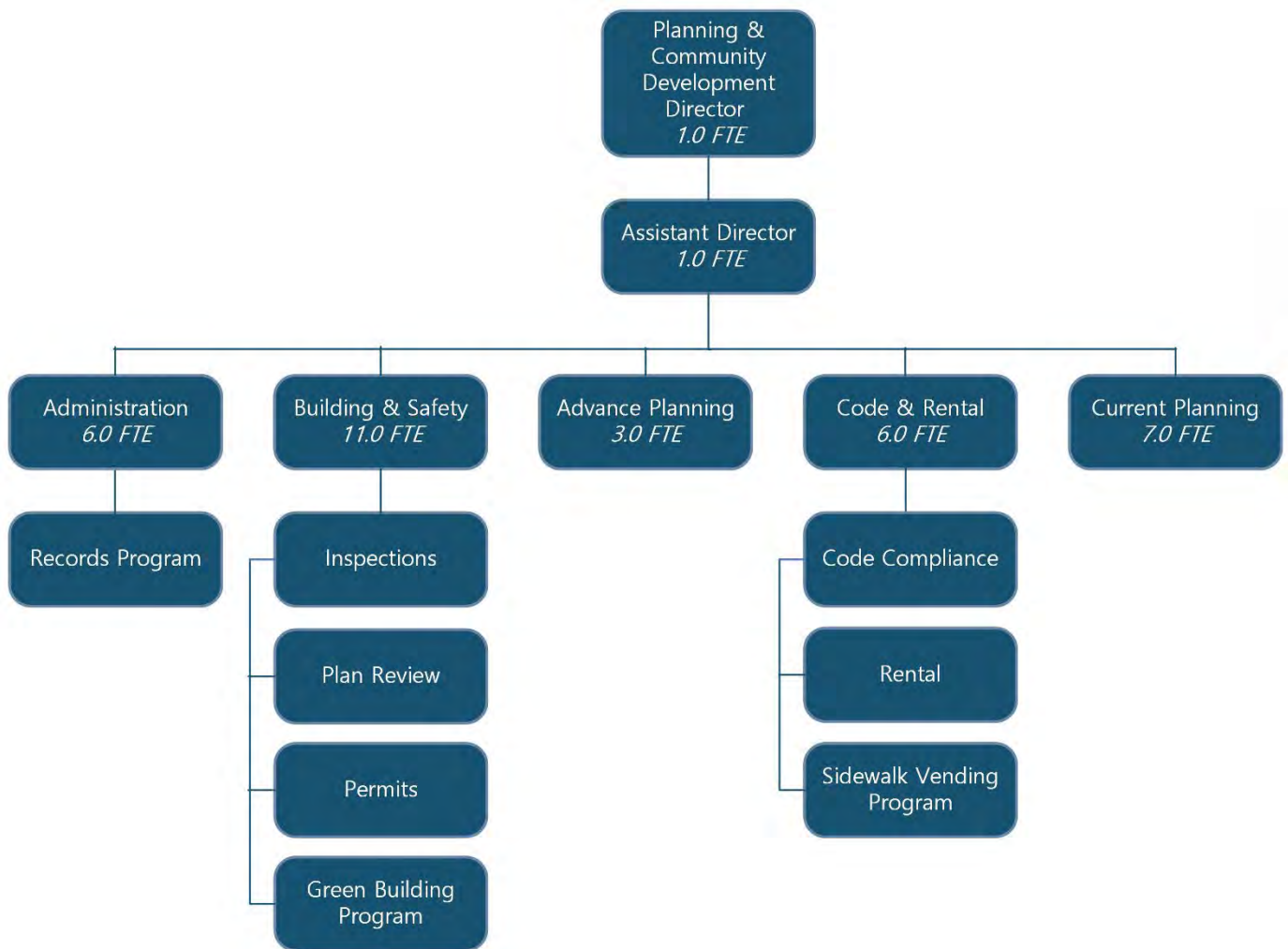
*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	2.00	1.00	1.00	1.00	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Associate Planner I/II	3.00	3.00	3.00	3.00	-
Assistant Director of Planning and Community Development	1.00	1.00	1.00	1.00	-
Chief Building Official	1.00	1.00	1.00	1.00	-
Code Compliance Manager	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	4.00	4.00	4.00	4.00	-
Code Compliance Supervisor	-	1.00	1.00	1.00	-
Deputy Building Official	1.00	1.00	1.00	1.00	-
Director of Planning and Comm Development	1.00	1.00	1.00	1.00	-
Green Building Environmental Specialist	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Planning and Community Development Technician	1.00	2.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	2.00	2.00	-
Records Coordinator	1.00	1.00	1.00	1.00	-
Senior Building Inspector	3.00	3.00	3.00	3.00	-
Senior Planner	5.00	5.00	5.00	5.00	-
Senior Plans Examiner	2.00	2.00	2.00	2.00	-
Supervising Building Inspector	1.00	1.00	1.00	1.00	-
Supervising Plans Examiner	1.00	1.00	1.00	1.00	-
Total	34.00	35.00	35.00	35.00	-

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

Organization Chart





POLICE DEPARTMENT

The Santa Cruz Police Department (SCPD) provides protection and law enforcement services to the community. The Police Department's primary objective is to reduce crime as well as the perception of crime and fear through a commitment to community-oriented policing and problem-solving. The department's mission states, "committed to public safety through exemplary service."



Police Efforts Include:

- ✓ Prevention of Crime
- ✓ Detection and Apprehension of Offenders
- ✓ Traffic Enforcement
- ✓ Community Program Services
- ✓ Accident Prevention and Investigation
- ✓ Regulation and Control of Hazardous Conditions
- ✓ Recovery and Return of Lost and Stolen Property

Contact Us:

- ☎ 831-420-5800
- 🌐 www.santacruzpolice.com
- 📍 155 Center St., Santa Cruz

Directory:

- ☎ 831-420-5810 - Administration Division
- ☎ 831-420-5820 - Investigations Section
- ☎ 831-420-5850 - Operations Division
- ☎ 831-420-5900 - Property Section
- ☎ 831-420-5870 - Records Section
- ☎ 831-420-5960 - Sergeant's Office

Core Services

- Safeguard the community from crime through prevention, deterrence, and problem solving
- Preserve life, property, and the public peace through the appropriate enforcement of laws and ordinances
- Investigate violent crime, theft, and traffic collisions and assist in the prosecution of offenders in collaboration with the District Attorney
- Provide traffic control at major events and proactively patrol traffic to enforce traffic laws
- Work closely with Santa Cruz City Schools district and provide a School Resource Officer to serve the local middle and high schools
- Manage the crossing guard program, which staffs critical intersections within the City to ensure the safety of children going to and from school
- Conduct gang prevention, intervention, and investigation programs
- Conduct proactive and reactive narcotic investigations
- Provide public counter service, file criminal complaints, and manage evidence
- Process, maintain, and distribute police reports and fire reports
- Prepare statistical data required by law and respond to report requests and inquiries from citizens and other authorized entities
- Maintain a Community Services Officer (CSO) program to expand community services by absorbing the lower-risk tasks previously assigned to police officers
- Deploy volunteers who assist patrol and CSOs with duties such as parking enforcement, visitation of shut-ins, and foot patrols in downtown and the beaches
- Work with community members to resolve quality-of-life problems

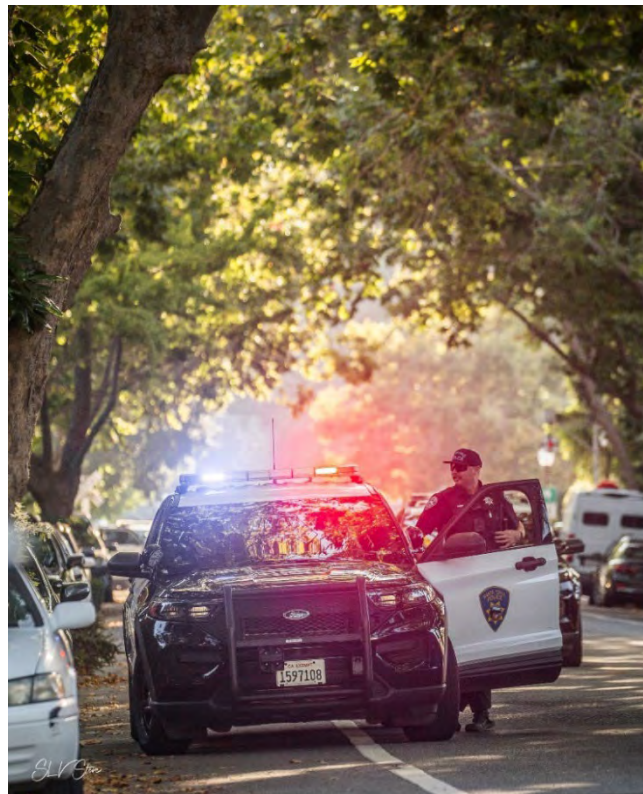


Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Purchased and distributed new digital radios to patrol staff						X	X
Reestablished a Downtown Unit ❤️		X			X		
Hired a recruitment manager and established a recruitment team							X
Added evening DUI traffic patrols ❤️					X		
Awarded a \$256,568 Tobacco Enforcement grant to address illegal tobacco sales	X				X		
Received City Council approval to acquire and deploy Automated License Plate Readers and Unmanned Aerial Systems		X			X		X
Updated and expanded wellness facilities and services for officers							X
Expanded personnel on the Homelessness Response Team ❤️				X			



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Expand the Downtown Unit to evening patrols ❤️		X			X		
Development of an Integrated Crisis Response Team ❤️				X	X		
Conduct a comprehensive staffing study					X		X
Host a Spanish and English-speaking Citizens Academy 🏛️					X		
Host a Teen Public Safety Academy					X		X
Update radio infrastructure throughout the city						X	
Expand the Homelessness Response Team to open spaces and City parks ❤️				X	X		
Increase compliance inspections of alcohol, cannabis, and tobacco-related establishments ❤️					X		



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Projected
Number of calls for service ❤️	Public Safety & Community Well-Being	87,761	87,251	74,556	75,705	76,000
Number of arrests ❤️	Public Safety & Community Well-Being	3,077	3,152	2,787	2,699	2,800
Number of citations ❤️	Public Safety & Community Well-Being	4,139	4,273	3,838	4,475	4,500
Number of reports written ❤️	Public Safety & Community Well-Being	22,368	22,762	21,965	19,823	20,000



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Patrol officer retention rate ❤️	Public Safety & Community Well-Being	72%	76%	81%	87%	90%
Percent of patrol workforce participating in wellness programs	Thriving Organization	72%	N/A	72%	75%	80%
Percent increase of officer-initiated calls for services ❤️	Public Safety & Community Well-Being	-27%	-5%	10%	-12%	10%

Budget Summary - Police

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023 Actuals	Adopted Budget	Amended* Budget	Year-End Estimate	2025 Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		22,050,860	23,985,872	23,987,433	23,680,495	24,863,051
Services, Supplies, and Other Charges		5,536,057	9,533,819	10,038,863	9,650,104	10,377,393
Capital Outlay		150,713	-	170,942	-	-
Debt Service		13,428	13,428	13,428	13,428	11,190
Total Expenditures		<u>27,751,058</u>	<u>33,533,119</u>	<u>34,210,666</u>	<u>33,344,027</u>	<u>35,251,634</u>
EXPENDITURES BY ACTIVITY:						
Police Administration	2101	2,487,885	5,728,124	5,771,068	6,081,959	6,393,872
Police Investigations	2102	3,635,256	3,826,822	3,826,822	4,566,243	4,668,373
Police Patrol	2103	15,269,336	16,890,759	16,539,586	16,773,729	16,517,702
Police Community Services	2104	836,752	1,362,307	1,452,239	236,859	966,221
Police Traffic	2106	1,452,523	1,314,527	1,314,527	1,653,791	1,437,446
Police Records	2107	3,721,078	3,866,435	4,049,849	3,774,985	4,053,331
Homelessness Response	6105	248,227	341,029	1,053,460	253,345	1,009,951
Subtotal General Fund		27,651,058	33,330,003	34,007,550	33,340,911	35,046,896
Police Patrol	2103	100,000	203,116	203,116	3,116	204,738
Subtotal Other Funds		100,000	203,116	203,116	3,116	204,738
Total Expenditures		<u>27,751,058</u>	<u>33,533,119</u>	<u>34,210,666</u>	<u>33,344,027</u>	<u>35,251,634</u>
RESOURCES BY FUND:						
General Fund	101	783,479	760,750	1,013,440	688,896	1,115,003
Supplemental Law Enforcement Services	211	156,499	400,000	200,000	221,119	200,000
Traffic Offender	212	30,105	-	-	23,766	-
Police Asset Seizure	214	-	-	-	280,539	-
Public Safety Impact Fee - Police Fund	215	89,844	100,000	100,000	20,000	100,000
Total Resources		<u>1,059,928</u>	<u>1,260,750</u>	<u>1,313,440</u>	<u>1,234,320</u>	<u>1,415,003</u>
Net General Fund Cost		<u>(26,869,550)</u>	<u>(32,569,253)</u>	<u>(32,994,111)</u>	<u>(32,652,015)</u>	<u>(33,931,893)</u>
		FY 2023			FY 2024	FY 2025
L AUTHORIZED PERSONNEL:		136.00			135.00	138.00

*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	1.00	1.00	1.00	1.00	-
Administrative Assistant III	3.00	3.00	3.00	3.00	-
Chief of Police	1.00	1.00	1.00	1.00	-
Community Relations Specialist**	1.00	1.00	-	-	-
Community Service Officer I	15.00	15.00	15.00	15.00	-
Deputy Police Chief	2.00	2.00	2.00	2.00	-
Police Investigative Analyst	-	-	-	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00	-
Police Officer***	79.00	79.00	79.00	79.00	-
Police Property and Evidence Specialist	2.00	2.00	2.00	2.00	-
Police Property and Evidence Supervisor	-	-	-	1.00	1.00
Police Records Manager	1.00	1.00	1.00	1.00	-
Police Records Supervisor	-	-	-	1.00	1.00
Police Records Technician	7.00	7.00	7.00	7.00	-
Police Sergeant ****	15.00	15.00	15.00	15.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Senior Police Property and Evidence Specialist	1.00	1.00	1.00	1.00	-
Senior Police Records Technician	1.00	1.00	1.00	1.00	-
Victim Advocate	1.00	1.00	1.00	1.00	-
Total	136.00	136.00	135.00	138.00	3.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

** 1.00 FTE Community Relations Specialist began reporting to City Manager's Office in FY 2024

***8.00 FTE Police Officers unfunded; 1.00 FTE performs duties in support of the City Manager Office's Homelessness Response Team

**** 1.00 FTE performs duties in support of the City Manager Office's Homelessness Response Team

Organization Chart





PUBLIC WORKS DEPARTMENT

The Public Works Department is the largest City department and is organized into seven major divisions: Administration; Engineering; Operations; Parking; Resource Recovery; Transportation Engineering; and Wastewater. The Public Works Department's primary objective is to efficiently deliver its array of municipal services in a safe, professional, sustainable, and cost-effective manner to residents, businesses, and visitors of Santa Cruz with a focus on community responsiveness and customer service.



Proprietary Funds Overseen by Public Works:

✓ Parking Funds

✓ Stormwater Funds

✓ Refuse Funds

✓ Wastewater Funds

Proprietary, or enterprise, funds operate in a manner similar to that of a private business and are supported by rate revenue.

Contact Us:

☎ 831-420-5160

🌐 www.cityofsantacruz.com/publicworks

📍 **Public Works Administration and Engineering Office**
809 Center St., Room 201, Santa Cruz



Parking Office
124 Locust St.



Resource Recovery Facility
605 Dimeo Ln.



Corporation Yard*
1125 River St.



Wastewater Treatment Facility*
1125 River St.

* Not open to the public

Core Services

- The Administration division supports all department divisions. A key function to the Administration division is providing customer service to the residents of Santa Cruz, providing accurate information about Public Works programs and projects, and connecting the community to the appropriate resources. The Administration division leads the Transportation and Public Works Commission.
- The Engineering Division develops and manages the department- and citywide-Capital Investment Program, which includes design of construction and repair and improvements to the City's capital assets such as roadways, utilities, sanitary sewer, storm water system, refuse system, and City facilities. It provides development review and permitting.
- The Operations Division provides maintenance, repair, construction, and procurement services related to City streets, publicly owned sidewalks, lighting and energy efficiency projects, signage, City vehicles, equipment, and City-owned facilities. The division also performs homelessness response debris abatement as well as flood control and vegetation management.
- The Parking Operations Division operates and maintains the City's four parking structures, eighteen parking lots, and on-street parking assets. Parking manages multiple parking programs in support of the City's strategic priorities in the City's downtown, beach, and other sectors. Parking plays a key role in the maintenance of the downtown area and provides parking enforcement and parking revenue collection citywide. The Parking division leads the Downtown Commission.
- The Resource Recovery Division collects all refuse, recycling, and green waste in the City. The Resource Recovery Division provides street sweeping services, operates the City's landfill facility, processes and markets materials diverted from the landfill-including recyclables, green and food waste, and provides waste reduction and recycling education programs.
- The Transportation Engineering Division provides engineering design of traffic and parking improvement projects and oversees the City's circulation and parking systems, including streets and sidewalks serving pedestrians, bicycles, private vehicles, and public transit. Additionally, it seeks, procures, and manages state, federal, and other funding for transportation-related projects and programs.
- The Wastewater Division operates and maintains a regional award-winning wastewater treatment facility as well as the City's subsurface storm water and wastewater collections systems, pumping stations, leachate facility and pipeline. The Wastewater Division performs environmental compliance duties including inspection, sampling, public education, and monitoring of business and industrial establishments to limit discharge of harmful constituents into waste or stormwater systems or the environment. The Wastewater Division provides wastewater services to the City of Santa Cruz and the Santa Cruz County Sanitation District, comprised of Live Oak, Soquel, Aptos, and the City of Capitola.

Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Businesses & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed annual vegetation management for flood control 🏡🌳					X	X	
Completed installation of Level II EV chargers at the Aptos, Felton, and Capitola Libraries 🌳	X				X	X	X
Completed reroofing and installation of solar photovoltaic at the Civic 🌳	X	X			X	X	X
Paved Upper Park Road and the Wharf	X				X		X
Updated disabled parking at the Wharf for ADA compliance 🏡	X	X			X	X	X
Installed and removed 38 water barriers/barricades for downtown parklets	X	X			X	X	X
Completed a \$75,000 grant and awarded an additional organics grant for \$175,000-both from CalRecycle 🌳	X	X			X		X
Completed the refuse collection cost-of-service study and implemented the new collection rates 🌳	X				X		X
Completed an upgrade to the secondary containment floor under the CalRecycle Household Hazardous Waste Facility 🌳	X				X	X	X
Certified 12 new businesses in the Green Business program 🌳❤️	X	X			X		X
Completed PARCS implementation for all parking facilities	X	X			X		X
Completed landscape improvements at parking lots and structures 🌳	X	X			X		X
Took over Safe Parking registration and permit issuance 🏡			X	X	X		X
Repaired and restored the roofs at Library Headquarters, London Nelson, and IT wing at City Hall	X				X		X
Completed ADA door access at the Park and Recreation Administration Building and the City Hall Council Chambers 🏡	X				X		X

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Completed the City Hall fire alarm installation	X				X		X
Awarded \$237,000 for completed energy efficiency projects from 3CE and CEC 🌲	X	X			X		X
Completed Environmental Clearance for Coastal Rail Trail Segment 8 and 9 🌲					X	X	
Completed Unsignalized Crossing Improvements with Highway Safety Improvement Program Grant 🌲					X	X	
Began update to Active Transportation Plan with a Vision Zero Focus by securing both State and Federal Grants 🌲					X	X	
Finalized Designs secured Funding, and Initiated Construction on West Cliff Drive Infill Walls - Emergency Repair Efforts 🌲					X	X	
Bid and Awarded the 54" Sewer Liner Project 🌲					X	X	
Completed Paving on San Lorenzo Blvd, Ocean St, and Dimeo Lane					X	X	
Completed hydraulic modelling and submitted Letter of Map Revision for FEMA flood insurance maps 🌲		X			X	X	
Completed Emergency repairs on the San Lorenzo River Mouth and Hagemann Gulch Aerial Sewer 🌲					X	X	
Completed Laurel St Vision Zero Striping Plan 🌲		X			X	X	
Implemented Cityworks CMMS asset management program in Wastewater Treatment Facility and Wastewater Collection Divisions 🌲					X	X	X
Concluded the revision of the Local Limits Ordinance to protect the wastewater system and to maintain the beneficial uses of receiving waters in the nearshore 🌲❤️		X			X	X	X
Completed WWTF and Pump Stations Arc Flash Studies to protect employee safety and electrical system infrastructure		X			X	X	X
Assisted with OVO implementation	X	X		X	X		

FY 2024 Accomplishments (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Expanded Safe Parking lot locations throughout the City 🏠🌲❤️			X	X	X		X
Completed the first full year of the City's Homelessness Response Field Crew division 🏠🌲❤️		X		X	X		X
Took over Safe Parking registration and permit issuance	X	X			X		



FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Complete the installation of the Corp Yard medium-/heavy-duty charging infrastructure 🌲	X					X	X
Complete the installation of solar photovoltaic at Harvey West Park ballfield and Soquel/Front Garage 🌲	X	X			X	X	X
Complete the San Lorenzo River vegetation management for flood control project 🌲					X	X	X
Install new landfill methane flare to further capture landfill methane when the production plant is offline 🌲	X				X	X	X
Complete the landfill cost of service study and implement new rates, as needed	X	X			X		X
Implement a countywide program to recover or recycle used marine and car flares 🌲	X	X			X		X
Implement State Senate Bill 54, adding several difficult-to-recycle plastics to the recycling collection program 🌲	X	X			X		X
Secure financing and begin construction of Lot 4/Library parking facility	X	X					X
Implement multi-space pay station pilot program	X	X					X
Implement online permit sales	X						X
Complete roof repairs at Police Department and Delaveaga Golf Club	X				X	X	X
Complete Building Automation System integration at the Civic and City Hall Annex 🌲	X					X	X
Increase revenue from Low Carbon Standard Fuel (LCFS) credits by installing additional EV chargers at City facilities 🌲	X					X	X
Complete long-range development planning on EV charging, battery backup, and solar 🌲	X	X			X	X	X
Full compliance with CARB Heavy Duty Truck Clean Check 🌲	X	X			X	X	X

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Continue promoting a positive and safe work environment to maintain employee retention							X
Bid, award, and begin construction of Murray Street Bridge seismic upgrade project 🌲		X			X	X	
Analyze options for improving Stormwater Fund revenue to provide stable fiscal standing to complete required and needed maintenance and repairs 🌲	X	X			X	X	
Encourage and purchase more electric and hybrid City fleet vehicles 🌲					X	X	
Complete reconstruction efforts on West Cliff Dr 🌲					X	X	
Complete \$30,000,000 I-Bank Loan for several wastewater enterprise projects	X					X	
Issue RFP for wastewater enterprise rate analysis	X					X	
Update Engineering Standard Specs and Details						X	
Kick-off Wastewater Treatment Facility Headworks project					X	X	
Complete paving and/or sidewalk projects at Escalona and Highland and at the Bay Drive separated bike lane and path					X	X	
Operate new Title 22 tertiary treatment facility at COSC WWTF to provide onsite and offsite recycled water 🌲❤️					X	X	
Operate new Source Water Pump Station to provide secondary wastewater effluent to Pure Water Soquel Advanced Water Treatment Facility 🌲❤️					X	X	
Provide analytical and consultative services including sampling and analyses for mandated NPDES wastewater monthly, quarterly, semiannual, and annual reports 🌲		X			X	X	X

FY 2025 Goals (continued)	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Finish Construction/Close out Rail Trail Segment 7 Phase 2					X	X	
Provide source control guidance, inspections and other mandated services- including sampling and data- to industrial users of the City's wastewater system to maintain beneficial uses of the beaches, wastewater system and the San Lorenzo River 🌲❤️		X			X	X	X
Complete design of Rail Trail Segments 8 and 9					X	X	



Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Total budget for major capital improvement projects 🏗️🌳❤️	Fiscal Sustainability & Transparency; Public Safety & Community Well-Being; Natural & Built Infrastructure	\$17M	\$28M	\$27M	\$40M	\$50M
Public Works permits issued ❤️	Public Safety & Community Well-Being	972	992	968	666	999
Number of persons on waitlist for downtown parking district permit 🏗️	Strong Businesses & Vibrant Downtown	432	103	389	60	50
Tons of debris disposed of and emptied from City streets & bike lanes 🌳❤️	Public Safety & Community Well-Being	369	475	356	400	450
Number of commercial waste containers emptied 🌳❤️	Public Safety & Community Well-Being	54,333	55,000	67,912	67,132	68,000
Number of street trash cans emptied 🌳❤️	Public Safety & Community Well-Being; Natural & Built Infrastructure	15,600	15,000	13,884	14,000	14,000
Average millions of gallons of effluent treated daily by the Wastewater Treatment Facility ❤️	Public Safety & Community Well-Being; Natural & Built Infrastructure	6.9	7.0	8.8	8.0	8.0
Kilowatt hours (millions) of electricity generated by capturing methane gas from the anaerobic digester operation 🌳❤️	Public Safety & Community Well-Being; Natural & Built Infrastructure	6.9	6.8	6.4	6.6	6.5
Number of potholes filled by Streets crews ❤️	Public Safety & Community Well-Being	275	290	584	600	650
Tons of illegal encampment debris removed by Operations division ❤️	Homelessness Response	700	850	475	500	525
Number of new/replaced chargers at City facilities or parking lots 🌳	Natural & Built Infrastructure	N/A	N/A	4	4	12

Workload Indicators (continued)	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Number of Public Works requests received and completed from Community Request for Service Portal (CRSP) 🏛️🌲❤️	Public Safety & Community Well-Being; Thriving Organization	169	501	409	300	350
Number of work orders completed for repairs/maintenance of City facilities by Facilities employees ❤️	Natural & Built Infrastructure	3,959	4,500	3,560	3,686	3,800
Number of work orders completed for repairs/maintenance of City vehicles and equipment assets 🌲❤️	Natural & Built Infrastructure	3,620	3,187	3,454	3,682	4,000



Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Percent of facilities work orders closed/completed within 7 days 🌲	Natural & Built Infrastructure	97%	97%	89%	90%	97%
Percent of fleet work orders closed/completed within 7 days 🌲	Natural & Built Infrastructure	68%	72%	78%	76%	85%
Percent compliance with daily, weekly, and monthly effluent limitations for conventional pollutants per NPDES permit limits 🌲❤️	Natural & Built Infrastructure; Public Safety & Community Well-Being	94%	95%	99%	97%	97%
Percentage of City waste diverted from disposal (the state-mandated diversion goal is 50%) 🌲❤️	Natural & Built Infrastructure; Public Safety & Community Well-Being	63%	65%	65%	68%	70%
Pavement Condition Index (PCI) rating score (goal of 70) ⚖️🌲❤️	Natural & Built Infrastructure; Public Safety & Community Well-Being	65	65	63	63	63
Number of days total that the Locust, Soquel, and River Front garages' occupancy was 75% or higher 🌲	Strong Businesses & Vibrant Downtown	0	0	3	5	5
Amount of Low Carbon Fuel Standard (LCFS) credits generated from City owned vehicle chargers ⚖️🌲❤️	Fiscal Sustainability & Transparency; Thriving Organization	0	0	\$7,175	\$1,200	\$2,000



Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023 Actuals	Adopted Budget	Amended* Budget	Year-End Estimate	2025 Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		31,573,297	34,606,986	34,994,879	35,785,300	38,587,730
Services, Supplies, and Other Charges		32,215,713	39,135,209	42,475,887	37,037,841	42,457,057
Capital Outlay		3,052,184	2,597,600	7,171,355	5,322,020	3,610,900
Debt Service		1,614,907	1,088,897	1,088,897	1,088,897	921,042
Total Expenditures		68,456,102	77,428,692	85,731,019	79,234,058	85,576,729
EXPENDITURES BY ACTIVITY:						
Public Works Administration	4101	157,371	1,524,847	1,526,692	1,526,196	2,256,492
Engineering	4102	848,585	964,059	1,177,400	1,327,181	1,751,071
Public Works Operations	4103	273,724	270,435	273,346	295,838	342,975
Facilities Services	4110	1,334,291	1,225,032	1,294,784	1,239,544	1,271,752
Energy Efficiency	4111	505,894	483,642	651,573	659,029	522,425
Street Maintenance and Sidewalk Repair	4210	2,080,250	2,200,493	2,337,861	2,364,494	2,405,946
Traffic Engineering	4220	895,431	932,814	1,006,542	956,822	1,099,788
Parking Services	4221	1,749,698	2,002,387	2,019,111	2,008,966	2,209,178
Bicycle/Pedestrian System Maintenance	4227	20,874	68,000	68,000	68,000	68,000
Parking Citation and Permits Office	4229	578,301	585,963	594,325	604,533	660,343
After Hours Call Duty Program	4901	49,751	-	-	29,449	-
Homelessness Response	6105	358,521	845,511	1,051,515	797,275	997,324
Subtotal General Fund		8,852,692	11,103,183	12,001,148	11,877,327	13,585,294
Wharf Gate Operations	4226	665,749	751,495	753,832	709,260	836,722
Subtotal Other General Funds		665,749	751,495	753,832	709,260	836,722
Additional Traffic Engineering	4214	76,561	82,794	83,411	89,722	63,879
Traffic Signal Maintenance	4224	274,229	271,075	271,075	287,405	324,225
Street Lighting	4225	438,088	369,672	369,672	364,760	424,650
Bicycle/Pedestrian System Maintenance	4227	27,728	55,000	55,000	13,000	37,000
Traffic Impact	4228	132,291	155,441	156,058	160,807	169,815
Clean River, Beaches & Oceans	4235	578,791	944,425	1,043,858	746,926	996,240
Transportation Development Act	6301	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000
Wastewater Customer Service	7201	448,068	481,563	481,563	481,563	551,782

*Sums may have discrepancies due to rounding

Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
Wastewater Collection Control	7202	3,697,895	3,853,322	4,791,835	4,698,315	4,279,996
Wastewater Treatment Facility	7203	12,901,117	14,877,143	15,441,821	14,367,765	16,451,279
Secondary Plant Parks Mitigation	7204	504,680	521,743	580,879	539,371	607,622
Wastewater Source Control	7205	676,884	1,012,907	1,041,438	935,657	1,186,628
Wastewater Pump House	7206	5,372	88,000	88,000	88,000	73,000
Wastewater Admin Charges	7207	1,071,679	1,620,463	1,620,463	1,620,463	1,517,194
Wastewater Lab	7208	1,495,300	2,097,567	2,182,746	2,032,191	2,105,839
	7209	-	-	-	-	258,800
Sewer Debt Service	7242	510,312	176,192	176,192	176,192	175,914
Refuse Customer Accounting	7301	839,613	873,801	873,801	849,801	999,235
Resource Recovery Collection - Containers	7302	7,686,416	8,203,129	9,869,746	9,748,391	8,171,670
Refuse Disposal	7303	7,248,335	8,021,792	8,491,724	7,569,701	8,433,078
Recycling Program - Processing	7304	2,238,897	3,093,086	3,099,383	2,734,966	3,118,731
Resource Recovery Collection - Cart	7305	3,808,893	4,078,028	5,488,545	4,335,288	4,752,957
Waste Reduction	7306	555,904	732,583	835,176	692,428	788,851
Street Cleaning	7307	880,745	949,487	959,487	1,063,132	1,044,999
Off-Street Parking	7401	6,021,652	6,633,457	7,319,041	6,659,126	7,634,753
Storm Water Management	7501	969,025	1,114,101	1,443,147	1,075,115	1,341,392
Storm Water Overlay Debt Service	7540	190,197	189,160	189,160	189,160	189,964
Mechanical Maintenance	7831	4,126,384	3,732,210	4,662,642	3,768,233	4,085,520
Communications	7832	4,029	10,880	25,180	25,000	25,000
Employee Commute Van	7833	11,740	5,110	5,110	5,110	13,100
Pool Vehicles	7836	180,109	129,883	129,883	129,883	131,600
Subtotal Other Funds		58,936,514	65,574,014	72,976,038	66,647,471	71,154,713
Total Expenditures		68,454,954	77,428,692	85,731,019	79,234,058	85,576,729

*Sums may have discrepancies due to rounding

Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2024			Fiscal Year	
		2023	Adopted	Amended*	Year-End	2025	
		Actuals	Budget	Budget	Estimate	Adopted	
RESOURCES BY FUND:							
General Fund	101	4,832,373	5,312,938	5,514,689	5,362,507	5,686,412	
Municipal Wharf	104	920,442	977,519	977,519	1,060,032	1,070,000	
Gasoline Tax	221	3,010,609	3,014,467	3,814,633	3,318,397	3,452,524	
Traffic Impact Fee-Citywide Fund	226	724,861	500,000	500,000	100,000	250,000	
Clean River, Beaches & Ocean Tax Fund	235	630,596	635,000	635,000	635,000	635,000	
Transportation Development Act	291	1,335,583	1,200,000	1,200,000	1,200,000	1,200,000	
Technology Surcharge	295	-	-	15,000	4,000	4,200	
Wastewater	721	25,516,938	23,272,000	23,272,000	24,570,250	24,553,500	
Refuse	731	23,016,991	21,570,000	23,071,598	23,720,100	22,930,000	
Parking	741	4,649,052	3,993,257	3,993,257	4,596,357	4,799,225	
Storm Water	751	695,637	580,000	580,000	580,145	580,000	
Storm Water Overlay	752	321,484	320,000	320,000	320,000	320,000	
Equipment Operations	811	2,188,772	2,543,610	2,753,610	2,504,023	2,912,715	
Total Resources		67,843,338	63,918,791	66,647,306	67,970,811	68,393,576	
Net General Fund Cost		(4,028,067)	(5,790,245)	(6,486,459)	(6,514,819)	(7,898,882)	
		FY 2023				FY 2024	FY 2025
TOTAL AUTHORIZED PERSONNEL:		264.40				268.40	274.40

*Sums may have discrepancies due to rounding

Staffing

Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Accounting Assistant II	1.00	1.00	-	-	-
Administrative Services Supervisor	1.00	1.00	1.00	1.00	-
Administrative Assistant I/II	4.00	4.50	6.00	6.00	-
Assistant Engineer I/II	6.00	6.00	7.00	7.00	-
Associate Planner I/II	1.00	1.00	1.00	1.00	-
Associate Professional Engineer	5.00	5.00	5.00	5.00	-
Assistant Director of Public Works/City Engineer	1.00	1.00	1.00	1.00	-
Building Maintenance Worker II	2.50	2.50	2.00	2.00	-
Chemist I/II	1.80	1.80	1.80	1.80	-
Community Relations Specialist**	1.00	1.00	-	-	-
Construction Specialist	2.00	2.00	2.00	2.00	-
Custodian	1.00	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	1.00	-
Engineering Associate	1.00	1.00	2.00	2.00	-
Engineering Associate-Limited Term	-	-	-	1.00	1.00
Engineering Technician	4.00	4.00	4.00	4.00	-
Environmental Compliance Inspector	2.00	2.00	2.00	2.00	-
Environmental Microbiologist III	2.00	2.00	2.00	2.00	-
Environmental Programs Analyst I/II	2.00	2.00	2.00	2.00	-
Equipment Mechanic I/II	7.00	7.00	7.00	8.00	1.00
Equipment Service Worker	3.00	3.00	3.00	3.00	-
Facilities Maintenance and Energy Project Coordinator	1.00	1.00	1.00	1.00	-
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	-
Field Supervisor	1.00	1.00	1.00	1.00	-
Garage Service Supervisor	1.00	1.00	1.00	1.00	-
Homelessness Response Field Supervisor	1.00	1.00	1.00	1.00	-
Homelessness Response Field Worker	2.00	2.00	3.00	3.00	-
Landfill Gate Attendant	1.00	2.00	2.00	2.00	-
Lead Equipment Mechanic	1.00	1.00	2.00	2.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Parking Attendant	9.40	9.40	9.40	9.40	-
Parking Control Maintenance Worker	7.00	7.00	7.00	7.00	-
Parking Enforcement Officer	7.00	7.00	7.00	7.00	-
Parking Facility Maintenance Assistant	9.70	9.70	9.70	9.70	-
Parking Office Representative	3.50	4.00	4.00	4.00	-

Positions (continued)	FY 2025 Budget				
	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Parking Office Supervisor	1.00	1.00	1.00	1.00	-
Parking Program Manager	1.00	1.00	1.00	1.00	-
Parking Services Supervisor	3.00	3.00	3.00	3.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Public Works Operations Manager	2.00	2.00	2.00	2.00	-
QA/QC Laboratory Chemist	1.00	1.00	1.00	1.00	-
Recycling Center Maintenance Mechanic	1.00	1.00	1.00	1.00	-
Resource Recovery Equipment Operator	4.00	4.00	4.00	4.00	-
Resource Recovery Supervisor	8.00	8.00	8.00	8.00	-
Resource Recovery Worker I/II	17.00	17.00	17.00	21.00	4.00
Senior Envir Compliance Inspector	1.00	1.00	1.00	1.00	-
Senior Homelessness Response Field Worker	1.00	1.00	1.00	1.00	-
Senior Professional Engineer	3.00	3.00	3.00	3.00	-
Senior Parking Services Worker	2.00	2.00	2.00	2.00	-
Senior Resource Recovery Worker	5.00	5.00	5.00	5.00	-
Senior Service Maintenance Worker	4.00	4.00	4.00	4.00	-
Senior Wastewater Collection Maintenance Technician	4.00	4.00	4.00	4.00	-
Senior Wastewater Plant Operator III/IV	4.00	4.00	4.00	4.00	-
Service Field Crew Leader	7.00	7.00	7.00	7.00	-
Service Maintenance Worker	8.00	6.00	6.00	6.00	-
Solid Waste Worker	40.50	41.50	42.00	42.00	-
Superintendent of Parking Services	1.00	1.00	1.00	1.00	-
Supt of RR Disposal	1.00	1.00	1.00	1.00	-
Supt of RR Collect Sweeping	1.00	1.00	1.00	1.00	-
Transportation Manager	1.00	1.00	1.00	1.00	-
Transportation Coordinator	1.00	1.00	1.00	1.00	-
Transportation Planner I/II	1.00	1.00	1.00	1.00	-
Waste Reduction Assistant	2.00	3.00	3.50	3.50	-
Wastewater Collection Field Crew Leader	2.00	2.00	2.00	2.00	-
Wastewater Collection Maintenance Technician I	1.00	1.00	1.00	1.00	-
Wastewater Collection Maintenance Tech Trainee I/II	5.00	5.00	5.00	5.00	-
Wastewater Collection Manager	1.00	1.00	1.00	1.00	-
Wastewater Collection Mechanical Technician I/II	1.00	1.00	1.00	1.00	-
Wastewater Facilities Electrical/Instr Tech I/II	3.00	2.00	2.00	2.00	-
Wastewater Facilities Electrical/Instr Sup	1.00	1.00	1.00	1.00	-

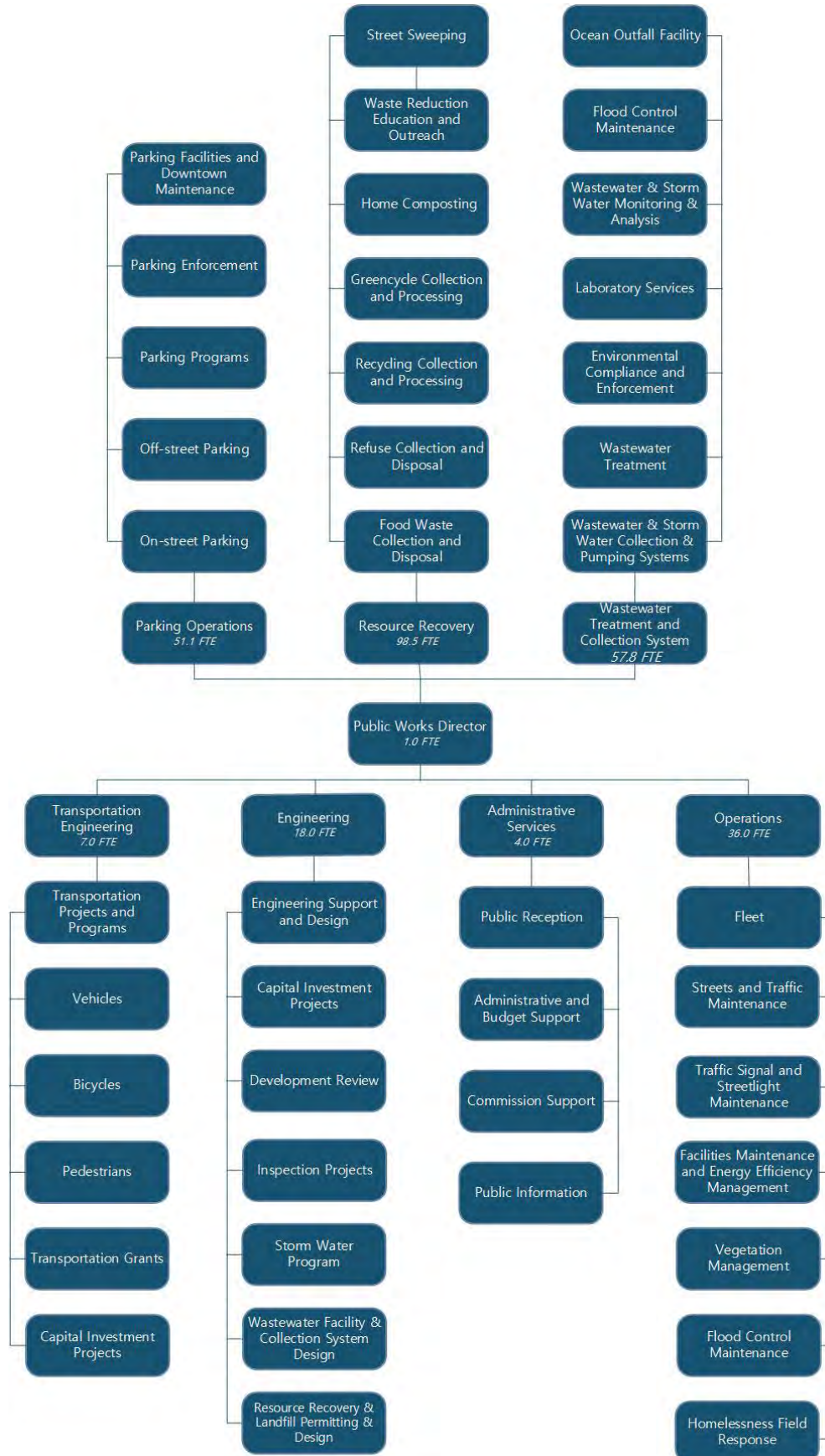
Positions (continued)	FY 2025 Budget				
	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Wastewater Facilities Lead Elec/Instr Tech	-	1.00	1.00	1.00	-
Wastewater Facilities Lead Mechanical Technician	1.00	1.00	2.00	2.00	-
Wastewater Facilities Mechanical Tech I/II	10.00	10.00	9.00	9.00	-
Wastewater Facilities Mech Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Lab/Env Compliance Manager	1.00	1.00	1.00	1.00	-
Wastewater Plant Operator II/III	9.00	9.00	9.00	9.00	-
Wastewater System Manager	1.00	1.00	1.00	1.00	-
Wastewater Treatment Facility Operations Manager	1.00	1.00	1.00	1.00	-
Wastewater Treatment Operations Supervisor	1.00	1.00	1.00	1.00	-
Total	262.40	264.40	268.40	274.40	6.00

* Amended salary authorizations are adopted staffing plus any mid-year adjustments

** In FY 2024, 1.00 FTE Community Relations Specialist began reporting to City Manager's Office



Organization Chart



* The above chart reflects permanent employees only; 1.0 FTE for a limited-term Engineering Associate is not included in the FTE count.



WATER DEPARTMENT

The mission of the Water Department is to ensure public health and safety by providing a clean, safe, and reliable supply of water. We strive to serve the community in a courteous, efficient, cost-effective, and environmentally sustainable manner. We monitor water quality and have had zero violations of drinking water standards. We protect the local watersheds our drinking water comes from and the operation of the Loch Lomond Recreation Area. In addition to meeting the daily needs of our customers, the department is developing long-term solutions and collaborative partnerships with neighboring water agencies.



Our Responsibilities Include:

- ✓ Collection of Water
- ✓ Water Treatment
- ✓ Water Storage
- ✓ Production of Drinking Water
- ✓ Water Distribution
- ✓ Monitoring of Drinking Water

Contact Us:

- ☎ 831-420-5200
- 🌐 www.cityofsantacruz.com/government/city-departments/water
- 📍 212 Locust St., Santa Cruz

- 💧 *Graham Hill Water Treatment Plant*
715 Graham Hill Rd.
- 💧 *Loch Lomond Reservoir*
100 Loch Lomond Way, Felton, CA
- 💧 *Water Meter Shop*
1125 River St.
- 💧 *Water Distribution*
1214 River St.
- 💧 *Water Resources Management*
123 Jewell St.

Core Services

Every day, department staff work hard to produce and deliver millions of gallons of water to nearly 100,000 customers in Santa Cruz and several other parts of the county. Staff perform daily utility, land, and natural resource management activities needed to provide reliable, high quality water service to our community. In addition to these daily duties, the department is undergoing a major reinvestment in water infrastructure and water supply augmentation initiatives to adapt to climate change and ensure the community continues to receive clean, safe, and reliable drinking water. This includes upgrades to the water treatment plant, improvements to the Loch Lomond dam, the replacement of all system meters, and projects to augment our local water supply. To perform this work, the Water Department is organized into four areas: Operations; Engineering; Customer Service; and Administration.

Operations - The Operations group is responsible for managing the watersheds; collecting, treating, and testing untreated and treated water; and storing and distributing treated water to our customers. The group includes the following sections: Water Resources; Water Production; Water Quality Control (laboratory); Distribution; and the Water Recreation Facility (Loch Lomond Reservoir).

- The Water Resources Management section is responsible for drinking water source protection, environmental regulatory compliance, and general natural resource management. The section coordinates environmental projects related to water rights, water supply, habitat conservation, and environmental resource protection.
- The Water Production section is responsible for production, operation, and maintenance of water storage,

diversion, collection, pumping, and treatment facilities from all sources throughout the system. This 24/7 work is made more challenging with the Concrete Tank Replacement project underway and planned upgrades to the Graham Hill Water Treatment Plant soon. Despite the challenges presented, staff continue to produce millions of gallons of water for customers daily.

- The Water Quality Control (laboratory) section performs all water quality testing and oversees matters pertaining to water quality control to maintain compliance with State and Federal standards and for planning for future treatment needs.
- The Water Distribution section is responsible for the maintenance and operation of all transmission mains, distribution mains, service lines, and hydrants in the service area. Distribution staff also replace significant segments of distribution mains as part of the Capital Investment Program (CIP).
- The Water Recreation Facility section operates and maintains Loch Lomond Recreation Area. This section is also responsible for patrolling watershed property and protecting source water quality. Watershed Rangers also provide in-person watershed education programs for local elementary school children at Loch Lomond.

Engineering - The Water Engineering section is composed of two main functions: Engineering and Utility and Environmental Planning.

- The Water Engineering section provides engineering, planning, project design, and construction management necessary for water facilities, as well as evaluation and installation of water-saving technologies. The section keeps current

with new technologies and water quality issues, remaining sensitive to mitigation of environmental impacts; reviews all requests for water services; maintains record of facilities, installations, and maps; and oversees the Backflow Prevention Program. In 2017, the department embarked on an ambitious system-wide reinvestment with the Engineering section at the helm. This program includes the replacement of large storage tanks, pipelines, and the exploration of increasing storage in underground aquifers in partnership with neighboring agencies.

- The Utility and Environmental Planning group helps the department adequately plan for the impacts of climate change and building a resilient water system. Foundational documents such as the Urban Water Management Plan guide future projects by ensuring there are adequate water supplies. In addition, there are numerous Federal, State, and local environmental laws the department must comply with to complete the planned infrastructure investments in the water system.

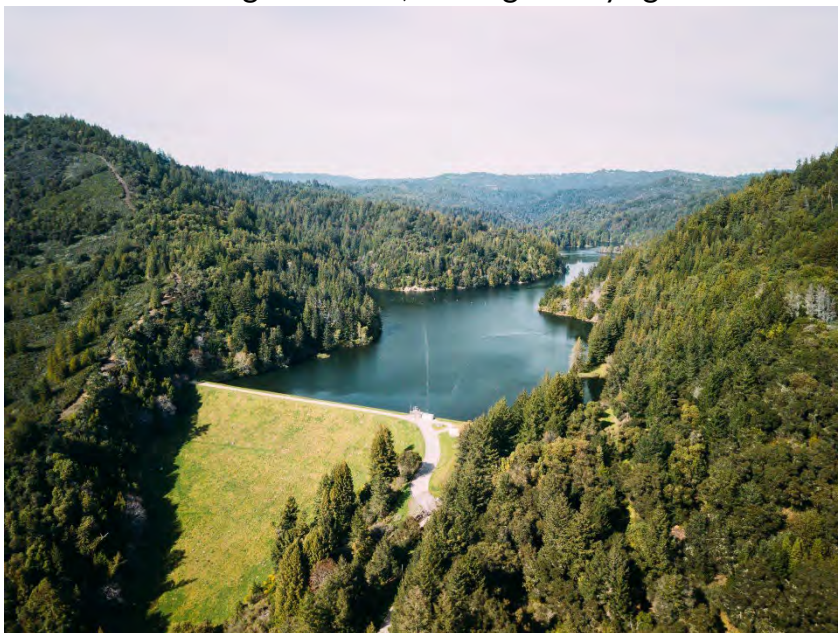
Customer Service - The Customer Service group consists of three sections: Customer Service; the Meter Shop; and Customer Assistance. These three sections interface with the public frequently and strive to provide excellent customer service.

- The Customer Service section (Santa Cruz Municipal Utilities – SCMU) provides customer service for water, sewer, refuse, and recycling services to the residents and businesses of the City of Santa Cruz, plus water services to other parts of the county. This section manages utility accounts and billing, processes opening and

closing of accounts, and provides service in response to customer requests.

- The Meter Shop section is responsible for reading, inspecting, installing, maintaining, and replacing water meters in the service area. As part of a large capital project, all water meters in the service area are being replaced. The new meters will give water customers more timely and accurate usage information as well as improve the billing process.
- The Customer Assistance section will help customers resolve leaks and implement a water affordability program for low-income households.

Administration - The Water Administration section coordinates and manages department business by focusing on the following operational areas: human resources, finances, community relations, safety, and regulatory compliance. Administration is responsible for maintaining a rate structure that reflects cost-of-service, solicits Federal, State, and other funds to finance the department's CIP, and ensures adequate financial reserves. This section also facilitates the communication and interaction with the Water Commission, City Council, City Manager's Office, and regulatory agencies.



Accomplishments and Goals

FY 2024 Accomplishments	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Issued a draft Environmental Impact Report for the Graham Hill Water Treatment Plant (GHWTP) Facility Improvement Project 🏛️🌲❤️	X					X	
Reached a significant milestone for the GHWTP Tanks Replacement Project with two of three tanks in service 🏛️🌲❤️	X					X	
Initiated a process to adopt a new Enterprise Resource Planning (ERP) software to replace the Utility Billing System 🏛️🌲❤️	X						X
Enhanced water system infrastructure reliability with the replacement of pipelines in Laguna, Majors, and Allegro Streets 🏛️🌲❤️	X					X	
Commissioned TESLA battery packs at the largest energy-use facility, the Coast Pump Station 🏛️🌲❤️	X					X	
Secured a \$128 million, 3.77% interest rate, 35-year, Water Infrastructure Finance and Innovation Act (WIFIA) loan to fund four Capital Improvement Program projects 🏛️🌲❤️	X					X	
Completed the Felton Diversion Pipeline Emergency Repair after damage sustained in the 2022-2023 Winter storms 🏛️🌲❤️	X					X	
Achieved 100% compliance with safe drinking water standards 🏛️🌲❤️	X					X	
Received certification from City Council of the final Environmental Impact Report for the Anadromous Salmonid Habitat Conservation Plan 🏛️🌲❤️	X					X	

FY 2025 Goals	Fiscal Sustainability & Transparency	Strong Business es & Vibrant Downtown	Housing	Homelessness Response	Public Safety & Community Well-Being	Natural & Built Infrastructure	Thriving Organization
Improve water system reliability by converting Beltz 8 and 12 wells into permanent Aquifer Storage and Recovery wells 🏛️ 🌲 ❤️						X	
Commence construction on two pipelines (Brackney Landslide Risk Reduction project and the Newell Creek Pipeline- Felton to GHWTP) to enhance reliability of water delivery 🏛️ 🌲 ❤️	X					X	
Begin construction on an intertie between the City of Santa Cruz and Scotts Valley Water District to augment THE City's water supply and facilitate regional collaboration 🏛️ 🌲 ❤️	X					X	
Ensure reliable water supply to west-Santa Cruz and UCSC by starting construction on the 400,000-gallon U4 Tank replacement project 🏛️ 🌲 ❤️	X					X	
Enhance water system infrastructure with the replacement of pipelines in Spring Street between High Street & Laurent Street 🏛️ 🌲 ❤️	X					X	
Upgrade power systems at GHWTP to increase power transfer reliability by eliminating points of failure 🏛️ 🌲 ❤️	X					X	
Augment water supply reliability by improving water extraction equipment at Tait Wells 1B, 3B, 4 and Beltz Well 10 🏛️ 🌲 ❤️	X					X	
Secure up to \$41 million, 2.3% interest rate, 30-year funding from the Drinking Water State Revolving Fund to complete the Newell Creek Pipeline 🏛️ 🌲 ❤️	X						

Workload Indicators and Performance Measures

Workload Indicators	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Drinking water consumed (billions of gallons)	Public Safety & Community Well-Being	2.25	2.22	2.24	2.33	2.47
Number of phone calls, emails and lobby visits handled by Santa Cruz Municipal Utilities' Customer Service Unit ⚖️ 🌲 ❤️	Thriving Organization	64,000	49,664	57,141	50,000	50,000
Amount of dollars of new construction investments (in millions) ⚖️ 🌲 ❤️	Natural & Built Infrastructure	\$46.0	\$52.7	49.0	45.3	58.2

Performance Measures	Strategic Plan Focus Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 Goal
Compliance with drinking water standards ⚖️ 🌲 ❤️	Public Safety & Community Well-Being	100%	100%	100%	100%	100%
Number of workers comp claims requiring employee absence greater than 30 days	Thriving Organization; Public Safety & Community Well-Being	0	0	1	0	0
Maintain excellent bond ratings to ensure favorable borrowing rates thereby reducing cost to customers ⚖️ 🌲 ❤️	Fiscal Sustainability & Transparency; Thriving Organization	AA-/A+	AA-/A-	AA-/A-	AA-/A-	AA-/A-
Percentage of customer bills paid within 60 days*	Fiscal Sustainability & Transparency	91%	97%	94%	97%	97%

* The Governor's Executive Order prohibited water shutoff from 4/2/20 to 12/31/21. Accordingly, FY21 is higher than normal delinquency rates. Also, late payment penalties were not reinstated until July 1, 2023.

Budget Summary - Water

		Fiscal Year*	Fiscal Year 2024			Fiscal Year
		2023	Adopted	Amended*	Year-End	2025
		Actuals	Budget	Budget	Estimate	Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		15,109,353	17,930,284	18,235,636	16,419,121	18,972,431
Services, Supplies, and Other Charges		14,066,473	18,381,436	18,763,829	16,638,933	19,967,519
Capital Outlay		554,625	510,732	626,816	133,766	536,400
Debt Service		10,832,871	6,017,146	6,017,146	6,284,588	7,271,880
Total Expenditures		40,563,323	42,839,598	43,643,426	39,476,408	46,748,230
EXPENDITURES BY ACTIVITY:						
Water Administration	7101	6,221,176	7,738,018	7,984,270	7,628,173	8,639,904
Water Engineering	7102	2,437,009	3,283,373	3,563,662	2,721,511	3,928,960
Water Customer Services	7103	2,237,645	2,430,032	2,442,200	2,173,191	2,985,332
Water Customer Assistance	7104	757,097	1,190,522	1,191,538	681,083	1,026,585
Water Resources	7105	2,017,164	2,713,228	2,567,847	2,258,366	2,745,161
Water Production	7106	6,659,390	8,271,435	8,611,690	7,800,193	8,934,367
Water Quality	7107	1,852,742	2,373,579	2,373,579	2,140,669	2,497,213
Water Distribution	7108	5,012,759	5,491,619	5,539,762	4,674,961	5,428,785
Water Recreation	7109	1,372,297	1,467,611	1,473,572	1,499,440	1,531,262
Water Operations	7110	364,875	749,490	750,476	708,215	663,795
Water Meter Shop	7113	990,578	1,293,545	1,307,683	986,018	1,349,986
Water Debt Service	7140	10,640,589	5,837,146	5,837,146	6,204,588	7,016,880
Subtotal Other Funds		40,563,323	42,839,598	43,643,426	39,476,408	46,748,230
Total Expenditures		40,563,323	42,839,598	43,643,426	39,476,408	46,748,230
RESOURCES BY FUND:						
Technology Surcharge	295	-	-	6,800	-	-
Water	711	37,608,775	46,670,984	46,679,117	43,139,176	55,043,799
Water Rate Stabilization Fund	713	2,801,970	3,082,527	3,082,527	3,163,368	3,301,080
Water System Development Fees Fund	715	1,646,801	1,042,612	1,042,612	418,000	420,000
Total Resources		42,057,546	50,796,123	50,811,056	46,720,544	58,764,879
		FY 2023			FY 2024	FY 2025
L AUTHORIZED PERSONNEL:		121.25			123.25	126.25

*Sums may have discrepancies due to rounding

Staffing

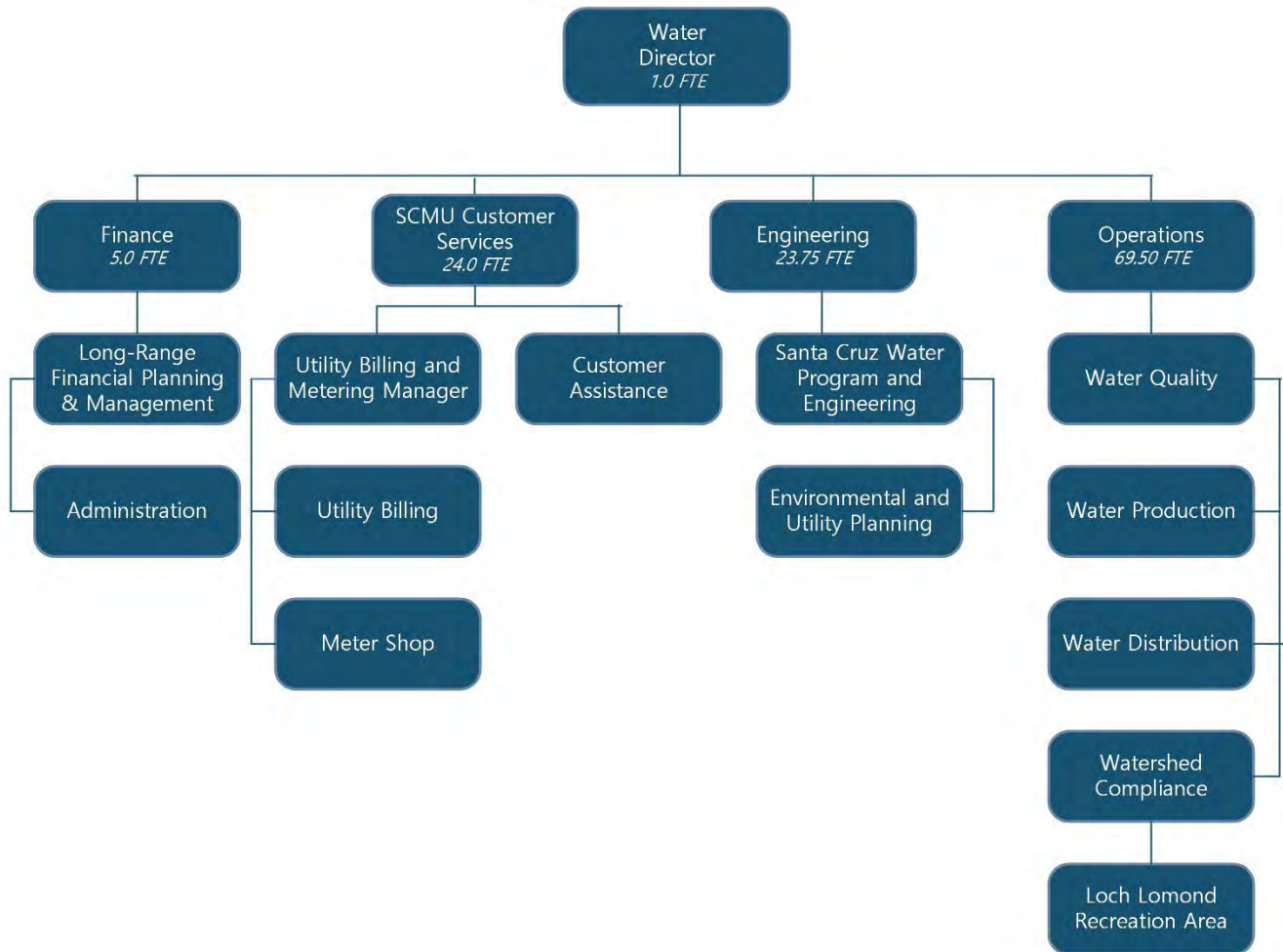
Positions	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Administrative Assistant I/II	2.00	2.00	2.00	2.00	-
Administrative Assistant III	2.00	2.00	2.00	2.00	-
Administrative Assistant III- Limited Term	-	-	-	1.00	1.00
Assistant Engineer I/II	4.00	4.00	4.00	4.00	-
Associate Planner I/II	3.00	3.00	4.00	4.00	-
Associate Professional Engineer	4.75	4.75	4.75	4.75	-
Chief Ranger	1.00	1.00	1.00	1.00	-
Community Relations Specialist**	1.00	1.00	-	-	-
Customer Service Manager	1.00	1.00	1.00	1.00	-
Deputy Water Director/Engineering Mgr	1.00	1.00	1.00	1.00	-
Deputy Water Director/Operations Mgr	1.00	1.00	1.00	1.00	-
Director of Water Department	1.00	1.00	1.00	1.00	-
Engineering Associate	1.00	1.00	1.00	1.00	-
Engineering Technician	2.00	3.00	3.00	3.00	-
Environmental Microbiologist I/II/III	2.00	2.00	2.00	2.00	-
Environmental Programs Analyst I/II	1.00	1.00	3.00	3.00	-
Laboratory Technician	2.00	2.00	2.00	2.00	-
Management Analyst	3.00	3.00	3.00	3.00	-
Principal Management Analyst	2.00	2.00	2.00	2.00	-
Principal Planner	1.00	1.00	1.00	1.00	-
Ranger I/II	3.00	3.00	3.00	3.00	-
Ranger Assistant	3.50	3.50	3.50	3.50	-
Senior Electrician	1.00	1.00	1.00	1.00	-
Senior Professional Engineer	1.00	1.00	2.00	2.00	-
Senior Ranger	2.00	2.00	2.00	2.00	-
Senior Water Distribution Operator	6.00	6.00	6.00	6.00	-
Superintendent of Water Treatment & Production	1.00	1.00	1.00	1.00	-
Superintendent of Water Distribution	1.00	1.00	1.00	1.00	-
Utility Account Specialist	4.00	4.00	4.00	4.00	-
Utility Maintenance Technician	4.00	4.00	4.00	4.00	-
Utility Service Field Technician I/II	2.00	2.00	2.00	2.00	-
Utility Service Representative I/II	6.00	6.00	6.00	6.00	-
Utility Service Representative I/II- Limited Term	-	-	-	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	-
Water Chief Financial Officer	1.00	1.00	1.00	1.00	-
Water Conservation Representative	2.00	2.00	-	-	-
Water Distribution Crew Leader III/IV	6.00	6.00	6.00	6.00	-
Water Distribution Operator II/ III	9.00	9.00	9.00	9.00	-
Water Distribution Sup V Chief Distribution Operator	1.00	1.00	1.00	1.00	-
Water Facilities Electrical/Instr Tech II/III	1.00	1.00	1.00	1.00	-

Positions (continued)	FY 2025 Budget				
	FY 2022 Amended*	FY 2023 Amended*	FY 2024 Amended*	FY 2025 Adopted	FY 2025 Change
Water Facilities Field Supervisor	1.00	2.00	2.00	2.00	-
Water Facilities Mechanical Tech II/III	2.00	2.00	2.00	2.00	-
Water Facilities Mechanical Supervisor	1.00	1.00	1.00	1.00	-
Water Meter Specialist I/II	3.00	3.00	3.00	3.00	-
Water Meter Specialist Lead	-	-	1.00	1.00	-
Water Meter Supervisor	1.00	1.00	1.00	1.00	-
Water Meter Technician	1.00	1.00	1.00	1.00	-
Water Quality Chemist I/II/III	2.00	2.00	2.00	2.00	-
Water Quality Manager	1.00	1.00	1.00	1.00	-
Water Resources Analyst	3.00	3.00	3.00	3.00	-
Water Resources Supervisor	1.00	1.00	1.00	1.00	-
Water SCADA Analyst	-	1.00	1.00	1.00	-
Water Treatment Operator II/III/IV	8.00	8.00	8.00	8.00	-
Water Treatment OIT II/III/IV	1.00	1.00	1.00	1.00	-
Water Treatment Sup IV/V-Chief Plant Operator	1.00	1.00	1.00	1.00	-
Watershed Compliance Manager	1.00	1.00	1.00	1.00	-
Total	118.25	121.25	123.25	126.25	3.00

*Amended salary authorizations are adopted staffing plus any mid-year adjustments

** In FY 2024, 1.00 FTE Community Relations Specialist began reporting to City Manager's Office

Organization Chart



* The chart above reflects permanent employees only; 1.0 FTE for a limited-term Administrative Assistant III and 2.0 FTE for Utility Service Representatives I/II are not included in the FTE count.

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CAPITAL OUTLAY

Fiscal Year
July 1, 2024-
June 30, 2025



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Capital Outlay

Overview

In the City of Santa Cruz, capital assets are generally defined as assets are used in operations and that have an estimated useful life more than one year with an initial, individual cost greater than the thresholds below:

Asset Type	Threshold
Infrastructure	\$25,000
Buildings and Lease Improvement	\$10,000
Land Improvement	\$10,000
Leased Buildings	\$10,000
Machinery and Equipment	\$5,000
Leased Equipment	\$5,000
Software (if qualified)	\$5,000

There is a special class of expenditures that are for capital assets that have a purchase timeline of one year: these are considered capital outlay. The table below compares different types of expenditures found throughout the City of Santa Cruz's budget:

Expenditure Type	Threshold	Purchasing Timeline	Recurring or One-time
Operating Noncapital Expenditure	Less than capital asset threshold	One year or less	Recurring
Capital Investment Program Capital Project	Greater than or equal to capital asset threshold, and over \$100,000	Greater than one year	One-time
Capital Outlay Expenditure	Greater than or equal to capital asset threshold	One year or less	One-time

FY 2025 Planned Capital Outlay Expenditures by Department

Economic Development

Activity	Description	Amount	Detail
Activity 5591- Property Management	Other Building Costs	\$60,000	Midtown Plaza Infrastructure & Amenities
Total Economic Development – Fund 136		\$60,000	

Information Technology

Activity	Description	Amount	Detail
Activity 1251- IT Operations	Computer Equipment	\$35,000	Nimble Storage Replacement

Information Technology (continued)

Activity	Description	Amount	Detail
	Computer Equipment	\$55,000	Switches, Routers and Firewalls, & Backup Appliances
	Computer Equipment	\$30,000	vSphere Blade for Server Infrastructure
Total Information Technology		\$120,000	

Parks and Recreation

Activity	Description	Amount	Detail
Activity 3107-Community and Regional Parks	Parks and Playground Equipment	\$10,000	Large Tractor Aerator
	Parks and Playground Equipment	\$20,000	Tractor Attachments
	Parks and Playground Equipment	\$65,000	Dingo and Attachments
Total Parks and Recreation		\$95,000	

Public Works

Activity	Description	Amount	Detail
Activity 4102 – Engineering	Vehicle Equipment	\$48,000	Replacement of vehicle # 113 (Prius) to hybrid or EV Toyota AWD SUV. Shared purchase between Transportation Engineering and General Engineering.
Activity 4220 – Transportation Engineering			
Activity 4210 – Street Maintenance and Sidewalk Repair	Other Machinery and Equipment	\$46,800	Final balloon payment #904
Total Public Works – General Fund		\$94,800	
Activity 7202 – Wastewater Collection / Flood Control	Vehicle Equipment	\$250,000	Purchase of Peterbilt Septic Pump Truck as new addition to Wastewater Collection Fleet
	Vehicle Equipment	\$75,000	Replacement of non-tier 4 compliant 4” trailer-mounted trash pump
Activity 7203 – Wastewater Treatment Facility	Computer Equipment	\$50,000	New Antivirus for SCADA/PLC network

Public Works (continued)

Activity	Description	Amount	Detail
	Computer Equipment	\$75,000	Replace end-of-life Vmware hosts
	Computer Equipment	\$10,000	Upgrade end-of-life PME software
	Computer Equipment	\$20,000	Replace end-of-life Cisco switches
	Computer Equipment	\$15,000	Additional security cameras, including installation, for WWTF
	Computer Equipment	\$66,000	Additional computer equipment costs
	Computer Equipment	\$20,000	Upgrades to outdated, unsupportable software programs
	Equipment Components	\$100,000	Three secondary air supply fans
	Equipment Components	\$30,000	Replace end-of-life secondary air control valves
	Equipment Components	\$30,000	Upsize SFT Grinder to 10" size
	Equipment Components	\$60,000	Replace end-of-life components on PSS Scum Drives 3 and 4 sprocket and shear pin assemblies
	Equipment Components	\$40,000	Replace three aging electric work maintenance carts
	Equipment Components	\$45,000	Replace centrifuge room wall fans approaching end-of-service life
	Equipment Components	\$28,000	Upgrade ignition control system for Cogen #2 DSM module
	Equipment Components	\$120,000	Ladders for secondary clarifiers
	Equipment Components	\$60,000	New platform with rails for influent discharge
	Equipment Components	\$20,000	Genie life for equipment gallery
	Equipment Components	\$80,000	Awning for Title 22

Public Works (continued)

Activity	Description	Amount	Detail
	Equipment Components	\$30,000	Two new Comp samplers
	Other Machinery and Equipment	\$150,000	Replacement tug for dewatering (asset # 731)
Activity 7204 – Secondary Plan Parks Mitigation	Other Capital Outlay	\$84,000	Neary Lagoon breaker replacement and preventative maintenance
Activity 7205 – Wastewater Source Control	Other Capital Outlay	\$180,000	Replace Environmental Compliance sampling trucks (#488 and #467) with Ford Lightnings
Activity 7206 – Wastewater Pump Hose	Other Capital Outlay	\$25,000	Rebuild parts on influent pump #2
Activity 7208 – Wastewater Lab	Other Machinery and Equipment	\$70,000	Acquire and install a UHEPA air recirculation hood in the main lab
Total Wastewater		\$1,733,000	
Activity 7302 – Resource Recovery Collection-Container	Other Machinery and Equipment	\$16,000	Two 10-yard cover roll-off boxes
	Other Machinery and Equipment	\$18,000	Two 20-yard cover roll-off boxes
	Other Machinery and Equipment	\$22,000	Two 30-yard cover roll-off boxes
	Other Machinery and Equipment	\$36,000	Two 3-yard vertical compactor
	Vehicle Equipment	\$275,000	Roll-off truck replacement for truck #760; Mack chasis
Activity 7303 – Refuse Disposal	Heavy Equipment	\$145,000	New skid steer for concrete processing
	Other Machinery and Equipment	\$45,000	Crusher bucket
	Other Machinery and Equipment	\$20,000	Concrete hammer
Activity 7304 – Recycling Program - Processing	Other Machinery and Equipment	\$40,000	Four heavy duty 40-yard roll-off boxes

Public Works (continued)

Activity	Description	Amount	Detail
Activity 7305 – Resource Recovery Collection – Cart	Vehicle Equipment	\$475,000	Split rear loader replacement for #720
	Vehicle Equipment	\$475,000	Split rear loader replacement for #724
Total Resource Recovery		\$1,567,000	
Activity 7401 – Off-Street Parking	Other Machinery and Equipment	\$26,100	Lease program year four of five for ten replacement T2 Luke machines in the Downtown District
	Vehicle Equipment	\$30,000	Four collection carts
Total Parking		\$56,100	
Activity 7831 – Mechanical Maintenance	Vehicle Equipment	\$120,000	Replace service trucks # 861 and #865
Total Equipment Operations		\$120,000	
Total Public Works		\$2,597,600	

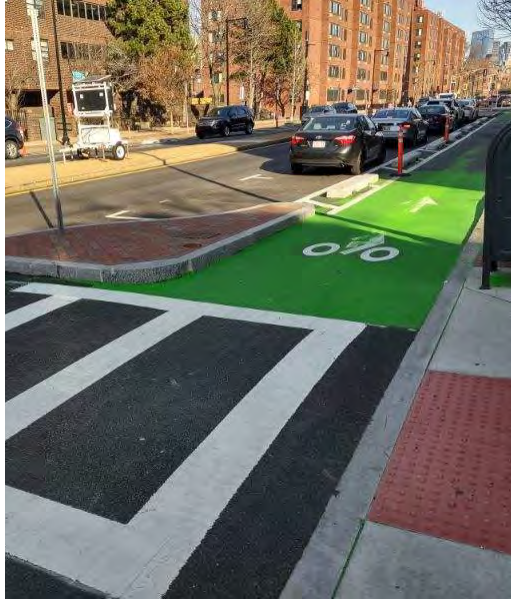
Water

Activity	Description	Amount	Detail
Activity 7106 – Water Production	Computer equipment	\$30,000	Three physical server replacements (Two DCs and 1 ESXi server for City and SCADA)
	Computer equipment	\$50,000	PAN Firewall replacements for remote sites
	Equipment components	\$85,000	SLR Pump and motor
	Equipment components	\$18,000	Spare parts for water supply resiliency: soft starters for SLR PS, CPS
	Equipment components	\$20,000	Spare pump/motor for Soquel intertie for supply reliability during aggressive CIP schedule

Water (continued)

Activity	Description	Amount	Detail
	Equipment components	\$22,000	Spare Well 12 pump and motor for water supply reliability
	Equipment components	\$22,000	Spare Well 9 pump and motor for water supply reliability
	Equipment components	\$12,000	Spare motor for CPS #1 for water supply resiliency
	Equipment components	\$9,500	Spare VFD for CPS #3 for water supply resiliency
	Equipment components	\$18,000	GHWTP Clarifier flash mixers 1&2 replacements
	Other machinery & equipment	\$15,700	Turbidity meters
	Other machinery & equipment	\$16,200	Chlorine Analyzers
	Vehicle equipment	\$50,000	Replacement of, and Equipment for, vehicle 109
	Tools	\$18,000	Tool replacement
Activity 7108 – Water Distribution	Vehicle equipment	\$150,000	Vehicle equipment for vehicles #492, 495, 502, 611
Total Water		\$536,400	

Total Capital Outlay	\$4,382,300	
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FINANCIAL AND BUDGETARY POLICIES

Fiscal Year
July 1, 2024-
June 30, 2025



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Financial and Budgetary Policies

Overview

The City of Santa Cruz's annual budget development, approval, and revision process is governed by Finance Policies, which have been established through the City Charter, City Council policy, and Administrative Procedure Orders (APOs).

A listing of the relevant policies is as follows:

1. Budget Sections of the City Charter (1402, 1410, 1411, and 1412)
2. Budgetary Policy (Council Policy 12.3)
3. Transient Occupancy Tax (Council Policy 12.5)
4. Appropriation Control (Council Policy 12.6)
5. City of Santa Cruz Statement of Investment and Portfolio Policy (Council Policy 12.7)
6. Public Trust Fund (Council Policy 12.8)
7. Donations and Contributions (Council Policy 12.10)
8. City Wide Stabilization Arrangement (Two-Month General Fund Reserve) and Unfunded Obligation Stabilization Arrangement (Council Policy 12.13)
9. General Fund Surplus Policy (Council Policy 12.14)
10. Economic Development Stabilization Arrangement (Council Policy 12.15)
11. Cannabis Business Tax Increment Designated for a Children's Fund (Council Policy 12.16)
12. Grants – Council Review and Approval (Council Policy 14.3)
13. Debt Management Policy (APO Section I, #89)





The City Charter may be found at: <https://www.codepublishing.com/CA/SantaCruz/>. The entirety of City Council policies, including their full text, may be found at: www.cityofsantacruz.com/government/city-council/council-policy-manual.

FY 2025 Budget Compliance with Financial Policies

While the City strives to always meet all the established financial policies, there are times when the financial circumstance it finds itself in may deem a financial policy unreachable. The following table displays the degree to which the FY 2025 budget meets each of the financial policies with a rating of a red, yellow, or green traffic light. Red represents that the budget is not meeting the financial policy, yellow means the policy is being partially met, and green means that the financial policy is being fully implemented. If a policy is not rated as green, a note explaining the rating is provided.

The next section provides a summary of the different policies.

Financial Policy	FY 2025 Rating	Explanation
<i>Budget Sections of the City Charter</i>	●	
<i>Budgetary Policy</i>	●	
<i>Transient Occupancy Tax</i>	●	
<i>Appropriation Control</i>	●	
<i>City of Santa Cruz Statement of Investment and Portfolio Policy</i>	●	
<i>Public Trust Fund</i>	●	
<i>Donations and Contributions</i>	●	
<i>City Wide Stabilization Agreement and Unfunded Obligation Stabilization Arrangement</i>	●	There are less than two months' expenditures in the City Wide Stabilization Reserve.
<i>General Fund Surplus Policy</i>	N/A	There is no surplus planned for FY 2025.

Financial Policy (continued)	FY 2025 Rating	Explanation
<i>Economic Development Stabilization Arrangement</i>		The General Fund is postponing its full contribution to this arrangement due to the significant financial difficulty it would create in FY 2025.
<i>Cannabis Business Tax Increment Designated for a Children's Fund</i>		
<i>Grants – Council Review and Approval</i>		
<i>Debt Management Policy</i>		

Summary of Financial Policies

1. Budget Sections of the City Charter (1402, 1410, 1411, 1418, and 1412)

The following is a summary of core elements of the budget sections of the City Charter. For the full text of the City Charter, navigate to: <https://www.codepublishing.com/CA/SantaCruz/#!/SantaCruzCH.html>.

The City Manager annually submits to the City Council a detailed budget showing estimated revenues and expenditures of the City and all departments thereof for the ensuing fiscal year at or before the first regular meeting of the City Council in June of each year.

The City Manager and Director of Finance see that each department and officer of the city operates in accordance with the annual budget appropriations thereof, as nearly as may be. Any appropriation may be changed during the budget year by resolution of the City Council upon application of the appropriate department head or the City Manager. No department or officer may expend or contract for any expenditure of money in excess of the amounts appropriated for.

The City is bound by a provision in state law limiting indebtedness for cities in California to 15% of the total assessed valuation of all real and personal property within the city.

Upon the recommendation of the City Manager, or with the City Manager's consent, the City Council may transfer funds from the unbudgeted reserve to any department or office.

2. Budgetary Policy (Council Policy 12.3)

The following is a summary of core elements of the Budgetary Policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/74357/636802240931170000>.

Development and adoption of the City of Santa Cruz budget conforms to the following high-level, best practice budgetary principles:

1. The City shall adopt an on-time, structurally balanced budget
2. The City shall develop the budget calendar to prioritize community engagement and education
3. Performance measures will be developed
4. One-time resources shall be matched with one-time spending
5. A long-term fiscal plan shall be developed and updated
6. Fees for services shall default to full cost recovery

The annual budget is a structurally balanced budget, where recurring revenues equal or exceed recurring expenditures. If spending is projected to outpace income, the City Manager presents strategies and the City Council shall, by resolution, make necessary changes in any appropriations. The City may transfer from reserves to fund operational gaps but may not do so to fund capital investment projects or non-General Fund operations.

The City builds each year's budget calendar with an emphasis on community engagement and outreach. The budget is presented to the City Council no later than the first meeting in June and is adopted no later than the first meeting in July.

The City's annual budget includes performance measures to support City strategic goals. The selected measures are useful, relevant, reliable, adequate, and consistently and efficiently collectable.

A core principle in adopting a balanced budget and developing a long-range financial plan is to fund ongoing operations with ongoing resources and hold one-time, short-term resources for building reserves for funding one-time or short-term expenses.

The City develops, revises, and updates long-term financial plans to include strategies to move toward predictable, long-term sustainable operations. The implementation and ongoing maintenance of this plan consists of: using multi-year forecasting on all major funds and operations to guide budgetary decisions; establishing reserves to meet planned funding targets; replacing core equipment and maintenance; reducing the cost of unfunded retirement liabilities; preserving the retirement systems; and meeting facilities replacement fund targeted contributions.

All General Fund fees for requested services, excluding certain Parks and Recreation fees, shall ultimately be set to reach full cost recovery and shall be reevaluated at least every five years.

3. Transient Occupancy Tax (Council Policy 12.5)

The following is a summary of core elements of the Transient Occupancy Tax policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/3138/635418232770030000>.

A portion of the Transient Occupancy Tax revenues are allocated to the City's visitor-serving agency.

4. Appropriation Control (Council Policy 12.6)

The following is a summary of core elements of the Appropriation Control policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/85520/637630666638670000>.

At the department level, there are three major expense categories: the 51000 series (personnel services); the combined 52000 series (services), 53000 series (supplies), 54000 series (other materials and services), 56000 series (other charges), and 57000 series (Capital Outlay); and projects (Capital Improvement projects). Transfers between major expense categories must be approved by the City Manager and transfers between funds or departments or between Capital Investment Projects above \$100,000 must be approved by City Council. Any revisions that increase the total budget appropriation of any department and fund must be approved by the City Council.

5. City of Santa Cruz Statement of Investment and Portfolio Policy (Council Policy 12.7)

The following is a summary of core elements of the Investment and Portfolio policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/38399/635418232770030000>.

The City Council and the Investment Committee are annually rendered with a statement of investment policy from the Director of Finance, which can be updated and modified as appropriate. A quarterly report on the activities and investment strategy is submitted to the City Manager and the City Council by the Director of Finance on a quarterly basis. City funds will be managed in a prudent and diligent manner with emphasis on legality, safety of principal, liquidity, yield, and local benefits generated by investing in local financial institutions: in that order. This policy was updated on March 26, 2024.

6. Public Trust Fund (Council Policy 12.8)

The following is a summary of core elements of the Public Trust Fund policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/3136/635418232770030000>.

A Public Trust Fund exists to fund 3-year Capital Improvement Program projects with the understanding that high-priority unfunded projects carry a price tag far more than the amount maintained in the Public Trust Fund. The principal of the Public Trust Fund shall be preserved and maintained to meet the capital improvement needs of the City. Interest earnings may be used on an annual basis, may be accumulated from year to year to fund larger objectives, may be used to retire indebtedness to accomplish larger objectives, or a combination of these alternatives. Neither the principal nor interest shall be used to meet operational needs of regularly occurring annual costs.

7. Donations and Contributions (Council Policy 12.10)

The following is a summary of core elements of the Donations and Contributions policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/3134/635418232770030000>.

From time to time, the City receives donations and contributions to support City projects and programs. For monetary donations less than \$50,000 per individual donation, the City Manager has the administrative authority to accept and appropriate such donation to be used for the donor's intended purpose. If the donation is greater than \$50,000, it is placed on a City Council agenda for review.

8. City Wide Stabilization Arrangement (Two-Month General Fund Reserve) and Unfunded Obligation Stabilization Arrangement (Council Policy 12.13)

The following is a summary of core elements of the Stabilization Arrangement policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/32774/635418232770030000>.

A portion of the City's fund balance is set aside in reserves in recognition that it is in the best interest of the citizens of the City of Santa Cruz to have uninterrupted public access and services. These reserves are designed to be used in the event of a sudden and unexpected drop in revenues and/or unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature or unanticipated adverse financial or economic circumstances that would lead to operating shortfalls. These reserves may be utilized only after exhausting the current year's budgetary flexibility and spending the current year's appropriated contingency.

The City has two designated reserves: the City Wide Stabilization Arrangement and the Unfunded Obligation Stabilization Arrangement. The City Wide Stabilization Arrangement reserve is for significant financial emergencies that are unforeseen and non-recurring. The funding level of these reserves will be maintained in an amount equal to, but may exceed, two-months of the current fiscal year's adopted total General Fund operating expenditure budget. The Unfunded Obligation Stabilization Arrangement may be spent for reasons of: paying down the General Fund unfunded obligations to other City funds; paying down pension obligation bonds; and transferring into a trust for unfunded post-employment health care obligations. In lieu of a pre-established, flat funding amount or percentage, the funding target for these reserves are determined by City Council based on the City Manager's recommendation after consideration of General Fund projections and available financial resources.

9. General Fund Surplus Policy (Council Policy 12.14)

The following is a summary of core elements of the General Fund Surplus policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/52935/636020288446370000>.

The City prioritizes allocation of General Fund resources towards critical, core municipal services that are in alignment with the City Council's goals. In accordance with this principle, the City Council allocates any year-end operating surplus by replenishing any General Fund reserves up to their minimum level to maintain an available fund balance of 5% of the current fiscal year's operating expenditure budget. Any remaining surplus more than \$100,000 is allocated to funding the Capital Improvement Program, with a priority to roadway improvements, to reducing debt obligations, and to increasing service levels and/or personnel cost increases, in that order of priority.

10. Economic Development Stabilization Arrangement (Council Policy 12.15)

The following is a summary of core elements of the Economic Development Stabilization Arrangement policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/52934/636020288443570000>.

The City invests in economic development projects and initiatives to create jobs and provide tax revenue for the community and does so, in part, through the Economic Development Stabilization Arrangement. The funding is built up over time through annual operating transfers from the General Fund equal to the one percentage (1%) point increase in the Transient Occupancy Tax effective July 1, 2023 and of the annual Redevelopment Property Tax Trust Fund distribution, less the General Fund's portion of the net operating costs of the economic development activities within the Economic Development Department. Circumstances where the Stabilization Arrangement can be spent are:

1. As necessary to fund economic development project costs associated with infrastructure projects, business façade improvements, business retention initiatives, business recruitment incentives, and grant funding.
2. As necessary to fund City of Santa Cruz staff costs to administer projects

If an unforeseen and non-recurring event defined within the policy creates a significant financial difficulty for the City, the Stabilization Arrangement may be postponed.

11. Cannabis Business Tax Increment Designated for a Children's Fund (Council Policy 12.16)

The following is a summary of core elements of the Cannabis Tax policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/76034/636930959551900000>.

It is the policy of the City Council that 12.5% of the City of Santa Cruz's audited total actual unrestricted revenues derived from the Cannabis Business Tax is designated for the creation and funding of a dedicated Children's Fund. The Children's Fund supports enhancement and expansion of evidence-based programs to prioritize access to early childhood development, prevention, and vulnerable youth programs.

Measure A, passed by Santa Cruz voters in 2021, increased the percent designated to the Children's Fund from 12.5% to 20%.

12. Grants – Council Review and Approval (Council Policy 14.3)

The following is a summary of core elements of the Grants policy. For the full text of the policy, navigate to:

<https://www.cityofsantacruz.com/home/showpublisheddocument/85528/637630670088070000>.

The City Manager has the administrative authority to accept and appropriate grants of up to \$100,000 in value on behalf of the City for projects and programs that have been previously approved by the City Council. Grants more than \$100,000 in value must be approved by the City

Council. The City Manager's Office prepares a quarterly information report to the City Council with information on the status of all grants.

13. Debt Management Policy (APO Section I, #89)

The following is a summary of the core elements of the Debt Management APO.

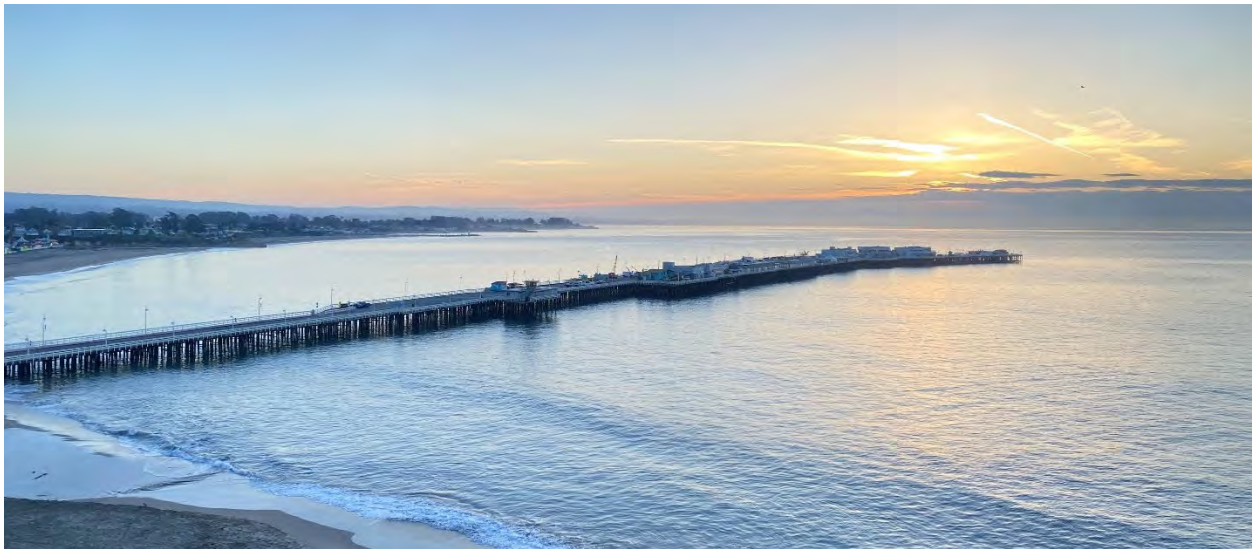
In recognition that prudent management of the City's debt program is necessary to achieve cost-effective access to the capital markets and demonstrates a commitment to long-term financial planning, the issuance and administration of City debt meets key objectives:

- Maintain the City's sound financial position
- Minimize debt service and issuance costs
- Maintain access to cost-effective borrowing
- Achieve and maintain the highest reasonable credit rating
- Ensure full and timely repayment of debt
- Maintain full and complete financial disclosure and reporting
- Ensure compliance with state and federal laws and regulations

The Director of Finance authorizes, manages, and coordinates activities related to the structure, issuance, and administration of the City's long-term and short-term debt. The Finance Department prepares an annual report to the City Council containing a summary of the City's current credit ratings, and outstanding and newly-issued debt. The City may utilize the following types of minimal debt obligations to finance long-term capital projects: assessment bonds; general obligation bonds; pension obligation bonds; enterprise revenue bonds; lease revenue bonds; refunding bonds; conduit financing bonds; Certifications of Participation; lease financing; bank/private loans; tax allocation bonds; City of Santa Cruz internal financing pool; and other obligations.

The purpose of debt may include integration with the City's Capital Improvement Plan, long-term debt to finance the purchase or improvement of land, infrastructure, facilities or equipment, short-term debt as an interim source of funding in anticipation of long-term borrowing, refunding, and lease financing.

Aggregate debt service payments funded from General Fund sources shall be no greater than ten percent (10%) of primary General Fund revenues as reflected in the prior year's adopted budget.





CAPITAL INVESTMENT PROGRAM

Fiscal Year
July 1, 2024-
June 30, 2025



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Guide to the Proposed Capital Investment Program

FY 2025 – FY 2029 Budget

Capital Investment Program

The City faces an ongoing challenge to meet its capital needs with limited resources. The preparation and adoption of the Capital Investment Program (CIP) is an important part of the City's planning process to identify and meet those needs. It is a multi-year schedule of projects with their associated costs and proposed funding sources. The CIP represents the best efforts to allocate available resources toward projects that provide the most benefit for the people of Santa Cruz. It also highlights areas where funding is deficient.

Generally, projects in the CIP are relatively large-dollar amount, nonrecurring outlays and are for the purpose of constructing, purchasing, improving, replacing, or restoring assets with multi-year useful life. In addition, certain special projects and activities are included.

The CIP includes proposed projects for the next five fiscal years. It also describes projects that will be carried over from the current fiscal year. The first year of the CIP is, by and large, incorporated into and adopted with the annual budget.

Financing

The two basic methods to fund the CIP projects are (1) pay-as-you-go, which requires use of current revenues or cash on hand; and (2) pay-as-you-use, which uses debt financing to spread acquisition costs over the period during which the City plans to use a capital asset. Funds dedicated to pay-as-you-go include a share of transient occupancy taxes, grants, parks facilities taxes and fees, traffic impact and other development fees, and user fees in the enterprise funds. Both funding methods are useful, depending on the nature of the projects.



Using the CIP

The Capital Investment Program is divided into the following sections:

- Projects that support the Climate Action Plan and the Climate Adaptation Plan
- Criteria used to prioritize CIP projects
- Listing of unfunded and underfunded projects
- Maps of projects
- Summary of projects with Fact Sheets for projects that are receiving FY 2025 funds

Climate Action Plan and Climate Adaptation Plan

The Climate Action Plan (CAP) adopted in 2012 specifies the greenhouse gas emissions targets and specific milestones as well as 254 measures to reach those targets and milestones by 2020. The CAP 2020 has now sunset and the Climate Action Plan 2030 was adopted by Council on September 13, 2022. The Climate Adaptation Plan was adopted in 2018 and is an appendix to the Local Hazard Mitigation Plan (2018). It includes 44 prioritized measures for the City to adapt

to the impacts of climate change. Since 2015, the City's Sustainability Team has evaluated the adopted Capital Improvements Program (CIP) projects to identify those that implement the Climate Action Plan and the Climate Adaptation Plan. The result is a list of CIP projects that is included in this document to give City leaders and decision-makers more information in considering the budget. City staff may also reference these lists in preparing Health in All Policies agenda report language.

Criteria to Prioritize CIP Projects

In recognition of the reality that the City of Santa Cruz has more capital needs than funds available, the strategic approach being taken to decide which projects to fund is explained.

Maps

Eight maps are provided to aid in understanding where the funding and efforts towards capital investments are going in FY 2025 and how these align with the City's priorities. The first map is a map of the entire City of Santa Cruz and the locations of projects. The next map is of the Opportunity Zone in Santa Cruz, which is the portion of the City that has the largest equity needs. This zone is pink colored and shows the locations of CIP projects occurring within its area. This helps inform decision-makers and the public of the investments the City is making in the areas of most need, since our goal is to ensure equity in budgeting and Health in All Policies. The following six maps are of each of the six districts of Santa Cruz with numbered markers of the CIP projects located within them. The maps have an accompanying list that provide the name and department working on the projects for each of the numbered markers. The last part of this section is a listing of unmapped CIP projects: these are projects that are either Citywide or in another way do not have a distinct geographical location where they occur.

Project Summary and Fact Sheets

Project summaries are a new addition to the CIP section of the Annual Budget document this year. The summaries provide information on the expenditure budgets for the next five years. It is organized by primary fund and then projects are arranged alphabetically.

Fact Sheets are provided for projects that are receiving funding in FY 2025. On Fact Sheets, each project is identified by a project name and number (if previously assigned), and a project description and justification.

Following general information about a given project is a chart that provides the project's intended funding for the current fiscal year, the next fiscal year, and then an estimate for the following four fiscal years. It also includes a total project cost estimate. If applicable, the project cost estimate is reduced by additional outside funding sources, to arrive at a "net project cost." This is the net amount that must be funded by the primary funding source of the fund. Here is more detail about the columns on this funding chart:

- **"Prior Years"** Shows the total amount that has been spent on the project in prior years up to the end of the last fiscal year.
- **"2024 Budget"** Shows the total amount appropriated for the current fiscal year.
- **"2024 Estimated Actuals"** Shows the total amount of the FY 2024 funding that will be spent on the project, including what has been spent or encumbered and what will be carried forward into FY 2025.
- **"2025 Proposed", "FY 2026 Estimated", "FY 2027 Estimated", "FY 2028 Estimated", and "FY 2029 Estimated"** Each individual column shows the proposed (FY 2025 only) and the future estimated funding required for the project for each identified fiscal year.
- **"Total 2025 - 2029"** Shows the total adopted funding required for the project in FY 2025, and the total estimated funding required for FY 2026, FY 2027, FY 2028, and FY 2029.

Funding Sources

The table below identifies the funding sources for each fund:

Fund	Primary Funding Source	Major Project Types
Governmental:		
Capital Improvement Fund-General	Grants, share of transient occupancy tax, General Fund subsidy	Storm drains, transportation, government, buildings, parks, playgrounds, wharf, sidewalks, utility undergrounding, and lighting
Capital Improvement Fund - Arterial Streets and Roads Fund	Grants, City Public Trust Fund, General Fund	Transportation
Information Technology Fund	General Fund, Enterprise Fund	Information Technology applications and infrastructure
Clean Rivers, Beaches, and Ocean Tax Fund	Tax assessments	Environmental, education
Community Development Block Grant (CDBG) Fund	Grants	Housing and Community Development
Gas Tax Fund	State gasoline tax	Transportation
2016 Transportation Measure D	Sales tax	Transportation
Parks and Recreation Fee Fund	Subdivision developer impact fees	Parks, playgrounds, community centers, and other Parks and Recreation facilities
Parks and Recreation Facility Tax Fund	Residential construction excise tax	Parks, playgrounds, community centers, and other Parks and Recreation facilities
RDA/SA-Redevelopment Obligation Retirement Fund	Property Tax	Successor Agency Funds
RDA/SA - Low/Mod Income Housing Funds	Property Tax	Affordable Housing Construction
RDA/SA-Capital Projects Fund	Property Tax	Street improvements, property rehabilitation, economic development, and other capital improvements
RDA/SA-Capital Projects-Admin	Property Tax	Administrative Costs of Successor Agency.
RDA/SA-Capital Projects-Del Mar Theater	Property Tax	Property management, maintenance and capital improvements to the Del Mar
SA City Low/Mod Income Housing Funds	Property Tax	Housing and Community Development
Federal American rescue plan funding	Grants	Homelessness Response
CA14 Homelessness Action Plan	Grants	Homelessness Response

Fund	Primary Funding Source	Major Project Types
Enterprise:		
Water Fund	User Fees	Water system infrastructure
Water Fund - SDC	User Fees	Water system Development
Wastewater Fund	User Fees	Wastewater system infrastructure
Refuse Fund	User Fees	Sanitation, recycling and landfill infrastructure
Parking Fund	User Fees	Downtown parking district facilities, including parking lots and structures
Storm Water Fund	Storm water fees	Flood control facilities
Storm Water Overlay Fund	Storm water fees	Flood control facilities

Enterprise funded-CIP projects often do not have a listed funding source or may not have funding sources that are equal to the total cost of a project. Where this occurs, the net cost of the project is paid for from the fund balance related to the project. For example, for the project below, the \$30,000 net project cost for FY 2025 would come from the fund balance for Fund 721.

Public Works

721- Wastewater Enterprise Fund

Pelton Ave Pump Station Generator

Project Description:

Project # c402104

Pelton Ave Pump Station Generator installation was completed; fencing is still required to prevent vandalism.

Project Benefit:

Project Location:

Reduces sewer overflows during emergencies and protects the neighborhood and Lighthouse Field.

Pelton Avenue Pump Station

Operating Budget Impact:

Included in project and reduces future calls for service.

Project Schedule:

FY 2024

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024 Budget	Estimated Actuals	FY 2025 Proposed	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
Account # 721-40-62-7259-57312									
Project Cost Estimates:	76,059	33,941	-	30,000	-	-	-	-	30,000
Net Project Cost:	76,059	33,941	-	30,000	-	-	-	-	30,000

Projects that Implement the Climate Action Plan

Project Name	Project #	New/Existing
Pacific Beach Roundabout Enhancements	c402507	new
City Arterial and Collector Street Reconstruction and Overlay	c400809	existing
Bay and California Intersection Improvements	c402209	existing
Bay Drive Protected Bike Lanes and Pedestrian Path	c402304	existing
Food Waste Pre-processing System Improvement Project	c402401	existing
Redesign Harvey West Park*	c302404	existing
Water Conservation and Irrigation System Improvements	c302407	existing
Bay Drive Protected Bike Lanes and Pedestrian Path	c402301	existing
Grant Park - Basketball Court Renovation*	c302307	existing
Infield Irrigation at DeLaveaga Park Ballfields	c302306	existing
North Coast System Phase 4	c702303	existing
Study of Recreational Facility Maintenance Needs*	c302301	existing
Tyrrell Park - Pathway, Stage Area and Pedestrian Safety Improvements	c302309	existing
University Terrace Park - Basketball Court and Tennis Court Renovation	c302308	existing
Vegetation Management Tools/Heavy Equipment*	c212313	existing
Tyrrell Park - Pathway, Stage Area and Pedestrian Safety Improvements	c302309	existing
Un-Signalized Crossing Improvement Project	c402215	existing
Advance Dilemma Zone Detection and Retroreflective Signal Back Plate Upgrades	c402216	existing
Garfield Park Renovation	c302235	existing
Ocean View Park Redesign	c302236	existing
Harvey West Park Infrastructure Improvements	c302238	existing
Pacific Station North	c512201	existing
Trails Study	c301908	existing
Bay High Intersection Improvements	c401103	existing
MB Sanctuary Scenic Trail (Rail Trail) Segment 7	c401413	existing
Citywide Traffic Signal Controller Upgrade	c401602	existing
MB Sanctuary Scenic Trail (Rail Trail) Segments 8 & 9	c401804	existing
Swanton Blvd Multi Use Trail Connector	c401805	existing
Market Street Bike lanes and Sidewalk	c401806	existing
Downtown Intersection Improvements	c401903	existing
Delaware - Swift Intersection Improvements	c401904	existing
Bay - West Cliff Intersection Improvements	c401905	existing
Landfill Master Plan Development	c401909	existing
Mission Street Improvement Plan	c402001	existing
Murray Street Bridge Seismic Retrofit and Barrier Rail	c409321	existing
Farmers Market Structure*	c511901	existing
Advanced Metering Infrastructure	c701603	existing

Recycled Water	c701611	existing
Recycled Water- SDC	c701612	existing
Public Facilities –Maintenance - CEC	m609195	existing

*This project implements the Climate Action Plan only if it is explicitly designed or specified with sustainability features.



Projects that Implement the Climate Adaptation Plan

Project Name	Project #	New/Existing
Depot Park- Landscaping and Fencing Repairs	c302506	new
Storm Damage Repairs at End of Wharf	c302510	new
Studies, Designs, and Construction Drawings for Park Projects*	c302512	new
Tait Wells Rehabilitation	c702501	new
WWTF Master Planning*	c402504	new
Type 6 Fire Truck	c212403	existing
West Cliff Resiliency and Accessibility	c402305	existing
Beltz 12 Ammonia Removal	c702203	existing
Beltz WTP Upgrades	c702305	existing
Brackney Landslide Area Pipeline Risk Reduction	c702002	existing
GHWTP CC Tanks Replacement	c701501	existing
GHWTP Facilities Improvement Project	c700025	existing
GHWTP SCADA Radio System Replacement	c702201	existing
Intertie 1 - Santa Cruz-Scotts Valley	c702205	existing
FEMA Levee Certification	c402112	existing
Redesign Harvey West Park	c302404	existing
Water Conservation and Irrigation System Improvements	c302407	existing
DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff	c302402	existing
DeLaveaga Park - Branciforte Creek Trail Culvert Repair	c302304	existing
West Cliff Design & Improvements Standards	c302408	existing
Escalona Avenue Storm Drain Pipe replacement	c402302	existing
Fire Engine Type I Pierce Pumper (1)	c212316	existing
Fire Station #1 & Fire Admin Replacement*	c212311	existing
Fire Station #2 Replacement*	c212310	existing
Fire Station #3 Front Driveway*	c212307	existing
Fire Station #3 Rear Expansion*	c212306	existing
Fire Station #5*	c212314	existing
Fire Station 2 Rear Expansion*	c212302	existing
North Coast System Phase 4	c702303	existing
Santa Cruz Regional Public Safety Training Center	c212305	existing
Station #3 Sewer Line Clean Out	c212309	existing
Wharf - Redesign South Landing*	c302302	existing
Pacific Station North*	c512201	existing
ASR - Mid County Existing Infrastructure	c702101	existing
ASR - Mid County New Wells	c702102	existing
ASR - Santa Margarita Groundwater Basin	c702103	existing
ASR - New Pipelines	c702104	existing

Newell Creek Pipeline Felton/Graham Hill WTP	c702105	existing
Union/Locust Building Generator	c702107	existing
N. Coast Repair Ph5 Des and Construction	c702109	existing
San Lorenzo Park Redesign	c301907	existing
Wharf Commons Surfacing Improvements	c302228	existing
Mission Hill Utility Undergrounding	c401004	existing
Riverside Ave Utility Underground Phase II	c401208	existing
Pogonip Creek Sedimentation Removal	c401306	existing
Branciforte Creek Channel Repair and Maintenance	c401313	existing
State Route 1 Bridge Replacement	c401402	existing
West Cliff Drive Revetment Repair	c401501	existing
Catch Basin Replacement Program	c401610	existing
Wastewater Treatment Facility Infrastructure and Major Equipment	c401706	existing
Downtown SLR Drainage System Assessment	c401707	existing
CMP Storm Drain Pipe Replacement	c401709	existing
Curtis Street Storm Drain Phase II	c401802	existing
Murray Street Bridge Seismic Retrofit	c409321	existing
SLR Flood Control Environ Rest Project	c409512	existing
Jesse Street Marsh	c409669	existing
San Lorenzo River Lagoon Management Program	c601403	existing
Main Replacements- Engineering Section	c700002	existing
Main Replacements- Distribution Section	c701507	existing
ASR and In-Lieu Feasibility Study	c701609	existing
Aquifer Storage and Recovery	c701610	existing
Recycled Water Feasibility Study	c701611	existing
Recycled Water	c701612	existing
Water Supply Augmentation	c701705	existing
Main Replacements- Eng Section- Transmission	c709833	existing
West Cliff Drive Multi-use Path Pavement Rehabilitation	m400819	existing
Nearby Lagoon Park Rehab-Maint. (Annual)	m409668	existing
Public Facilities - Maintenance	m609195	existing

*This project will implement the Climate Adaptation Plan depending on which resiliency measures are integrated into a green design approach or are enhance existing resiliency benefits.



General Fund CIP Priority Criteria

The following outlines the proposed objective process of prioritizing Capital Investment Program (CIP) projects to ensure consistency with the [Citywide Strategic Plan 2023-2028](#). To the extent that funding for these endeavors becomes available, the following factors are considered to determine which projects to fund:

Fiscal Sustainability: Project Funding Availability

1. Project funding is significantly leveraged by grants, State or Federal aid
2. Rank is increased based on assessment of the amount of funding needed to complete the current project phase and entire project.
 - a) 75% + of project funding has been secured
 - b) 50%+ of project funding has been secured
 - c) At least 25%+ of project funding has been secured
 - d) Less than 25% of project funding has been secured

Downtown and Other Business Sectors-

1. Contributes toward reaching the [Climate Action Plan 2030 measures](#) and/or the [Climate Adaptation Plan goals](#)

Natural and Built Infrastructure: Asset Condition, Maintenance & Longevity-

1. Existing conditions and capacity to meet basic levels of service is deficient
2. Avoids potential failure due to substandard conditions
3. Improves the overall reliability of the capital asset and infrastructure system
4. Major implications of delaying the project such as significant future costs, or negative community impacts
5. Extent to which reduces City operations and maintenance expenditures
6. Increases the longevity of the capital asset or extends the useful life of the asset in the long term

Regulatory or Mandated Requirements-

1. By legal or regulatory mandate or requirement, court order, settlement or mitigation of plausible legal claims.

Project Readiness-

1. Ready to enter the phase corresponding to the funding proposed.
2. Complex environmental issues or known significant legal challenges shall be scored lower than projects without said complications.

Health in All Policies (HiAP)-

1. Equity: Extent to which the project impacts the ability of marginalized, vulnerable, frontline people to access City services and/or improve livelihoods
2. Sustainability: Extent to which the project impacts the City's ability to achieve established sustainability goals (i.e. the [Climate Action Plan 2030 measures](#) and/or the [Climate Adaptation Plan goals](#))
3. Public Health: Extent to which the project addresses a health or safety issue (as laid out in the HiAP [community well-being outcome indicators](#))

General Fund Unfunded and Underfunded CIP Projects

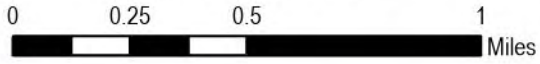
The following outlines the Capital Improvement Program projects that currently have a net project cost that is either unfunded or underfunded.

Unfunded and Underfunded CIP Project Title	Amount Unfunded or Underfunded
Citywide	
Electric Vehicle Charging Station Expansion	120,000
Facilities Master Plan	30,500,000
Public Facilities – Maintenance	200,000
Total Citywide Unfunded and Underfunded Projects:	30,820,000
Fire	
Fire Engine Type I Pierce Pumper	900,000
Fire Station 1 & Fire Admin Replacement	19,000,000
Fire Station 2 Replacement	17,000,000
Fire Station 3 Front Driveway	100,000
Fire Station 3 Rear Expansion – Apparatus Bay/Rear Apron	750,000
Fire Station 5	17,000,000
Lifeguard Headquarters Replacement	5,000,000
Fire Engine Type I Pierce Pumper	1,000,000
Fire Boat	2,000,000
Santa Cruz Regional Fire Training Center	2,000,000
Fire Engine Ladder Pierce Tiller 100'	2,000,000
Total Fire Department Unfunded and Underfunded Projects:	66,750,000
Parks and Recreation	
Agora Surfacing Improvements	268,500
Civic Sound System Upgrade	62,000
Civic Auditorium Renovations	12,000,000
Cowell Beach Restroom and Storage Area	1,200,000
DeLaveaga Disc Golf Course Welcome Area & Course Safety	75,000
DeLaveaga Park Ballfield Lighting and Score Booth Upgrades	354,000
DeLaveaga Park Ballfield Retaining Walls	100,000
DeLaveaga Park- Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff	125,000
Demolish Pogonip Clubhouse	400,000
Depot Bike Park – Phase II of Bike Park Renovation	200,000
Depot Park Synthetic Field Replacement	1,000,000
Depot Park Playground Expansion and Enhancement	90,000
Downtown Recovery – Phase I-IV	90,000

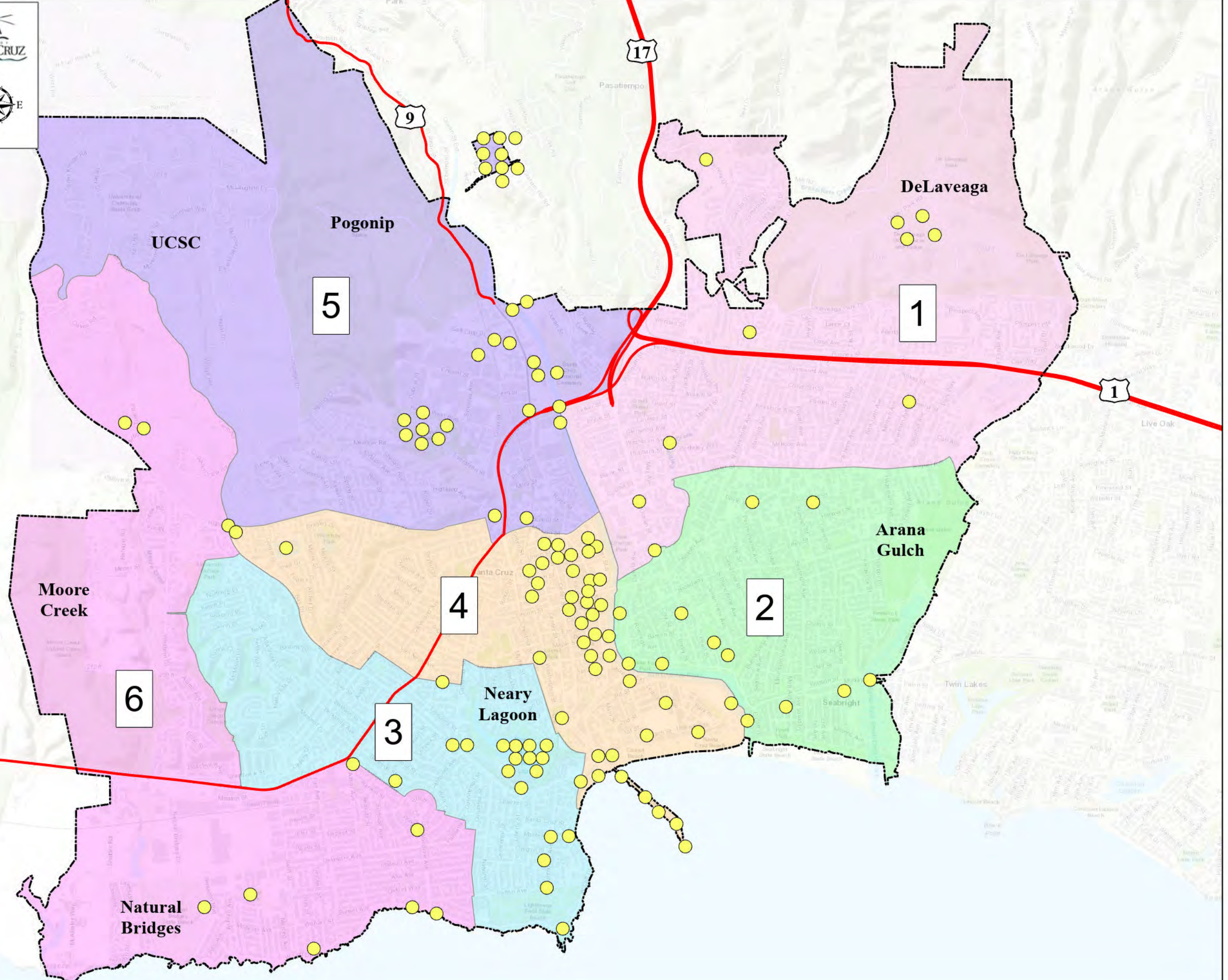
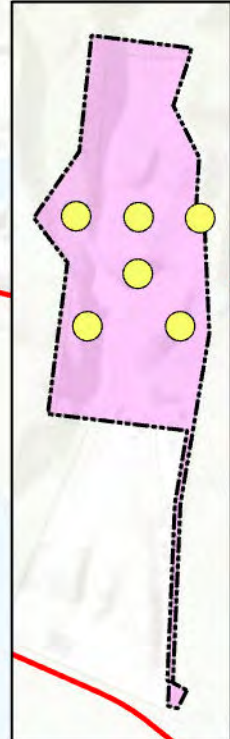
Unfunded and Underfunded CIP Project Title (continued)	Amount Unfunded or Underfunded
Frederick Street Park Picnic Area	285,000
Frederick Street Park Stairs Replacement	60,000
Harvey West Clubhouse Access	48,000
Harvey West Park Ballfield Improvements	170,000
Harvey West Park – New Playground	95,000
Harvey West Pool Complex Renovation	35,000,000
Harvey West Pool – Facility Improvements	430,000
Lifeguard Headquarters Improvements	500,000
Lighthouse Ave Park Playground Renovation	85,000
Open Space Trail Wayfinding	40,000
Parks Facilities Security Improvements	110,000
Poets Park Playground Renovation	125,000
Pogonip Clubhouse Renovation	10,000,000
Pogonip Meadow Remediation	2,000,000
San Lorenzo Park Redesign	3,000,000
San Lorenzo River Pathway Improvements	9,000,000
Sand Trap and Tee Renovations	150,000
Senior Center Rehab	240,000
Sgt. Derby Park Irrigation Renovation	40,000
Standardization of Trash and Recycling Cans and Park Benches	450,000
Trescony Park Playground Renovation	210,000
Trails Study	40,000
Water Conservation and Irrigation System	200,000
Wharf – East Parking Lot Paving Project	1,700,000
Wharf – Parking and Road Improvements	3,300,000
Wharf Commons Overhead Walkway Repair and Resurface	225,000
Wharf Commons Surfacing	396,000
Wharf Equipment and Maintenance Shed	250,000
Wharf Headquarters Flooring Replacement	20,000
Wharf Master Plan Implementation	10,000,000
Total Parks and Recreation Department Unfunded and Underfunded Projects:	94,133,500
Public Works	
Almar Avenue Sidewalk	460,000
Beach Street Streetscape	2,000,000
Branciforte Creek Channel Repair	760,000
City Arterial and Collector Street Reconstruction and Overlay	7,200,000

Unfunded and Underfunded CIP Project Title (continued)	Amount Unfunded or Underfunded
City Residential and Collector Street Reconstruction and Overlay	2,500,000
Cliff Street Paving – Beach to Third	1,000,000
Cooper Street Streetscape	200,000
Curtis Street Storm Drain Phase II	500,000
Downtown Side Street Streetscape	2,500,000
East Cliff Drive Walkway Widening (end of levee to Buena Vista)	2,000,000
East Cliff Drive Walkway and Railing Repair (Seabright to 4 th)	1,000,000
Escalona Drive Sidewalk	760,000
Fairmount Sidewalk and Safety Improvements	440,000
Hammond Avenue Sidewalk	140,000
Laurel Street Improvements – Front to Chestnut	3,000,000
Miscellaneous Traffic Signals and Intersection Projects	5,000,000
Ocean Street Improvements	6,000,000
Pacific Avenue Streetscape – Laurel to Beach	2,000,000
Poplar Avenue Sidewalks	120,000
Prospect Heights Sidewalk	360,000
Soquel/Pine Storm Drain	1,300,000
Third Street Walkway / Front Street Slope Stabilization and Repair	500,000
West Cliff Drive Stabilization	992,000
West Cliff Stair Repair	100,000
Wharf Roundabout Bike Lane	500,000
Total Public Works Department Unfunded and Underfunded Projects:	41,332,000
Total General Fund CIP Unfunded and Underfunded Projects:	\$202,215,500

Council Districts
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



Landfill Inset



Opportunity Zones
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



5

1

4

2

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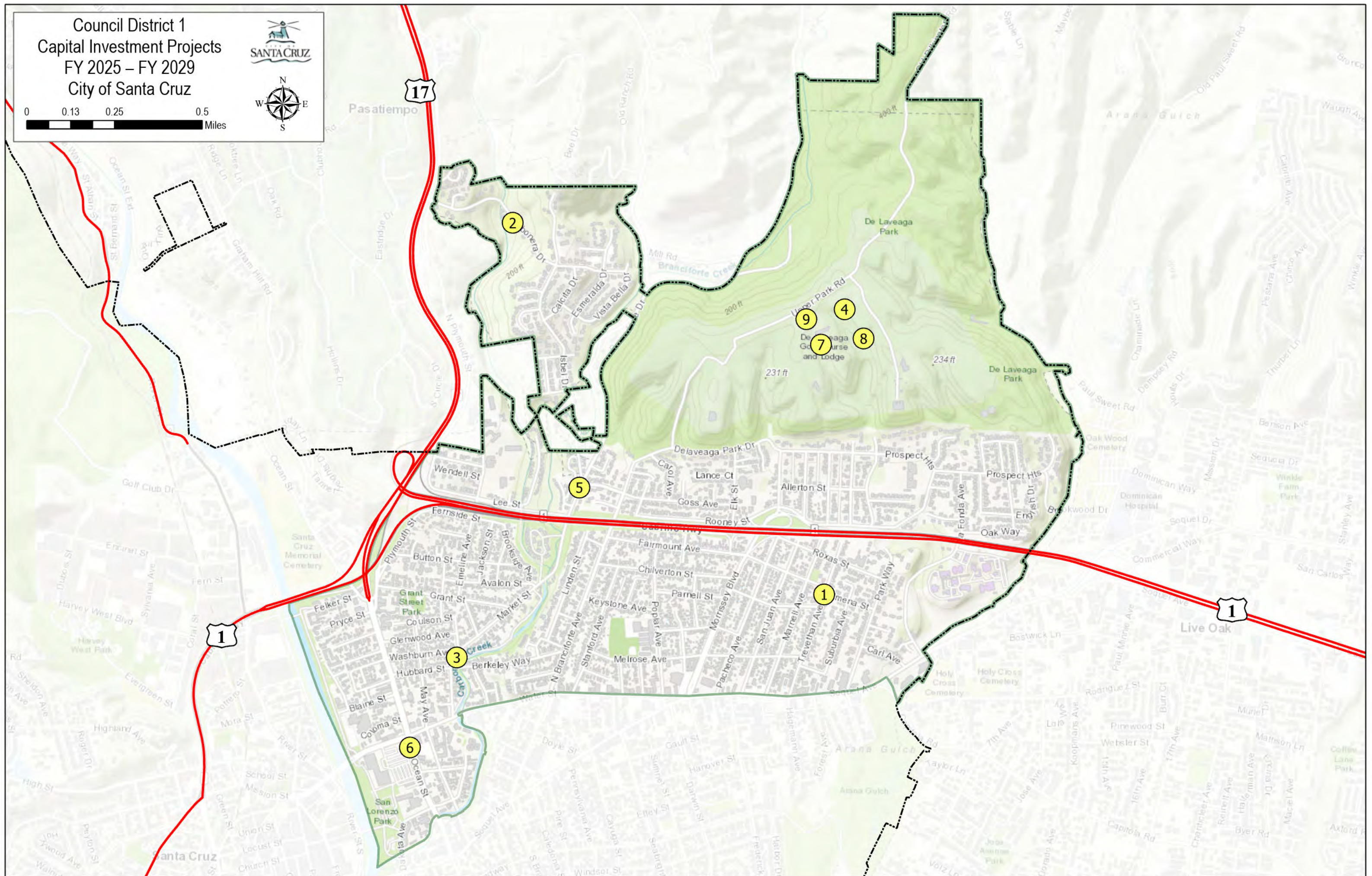
- CIP Locations
- Opportunity Zone
- Council Districts
- City Limit

36% of mapped CIP locations are within the Opportunity Zone.

Council District 1
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



0 0.13 0.25 0.5
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District 1

Map #	Project Name	Department	Project #
1	Trevethan Ave Sewer	Public Works	c401810
2	Isbel Pump Station Replacement	Public Works	c402105
3	Senior Center Rehab	Parks & Rec	c302101
4	Driving Range Improvements	Parks & Rec	c302213
5	Branciforte Drive Retaining Wall Project	Public Works	c402211
6	Ocean/Water Intersection Imp	Public Works	c401410
7	DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff	Parks & Rec	c302402
8	DeLaveaga Golf Course Building Remodel	Parks & Rec	c301801
9	Golf Course Parking Lot Lighting Upgrades	Parks & Rec	c302509



Council District 2
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



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Miles

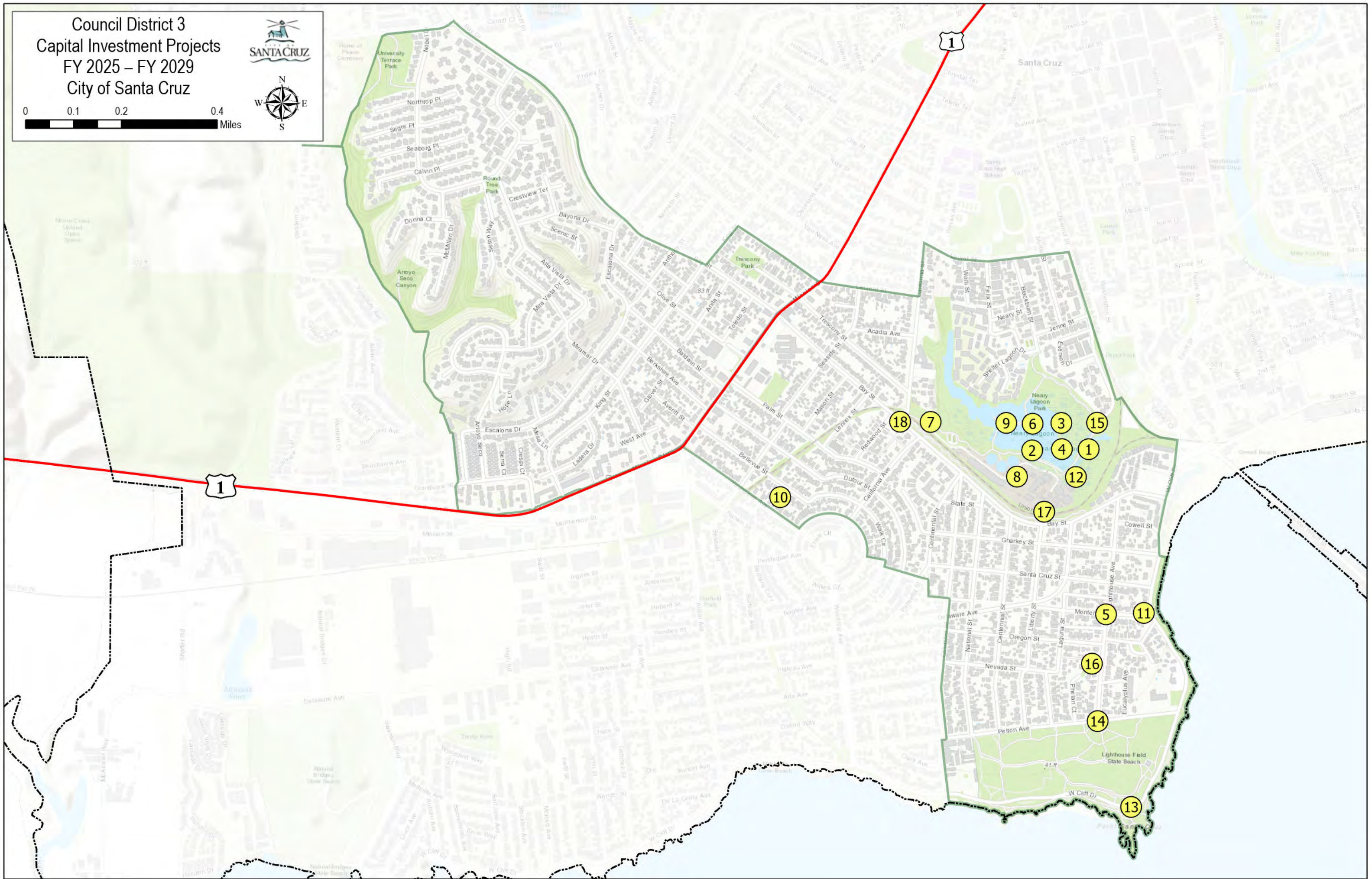
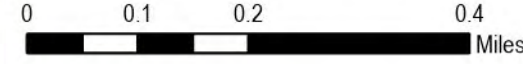


District 2

Map #	Project Name	Department	Project #
1	Jesse Street Marsh	Public Works	c409669
2	SLR Flood Control Environ Rest Project	Public Works	c409512
3	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works	c601403
4	Murray St Bridge Retrofit	Public Works	c409321
5	SL River Sanitary Sewer Siphon	Public Works	c401315
6	MB Sanctuary Scenic Trail (Rail Trail) - Segments 8 & 9	Public Works	c401804
7	Branciforte Measure S Facility Remodel	Public Works	c351801
8	Branciforte Creek Channel Repair and Maintenance	Public Works	c401313
9	Ocean Street Beautification	Non-Departmental	c512001
10	Ocean View Park Redesign	Park	c302236
11	Sewer Realignment Project	Public Works	c402203
12	Fire Station 2 Rear Expansion	Fire	c212302
13	FEMA Levee Certification	Public Works	c402112



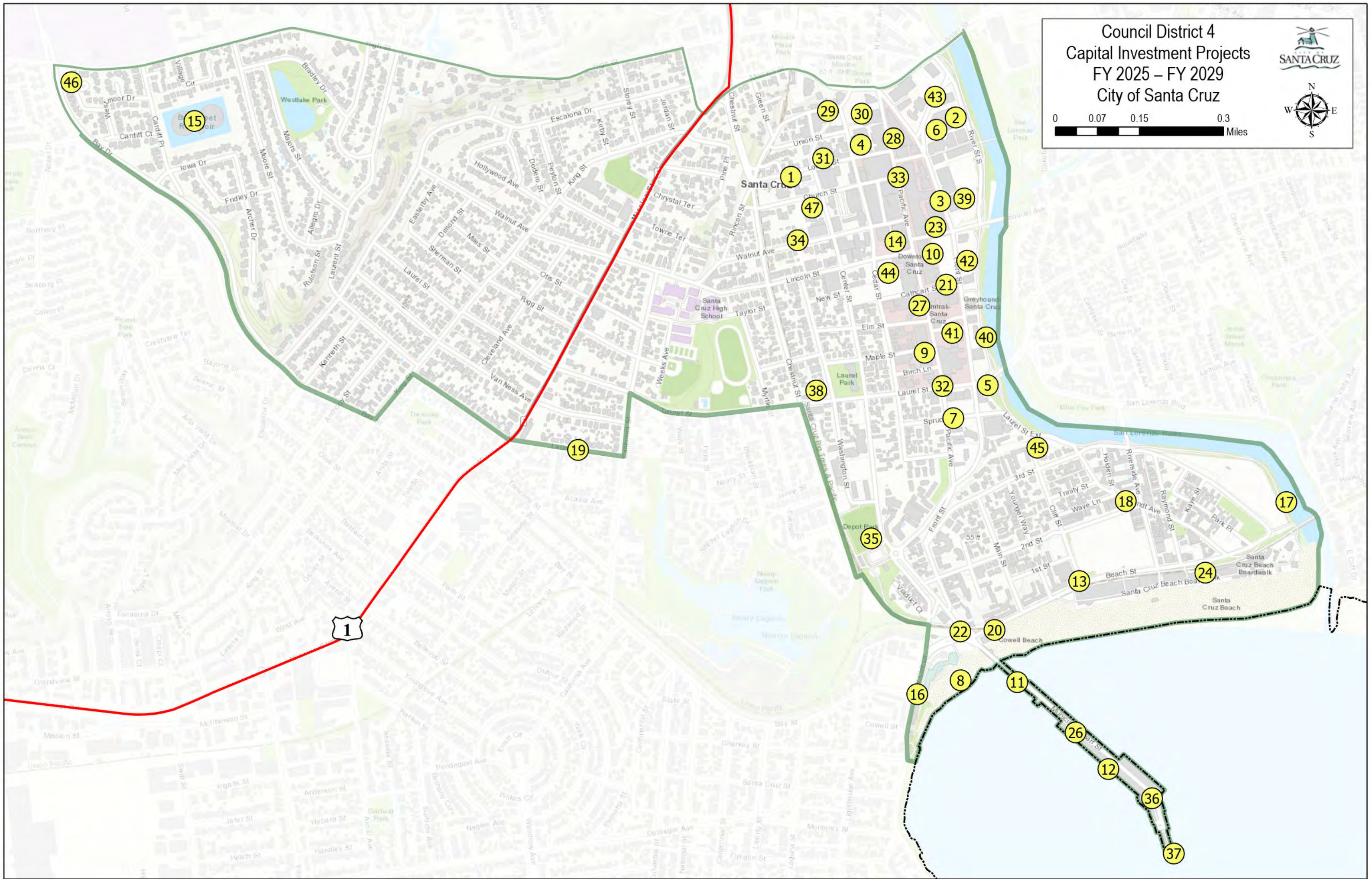
Council District 3
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



District 3

Map #	Project Name	Department	Project #
1	WWTF Infrastructure and Major Equipment Study	Public Works	c401706
2	WWTF Upgrade Digester Equipment	Public Works	c401607
3	WWTF Master Planning	Public Works	c402504
4	WWTF Laboratory Modernization	Public Works	c401608
5	Monterey St and Lighthouse Ave Sewer	Public Works	c401907
6	WWTF Water Piping Rehab	Public Works	c401407
7	Nearby Lagoon Park Rehab/Restoration	Public Works	m409668
8	WWTF Equipment Replacement	Public Works	m409659
9	WWTF Electrical System	Public Works	c401405
10	MB Sanctuary Scenic Trail (Rail Trail) - Segment 7	Public Works	c401413
11	West Cliff Stair Repair	Public Works	m401402
12	City Headworks Replacement	Public Works	c402204
13	West Cliff Resiliency and Accessibility	Public Works	c4023505
14	Pelton Ave Pump Station Generator	Public Works	c402104
15	Nearby Lagoon Park Rehab-Maint. (Annual)	Public Works	m409668
16	Lighthouse Ave Park Fencing	Parks & Rec	c302408
17	WWTF Odor Control Improvement Project	Public Works	c402505
18	Bay and California Intersection Improvements	Public Works	c402209





Council District 4
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz

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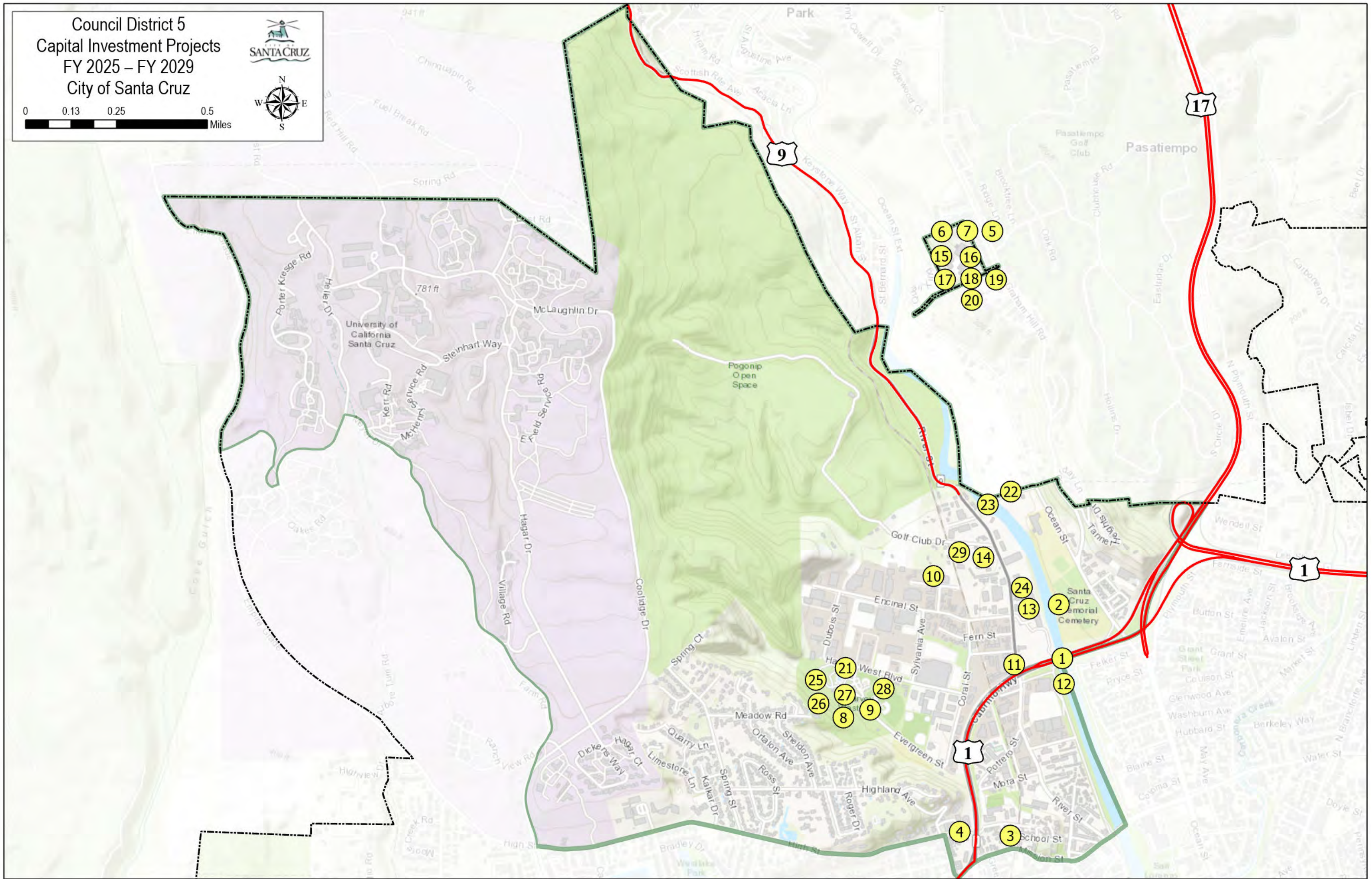
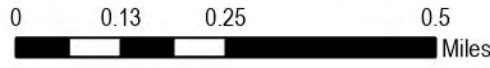
District 4

Map #	Project Name	Department	Project #
1	Solar One PPA Buyout	Public Works	c402511
2	Parking Equipment Replacement - River Front Garage	Public Works	c401703
3	Parking Equipment Replacement - Soquel/ Front Garage	Public Works	c401704
4	Parking Equipment Replacement - Locust Garage	Public Works	c401705
5	Downtown SLR Drainage System Assessment	Public Works	c401707
6	River-Front Garage Elevator	Public Works	c401509
7	Front-Spruce-Pacific-Sewer Main Rehab	Public Works	c401606
8	Cowell Beach Water Quality Project	Public Works	c401614
9	Downtown Bike Locker Replacement Program	Public Works	c401812
10	Trolley Acquisition	Economic Development	c511704
11	Wharf Rehabilitation Projects	Economic Development	c511502
12	Dolphin Decommissioning Plans	Economic Development	c512401
13	Citywide Sign Program Phase II	Economic Development	r521205
14	Downtown Alley Improvements	Economic Development	c511703
15	Maintenance Workshop at BSR	Water	c702502
16	Bay - West Cliff Intersection Improvements	Public Works	c401905
17	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works	c601403
18	Riverside Ave Underground Utility	Public Works	c401208
19	Laurent St Sewer	Public Works	c401809
20	Beach Street Restrooms	Parks & Rec	c301913
21	Farmers Market Structure	Economic Development	c511901
22	Pacific Beach Roundabout Enhancements	Public Works	c402507
23	Elevator Controls Upgrade	Non-Departmental	c402004
24	Beach/Cliff Traffic Signal	Public Works	c401303
25	Space Utilization Design for City Hall	Non-Departmental	c101701
26	Miramar Demolition and Wharf Piling Replacement	Economic Development	c511705
27	Downtown Intersection Improvements	Public Works	c401903
28	Downtown Parking Garages Signs and Paint Upgrade	Public Works	c402107
29	Union/Locust Building Generator	Water	c702107
30	Locust Garage Improvements	Public Works	c402106
31	ASR - Mid County Existing Infrastructure	Water	c702101
32	Pacific Avenue Beautification	Non-Departmental	c512101

Map #	Project Name	Department	Project #
District 4 (continued):			
33	Downtown Library Affordable Housing Project	Non-Departmental	c512002
34	Rescue Unit	Fire	c212203
35	Depot Park- Landscaping and Fencing Repairs	Parks & Rec	c302506
36	Facility Improvements	Parks & Rec	c302214
37	Storm Damage Repairs at End of Wharf	Parks & Rec	c302510
38	London Nelson Community Center - Senior Studio Improvements	Parks & Rec	c302241
39	Electric Vehicle Charging Station Expansion in Public City Parking Lots	Public Works	c402214
40	Pacific Station South	Non-Departmental	c512202
41	Pacific Station North	Non-Departmental	c512201
42	Electric Vehicle Charging Station Expansion in Public City Parking Lots	Public Works	c402214
43	Electric Vehicle Charging Station Expansion in Public City Parking Lots	Public Works	c402214
44	Electric Vehicle Charging Station Expansion in Public City Parking Lots	Public Works	c402214
45	FEMA Levee Certification	Public Works	c402112
46	Bay Drive Protected Bike Lanes and Pedestrian Path	Public Works	c402304
47	Civic Access and Safety Improvements	Parks & Rec	c302401



Council District 5
Capital Investment Projects
FY 2025 – FY 2029
City of Santa Cruz



District 5

Map #	Project Name	Department	Project #
1	Route 1 Bridge Replacement	Public Works	c401402
2	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works	c601403
3	Mission Street Hill Utility Undergrounding	Public Works	c401004
4	High Street Sewer Upsizing- Phase I	Public Works	c402502
5	Aquifer Storage and Recovery	Water	c701609
6	WTP Concrete Tank Assessment and Rehabilitation	Water	c701501
7	GHWTP CC Tanks Replacement	Water	c701501
8	Harvey West Ballfield Lighting	Parks & Rec	c302218
9	Harvey West Park Infrastructure Improvements	Parks & Rec	c302238
10	Corp Yard Stormwater Pollution Prevention Plan and Implementation	Non-Departmental	c601701
11	Route 1/9 Imp	Public Works	c400805
12	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works	c601403
13	Tannery Landscaping	Economic Development	c511706
14	Solar PV Expansion at Corp Yard	Public Works	c101901
15	Felton Diversion Pump Station Assessment	Water	c701906
16	Recycled Water Feasibility Study	Water	c701611
17	GHWTP Gate Entrance Upgrades	Water	c702109
18	Newell Creek Pipeline Felton/Graham Hill WTP	Water	c702105
19	GHWTP Facilities Improvement Project	Water	c700025
20	GHWTP SCADA Radio System Replacement	Water	c702201
21	Harvey West Park- Ballfield Sand and Irrigation	Park	c302507
22	Tait Diversion Rehab/Replacement	Water	c701903
23	Tait Wells Rehabilitation	Water	c702501
24	Tannery Dance & Performane Building	Economic Development	c512204
25	Redesign Harvey West Park	Parks & Rec	c302404
26	Harvey West Park-Clubhouse Picnic Area Fence	Parks & Rec	c302405
27	Harvey West Park-Resurfacing Friendship Gardens and Upper Glen Group Picnic Areas	Parks & Rec	c302406
28	HW Pool-Repairs and Upgrades	Parks & Rec	c302313
29	Corp Yard Site Security Upgrades	Public Works	c402402



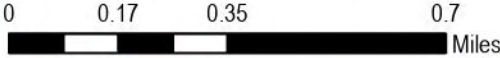


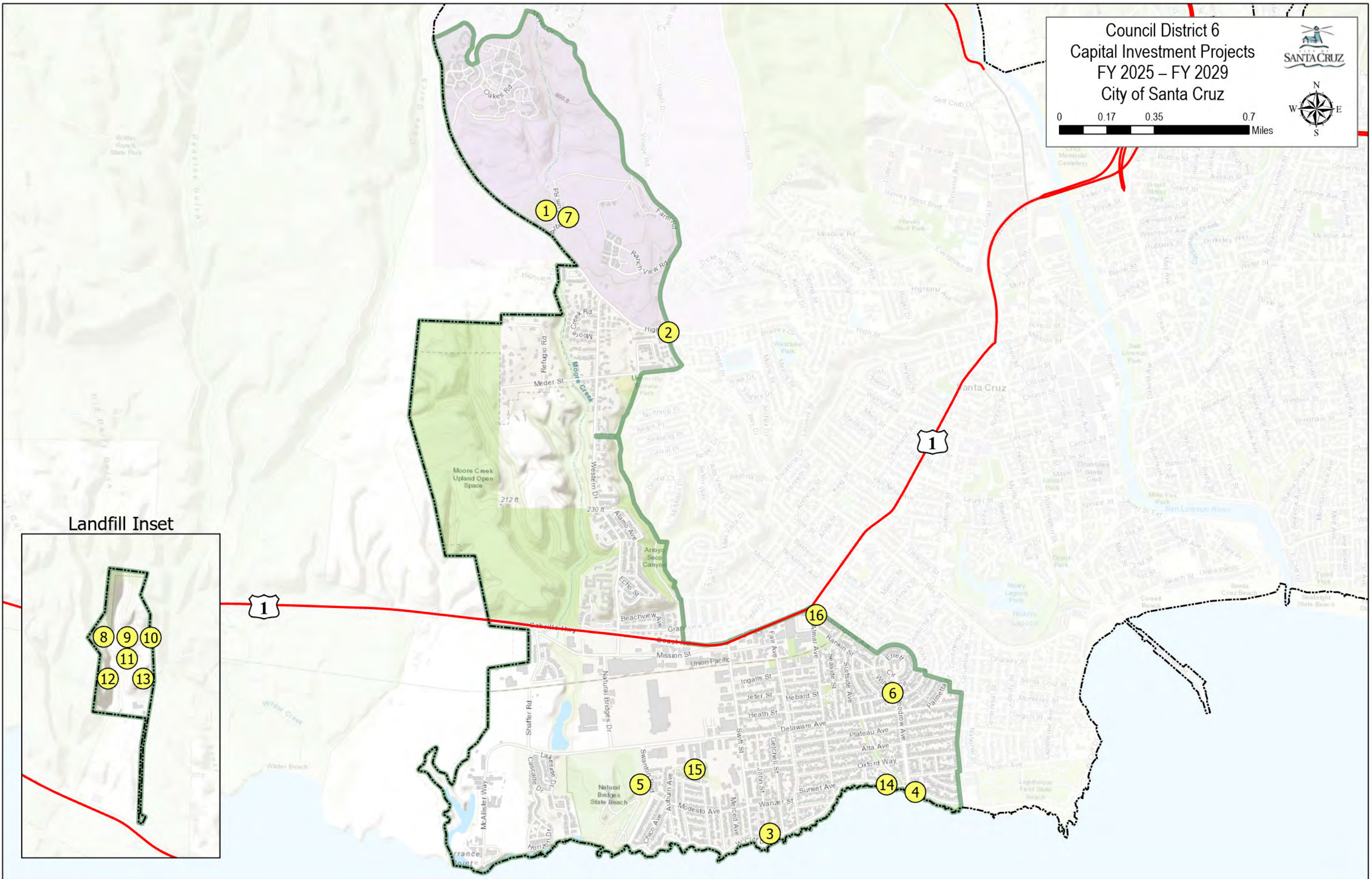
Council District 6

Capital Investment Projects

FY 2025 – FY 2029

City of Santa Cruz



District 6

Map #	Project Name	Department	Project #
1	Recoat University Reservoir No. 4	Water	c701505
2	Bay/High Intersection	Public Works	c401103
3	West Cliff Drive Multi-use Maintenance	Public Works	m400819
4	West Cliff Drive Revetment Repair	Public Works	c401501
5	Swanton Blvd Multi-use Trail Connector	Public Works	c401805
6	Garfield Park Measure S Facility Remodel	Public Works	c351802
7	University Tank No. 4 Rehab/Replacement	Water	c701505
8	Gas Probe Remediation	Public Works	c401908
9	Landfill Master Plan Development	Public Works	c401909
10	Dimeo Lane Paving and Storm Drain	Public Works	c401312
11	Recycling Center Storm Water Quality Improvements	Public Works	c402111
12	Resource Recovery Facility Enclosed Flare Installation	Public Works	c402512
13	RRF Household Hazardous Waste Facility Improvement Project	Public Works	c402202
14	West Cliff Resiliency and Accessibility	Public Works	c402305
15	Sgt. Derby Entrance Improvements	Parks & Rec	c302513
16	Generator for Fire Station #3	Fire	c212303



Unmapped

Project Name	Department	Project #
Aerators at Loch Lomond	Water	c701706
Advance Dilemma Zone Detection and Retroreflective Signal Back Plate Upgrades	Public Works	c402216
ASR - Mid County New Wells	Water	c702102
ASR - Santa Margarita Groundwater Basin	Water	c702103
ASR Planning	Water	c701609
Beltz 12 Ammonia Removal	Water	c702203
Beltz WTP Upgrades	Water	c702305
Brackney Landslide Area Pipeline Risk Reduction	Water	c702002
Branciforte Streambank Restoration	Water	c702304
Bridge Maintenance	Public Works	m401302
Catch Basin Replacement Program	Public Works	c401610
City Arterial and Collector Street Reconstruction and Overlay	Public Works	c400809
City Residential and Collector Street Reconstruction and Overlay	Public Works	c400810
Citywide Traffic Signal Controller Upgrade	Public Works	c401602
CMMS Software Replacement for Water Dept	Water	c702202
CMMS Upgrade	Public Works	c402205
CMP Storm Drain Pipe Replacement	Public Works	c401709
Distribution System Water Quality Improvements	Water	c702001
Escalona Avenue Storm Drain Pipe replacement	Public Works	c402302
Facility & Infrastructure Improvements	Water	c701907
FEMA Levee Certification	Public Works	c402112
Food Waste Pre-processing System Improvement Project	Public Works	c402401
GHWTP SCADA Radio System Replacement	Water	c702201
Homeless Infrastructure Projects	Public Works	c102101
Information Technology Applications	Information Technology	c152002
Information Technology Infrastructure	Information Technology	c152001
Intertie 1-Santa Cruz-Scotts Valley	Water	c702205
Laguna Creek Diversion Retrofit	Water	c701801
Main Replacements- Distribution Section	Water	c701507
Main Replacements- Engineering Section	Water	c700002
Meter Replacement Project	Water	c701603
NCD I/O Replacement Project	Water	c701606
Parks Facilities Security Improvements	Parks & Rec	c302420
Paving Box & Tack Tank Purchase	Public Works	c402514
Public Facilities - Maintenance/CEC Energy Saving Projects	Public Works	m609195
Recreational Vehicle Sanitary Disposal Station	Public Works	c402508
River Bank Filtration	Public Works	c701806
Santa Cruz Regional Fire Training Center	Fire	c212402
Security Camera & Building Access Upgrades	Water	c701704
Sewer System Improvements	Public Works	c401511
Sidewalk/Access Ramp	Public Works	c409452

Project Name	Department	Project #
Unmapped (continued):		
Storm Water Trash Capture Program	Public Works	c402401
Studies, Designs, and Construction Drawings for Park Projects	Public Works	c402302
Traffic Calming Program (Annual)	Water	c702304
Type 6 Fire Truck	Water	c702002
Unsignalized Crossing Improvement Project	Water	c702203
Water Conservation & Irrigation System	Water	c702203
Water Conservation and Irrigation System Improvements	Water	c702102
Water Main Replacements -Outside Agency	Water	c700003
Water Program Administration	Water	c701901
Water Program Management Reserve	Water	c702003
Water Supply Augmentation Strategy Implementation	Water	c701705



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Adopted
Capital Investment Program Budget
Fiscal Years 2025 - 2029

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

City Manager

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c102304	Benchland Restoration		813,814	-	-	-	-	-	-
c102101	Homeless Infrastructure Projects		343,890	-	-	-	-	-	-
c102205	Hygiene Bay		1,331,097	-	-	-	-	-	-
c102303	Naviation Center Phase 2		338,876	-	-	-	-	-	-
c102302	Shelter Infrasructure		-	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			2,827,677	-	-	-	-	-	-



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Citywide Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c402307	CES -Harvey West Park Ball Field Solar (SitelogiQ)		2,208,091	-	-	-	-	-	-
c402306	CES - Soquel Front Garage Solar (SitelogiQ)		370,802	-	-	-	-	-	-
c402308	CES - Civic Auditorium Solar and BAS (SitelogiQ)		296,737	-	-	-	-	-	-
c601301	City Hall Parking Lot Repairs		220,122	-	850,000	-	-	-	850,000
c402510	Citywide Energy Efficiency Projects	284	-	10,000	-	-	-	-	10,000
c402402	Corp Yard Site Security Upgrades		50,000	-	100,000	-	-	-	100,000
c601701	Corp Yard Stormwater Pollution Prevention		168,995	-	-	-	-	-	-
c402214	Electric Vehicle Charging Station Expansion in Public City Parking Lots		156,579	-	-	-	-	-	-
m609195	Public Facilities - Maintenance	285	1,426,232	-	-	-	-	-	-
c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	286	2,252,780	675,000	-	-	-	-	675,000
c402511	Solar One PPA Buyout	287	-	-	-	-	-	-	-
c101901	Solar PV Expansion at Corp Yard		1,170,922	-	-	-	-	-	-
c101701	Space Utilization Design for City Hall		1,235,343	-	-	-	-	-	-
c402213	Wharf Gate Parking Equipment Replacement		314,000	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			9,870,604	685,000	950,000				1,635,000
Total Project Cost Estimate: by Department			9,870,604	685,000	950,000				1,635,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Citywide

311- General Capital Improvement Fund

Citywide Energy Efficiency Projects

Project Description:

Project # c402510

Energy efficiency projects at City facilities, including lighting and submetering for new infrastructure. \$10,000 has been removed from the 4111 Energy Efficiency Projects operating budget and moved to this CIP project.

Project Benefit:

Preparing City facilities for the transition to electric vehicles and other equipment.

Project Location:

Citywide facilities



Operating Budget Impact:

The Energy Efficiency division is General Fund, however, the team seeks grant funding for projects as much as possible. This reduces the City budget impacts.

Project Schedule:

Ongoing

Project Contact Email:

ashatney@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year		Estimated							
	Totals	Budget	Actuals							
Account # 311-40-00-9410-57390										
Project Cost Estimates:	-	-	-	10,000	-	-	-	-	10,000	
Funding Estimates:										
From General Fund	-	-	-	10,000	-	-	-	-	10,000	
Net Project Cost:	-	-	-	-	-	-	-	-	-	

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Citywide

311- General Capital Improvement Fund

Public Facilities - Maintenance

Project Description:

Project # m609195

Provides funding for remodeling and/or repairs to various public buildings including City Hall restrooms, and will be prioritized based on a facilities conditions assessment (c601302) that has been completed and approved by City Council. Additional general funds are needed for ongoing building maintenance.

Project Benefit:

Provides for maintenance of City facilities to keep them safe, energy efficient, accessible, and occupiable for employees and the public

Project Location:

Citywide



Operating Budget Impact:

Supplements to the operating budget needed to maintain existing facilities

Project Schedule:

Ongoing

Project Contact Email:

dhiman@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-00-9410-57290									
Project Cost Estimates:	1,190,232	306,100	236,000	-	-	-	-	-	-
Funding Estimates:									
Loan proceeds	751,081	-	-	-	-	-	-	-	-
From General Fund	40,000	1		-	-	-	-	-	-
From GF CIP Reserve	27,043	172,957	172,957	-	-	-	-	-	-
Net Project Cost:	372,109	133,142	63,043	-	-	-	-	-	-

In FY 2025, this project will receive a funding and expenditure budget of \$294,394 after the reprogramming of funds from past General Fund Capital Investment Program projects that are complete, are put on hold, and/or are demoted in priority.

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Citywide

311- General Capital Improvement Fund

SLR Mouth & Lagoon Mgmt Plan Devel.

Project Description:

Project # c601403

Three to five year management program to address public and private infrastructure flooding that results from high waters on the San Lorenzo River during the summer months, while mitigating impacts to wildlife habitat.

Project Benefit:

Reduces flooding in Beach Flats and Lower Ocean neighborhoods in the dry season, protects lagoon habitat for fish species, and reduces breaching, which can be a public safety hazard

Project Location:

San Lorenzo Rivermouth



Operating Budget Impact:

Included in the stormwater operating budget

Project Schedule:

FY 2025-2026

Project Contact Email:

rhaley@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 311-40-00-9145-57106									
Project Cost Estimates:	1,987,780	2,798,750	265,000	675,000	-	-	-	-	675,000
Funding Estimates:									
From Liability Insurance Fund	300,000	-	-	-	-	-	-	-	-
State capital grants-Dept of WT Resources	163,150	291,700	375,606	-	-	-	-	-	-
From General Fund	245,000	-	-	-	-	-	-	-	-
Contributions - businesses	70,000	-	-	-	-	-	-	-	-
State capital grants - CDFW	-	2,215,000	1,900,000	675,000	-	-	-	-	675,000
From Storm Water Fund	247,462	613,568	75,000	-	-	-	-	-	-
From Storm Water Overlay Fund	45,600	161,000	-	-	-	-	-	-	-
FEMA-Other	-	-	226,000	-	-	-	-	-	-
Net Project Cost:	916,568	(482,518)	(2,311,606)	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Citywide

311- General Capital Improvement Fund

Solar One PPA Buyout

Project Description:

Project # c402511

The City wishes to conclude a power purchase agreement (PPA) and the loan agreement between the City and Solar One, LLC and buyout two photovoltaic (PV) arrays at City Hall and the Police Department.

Project Benefit:

The City would own the solar PV arrays and would no longer pay into Solar One, LLC.

Project Location:

City Hall and Police Department



Operating Budget Impact:

The conclusion of the power purchase agreement is a substantial upfront cost, however, the investment in FY25 would result in less funding overall since the PPA would be completed.

Project Schedule:

FY 2025

Project Contact Email:

fwarren@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-61-9810-57390									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	-	-	-	-	-	-	-	-
City Stabilization Reserve	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

In fiscal year 2025, the City Council will be asked to appropriate approximately \$600,000 in funds to this project.

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Economic Development and Housing Projects

281- City Low & Mod Housing Successor Agency

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c511706	Tannery Landscaping		152,036	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			152,036	-	-	-	-	-	-
Total Project Cost Estimate: by Department			26,480,320	3,650,000	-	-	-	-	3,650,000



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Economic Development and Housing Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c511501	Broadband Infrastructure		375,000	-	-	-	-	-	-
r521205	Citywide Sign Program Phase II		1,970,004	-	-	-	-	-	-
c511703	Downtown Alley Improvements		500,000	-	-	-	-	-	-
c512002	Downtown Library Affordable Housing Project		6,054,723	-	-	-	-	-	-
c512402	IIG Paseos and Parks		-	-	-	-	-	-	-
c512203	EDA Wharf Piling Replacement		1,132,022	-	-	-	-	-	-
c511901	Farmers Market Structure		1,775,000	-	-	-	-	-	-
c511702	Lower Pacific Avenue Improvements		3,185,000	-	-	-	-	-	-
c511705	Miramar Demolition and Wharf Piling Replacement		865,531	-	-	-	-	-	-
c512001	Ocean Street Beautification		1,010,000	-	-	-	-	-	-
c512101	Pacific Avenue Beautification		1,000,000	-	-	-	-	-	-
c512201	Pacific Station North	290	949,494	3,250,000	-	-	-	-	3,250,000
c512204	Tannery Dance & Performance Building	291	5,030,000	400,000	-	-	-	-	400,000
c511704	Trolley Acquisition		381,510	-	-	-	-	-	-
c511502	Wharf Rehabilitation Projects		2,100,000	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			26,328,283	3,650,000					3,650,000



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Economic Development and Housing Projects

311- General Capital Improvement Fund

Pacific Station North

Project Description:

Development of 128 units of Affordable Housing on the westerly-most portion of the current Metro Center site on Pacific Avenue.

Project # c512201

Project Benefit:

The project provides affordable housing, an updated solar-powered Metro station with increased capacity, and commercial retail spaces.

Project Location:

Pacific Ave. to Front Ave (previously 902, 912, 920 Pacific Ave and 333, 423 Front St)

Operating Budget Impact:

The Metro and commercial portions of this project are funded primarily through a mix of RDA funding and funding from the Metro. There are no general funds in this project.

Project Schedule:

FY 2025

Project Contact Email:

jdewit@santacruzca.gov



	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 311-51-80-9990-57390									
Project Cost Estimates:	49,494	2,814,000	900,000	3,250,000	-	-	-	-	3,250,000
Funding Estimates:									
RDA Successor Agency	-	2,089,000	-	-	-	-	-	-	-
From Affordable Housing Trust Fund	-	-	-	-	-	-	-	-	-
From HOME Investment Partnership	-	-	-	-	-	-	-	-	-
Contributions - Other Agencies	-	725,000	3,250,000	3,250,000	-	-	-	-	3,250,000
State grants - other	49,494	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	(2,350,000)	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Economic Development and Housing Projects

311- General Capital Improvement Fund

Tannery Dance & Performance Building

Project Description:

Project # c512204

Construction of a Dance & Performance Building on the Tannery Arts Center campus.

Project Benefit:

The Tannery Dance and Performance Building is a 5,800 square foot dance space which provides new consolidated space to existing dance programs at the Tannery Arts Center, expanding overall studio space available for sustainable, accesible arts programs on the campus.

Project Location:

Tannery Arts Center, between the Colligan Theater and Tannery Lofts



Operating Budget Impact:

The project is funded through a mix of EDA Grant Funding with a match from the Public Trust Fund and RDA Funds. RDA funds have restricted uses, with the Tannery being a predefined eligible use.

Project Schedule:

To be completed by March 2027

Project Contact Email:

ndaly@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 311-51-80-9990-57390									
Project Cost Estimates:	145,055	4,884,945	4,884,945	400,000	-	-	-	-	400,000
Funding Estimates:									
Federal capital grants	-	3,960,000	3,960,000	-	-	-	-	-	-
RDA Successor Agency	-	990,000	990,000	400,000	-	-	-	-	400,000
From ED Trust Fund	-	80,000	80,000	-	-	-	-	-	-
Net Project Cost:	145,055	(145,055)	(145,055)	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Fire Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c212602	Fire Boat		-	-	2,000,000	-	-	-	2,000,000
c212305	Fire Engine Ladder (Pierce Tiller 100')		1,782,080	-	-	-	-	-	-
c212501	Fire Engine Type 1 (Pierce Pumper 1250)		-	-	900,000	-	-	-	900,000
c212601	Fire Engine Type 1 (Pierce Pumper 1250)		-	-	1,000,000	-	-	-	1,000,000
c212201	Fire Engine Type I (Pierce Pumper 1250 GPM)		800,000	-	-	-	-	-	-
c212315	Fire Engine Type I Pierce Pumper (1)		850,000	-	-	-	-	-	-
c212303	Generator for Fire Station #3		24,623	-	-	-	-	-	-
c212311	Fire Station 1 & Fire Admin Replacement		-	-	19,000,000	-	-	-	19,000,000
c212302	Fire Station 2 Rear Expansion		100,000	-	-	-	-	-	-
c212310	Fire Station 2 Replacement		-	-	-	17,000,000	-	-	17,000,000
c212307	Fire Station 3 Front Driveway		-	-	100,000	-	-	-	100,000
c212306	Fire Station 3 Butler Building		144,000	-	-	-	-	-	-
c212603	Fire Station 3 Rear Expansion/Apparatus Bay		-	-	750,000	-	-	-	750,000
c212314	Fire Station 5		-	-	-	-	-	17,000,000	17,000,000
c212301	Fire Stations Paging System		130,252	-	-	-	-	-	-
c212304	Lifeguard Headquarters Replacement		-	-	5,000,000	-	-	-	5,000,000
c212203	Rescue Unit		455,150	-	-	-	-	-	-
c212402	Santa Cruz Regional Fire Training Center		-	-	2,000,000	-	-	-	2,000,000
c212403	Type 6 Fire Truck	293	-	400,000	-	-	-	-	400,000
Total Project Cost Estimate: by Fund			4,286,105	400,000	30,750,000	17,000,000		17,000,000	65,150,000
Total Project Cost Estimate: by Department			4,286,105	400,000	30,750,000	17,000,000		17,000,000	65,150,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Fire

311- General Capital Improvement Fund

Type 6 Fire Truck

Project Description:

Project # c212403

Acquisition of a Type 6 Fire Truck, which is specially designed for wildland suppression and is smaller and more maneuverable than engines in the current fleet. This will allow access to areas within the City's wildland urban interface that would otherwise be inaccessible with the larger engines. A Type 6 Fire Engine will also aid in vegetation management activities within the City by providing transportation, tools and on-site fire suppression capabilities. Additional equipment is being requested to fully outfit the truck: hoses, SCBAs, hand tools, power tools, and radios. In addition, the funds would also be used to purchase a cache of hand tools, power tools, and wildland gear to grow the City's vegetation management capabilities.

Project Benefit:

The addition of a Type 6 Fire Engine to the City of Santa Cruz Fire Department's apparatus fleet will greatly enhance the ability to respond and mitigate wildland fires in the City, adjoining agencies, and for Statewide mutual aid requests.

Project Location:

Citywide



Operating Budget Impact:

This project is fully grant funded with no City match required. Once delivered, ongoing maintenance and fuel will come out of the Fire Department's operating budget.

Project Schedule:

Completion expected in FY 2025.

Project Contact Email:

tshields@santacruzca.gov

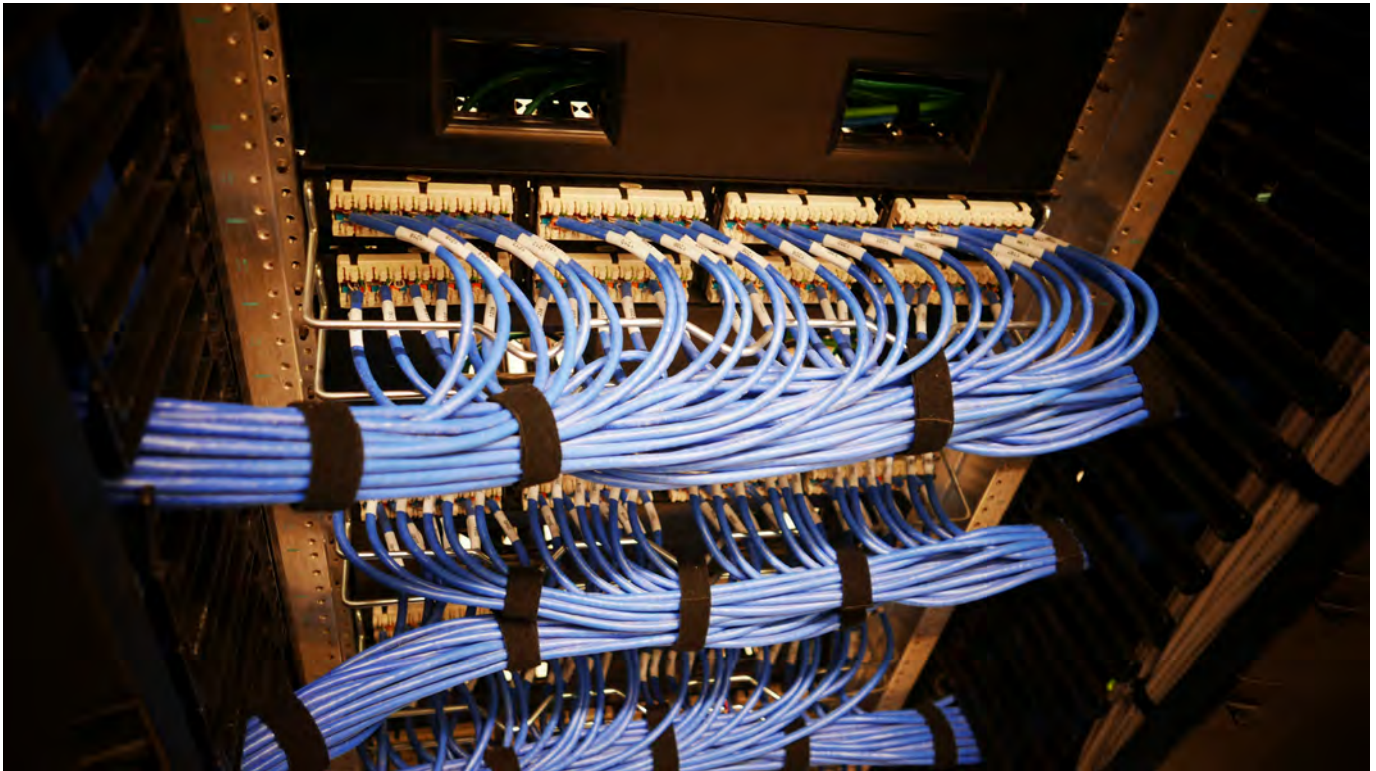
	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-21-32-2203-57402									
Project Cost Estimates:	-	400,000	-	400,000	-	-	-	-	400,000
Funding Estimates:									
Federal capital grants	400,000	-	400,000	400,000	-	-	-	-	400,000
Net Project Cost:	(400,000)	400,000	(400,000)	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Information Technology Projects

341- Information Technology

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c152301	City ERP Replacement	295	185,074	1,419,200	1,419,200	1,027,726	-	-	3,866,126
c152002	Information Technology Applications	296	911,996	475,000	350,000	350,000	250,000	250,000	1,675,000
c152001	Information Technology Infrastructure	297	1,403,989	340,000	200,000	200,000	200,000	200,000	1,140,000
Total Project Cost Estimate: by Fund			2,501,059	2,234,200	1,969,200	1,577,726	450,000	450,000	6,681,126
Total Project Cost Estimate: by Department			2,501,059	2,234,200	1,969,200	1,577,726	450,000	450,000	6,681,126



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Information Technology

341- Information Technology

City ERP Replacement

Project Description:

Project # c152301

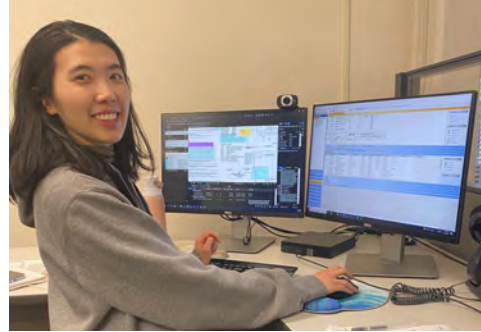
Replace the City's Enterprise Resource Planning (ERP) system, which is nearing its end-of-life.

Project Benefit:

Software and Implementation Services for an Enterprise Resource Planning (ERP), and Utility Billing (UB) Software Systems Environment

Project Location:

Citywide



Operating Budget Impact:

This project is primarily funded by the General Fund, with partial funding from the Water Enterprise Fund.

Project Schedule:

September 2023- February 2027

Project Contact Email:

kmorgan@santacruzca.gov, chandley@santacruzca.gov

	Prior Year	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 341-15-10-9910-57901									
Project Cost Estimates:	-	4,000,000	185,074	1,419,200	1,419,200	1,027,726	-	-	3,866,126
Funding Estimates:									
From General Fund	-	2,000,000	2,000,000	2,000,000	-	-	-	-	2,000,000
From Water Fund	-	25,600	25,600	25,600	-	-	-	-	25,600
Net Project Cost:	-	1,974,400	(1,840,526)	(606,400)	1,419,200	1,027,726	-	-	1,840,526

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Information Technology

341- Information Technology

Information Technology Applications

Project Description:

Project # c152002

Improve, upgrade, enhance, and/or implement citywide applications.

Project Benefit:

Supports a thriving organization and continuously improves City business processes and applications to best serve City employees and the community.

Project Location:

Citywide



Operating Budget Impact:

N/A

Project Schedule:

Continuous

Project Contact Email:

helpdesk@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 341-15-10-9910-57990									
Project Cost Estimates:	413,863	1,230,137	498,133	475,000	350,000	350,000	250,000	250,000	1,675,000
Funding Estimates:									
From Water Fund	52,726	156,719	156,719	60,515	44,590	44,590	31,850	31,850	213,395
From Refuse Fund	16,795	49,919	49,919	19,276	14,203	14,203	10,145	10,145	67,972
From Storm Water Fund	6,138	18,250	18,250	7,044	5,191	5,191	3,708	3,708	24,841
From Wastewater Fund	29,070	86,404	86,404	33,364	24,584	24,584	17,560	17,560	117,652
From Parking Fund	15,168	45,085	45,085	17,409	12,828	12,828	9,163	9,162	61,388
From General Fund	296,967	873,763	873,763	337,393	248,605	248,605	177,575	177,575	1,189,753
Net Project Cost:	(3,000)	(4)	(732,008)	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Information Technology

341- Information Technology

Information Technology Infrastructure

Project Description:

Improve, upgrade, enhance, and/or implement Citywide technology infrastructure.

Project # c152001

Project Benefit:

Modernize and secure critical technology infrastructure to best serve City employees and the community.

Project Location:

All City facilities



Operating Budget Impact:

N/A

Project Schedule:

Continuous

Project Contact Email:

helpdesk@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 341-15-10-9910-57990									
Project Cost Estimates:	996,796	898,073	407,193	340,000	200,000	200,000	200,000	200,000	1,140,000
Funding Estimates:									
From General Fund	707,975	637,950	637,950	241,502	142,060	142,060	142,060	142,060	809,742
From Water Fund	127,055	114,350	114,350	43,316	25,480	25,480	25,480	25,480	145,236
From Wastewater Fund	70,010	63,086	63,086	23,882	14,048	14,048	14,048	14,048	80,075
From Refuse Fund	40,447	36,446	36,446	13,797	8,116	8,116	8,116	8,116	46,261
From Parking Fund	36,529	32,917	32,917	12,461	7,330	7,330	7,330	7,330	41,781
From Storm Water Fund	14,781	13,319	13,319	5,042	2,966	2,966	2,966	2,966	16,906
Net Project Cost:	-	4	(490,876)	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025 - 2029

Measure S Projects

316- CIP - Santa Cruz Library

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c351803	Downtown Branch Measure S		207,245	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			207,245	-	-	-	-	-	-
Total Project Cost Estimate: by Department			3,034,922	-	-	-	-	-	-



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Parks and Recreation Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c302201	Agora Surfacing Improvements		-	-	-	268,500	-	-	268,500
c301913	Beach Street Restrooms		1,085,002	-	-	-	-	-	-
c302205	Civic Sound System Upgrade		-	-	62,000	-	-	-	62,000
c302511	Civic Water Main Replacement	303	-	-	-	-	-	-	-
c302207	Cowell Beach Restroom and Storage Area		-	-	-	-	1,200,000	-	1,200,000
c302311	DeLaveaga Disc Golf Course "Pay to Play": Welcome Area and Course Safety Improvements		-	-	75,000	-	-	-	75,000
c301801	DeLaveaga Golf Course Building Remodel		835,426	-	-	-	-	-	-
c302209	DeLaveaga Park Ballfield Lighting and Score Booth Upgrades		-	-	-	354,000	-	-	354,000
c302210	DeLaveaga Park Ballfield Retaining Walls		-	-	100,000	-	-	-	100,000
c302419	DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff		175,000	-	125,000	-	-	-	125,000
c302508	Demolish Pogonip Clubhouse	304	-	-	300,000	-	-	-	300,000
c302237	Depot Bike Park - Phase II of Bike Park Renovation		-	-	-	-	200,000	-	-
c302305	Depot Freight Building Facility Improvements		-	-	-	-	-	-	-
c302506	Depot Park- Landscaping and Fencing Repairs	305	-	80,000	-	-	-	-	80,000
c302701	Depot Park-Playground Expansion and Enhancement		-	-	-	90,000	-	-	90,000
c302601	Depot Park-Synthetic Field Replacement		-	-	-	1,000,000	-	-	1,000,000
c302312	Downtown Recovery-Phase I-IV	306	141,525	-	-	-	-	-	-
c302213	Driving Range Outdoor Safety Improvement		69,500	-	-	-	-	-	-
c302214	Driving Range Roof & Bldg Improvements		21,730	-	-	-	-	-	-
c302301	Facilities Condition Assessment		150,000	-	-	-	-	-	-
c302216	Frederick Street Park Picnic Area		-	-	285,000	-	-	-	285,000
c302502	Frederick Street Park Stairs Replacement		-	-	60,000	-	-	-	60,000
c302217	Garfield Park Playground		223,455	-	-	-	-	-	-
c302235	Garfield Park Renovation		186,848	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Parks and Recreation Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c302509	Golf Course Parking Lot Lighting Updates	307	-	45,000	-	-	-	-	45,000
c302307	Grant Park - Basketball Court Renovation		20,900	-	-	-	-	-	-
c302503	Grant Park Playground Renovation	308	-	310,000	-	-	-	-	310,000
c302120	Harvey West Clubhouse Access		-	-	-	-	48,000	-	48,000
c302220	Harvey West Park Ballfield Improvements		-	-	-	170,000	-	-	170,000
c302507	Harvey West Park- Ballfield Sand and Irrigation	309	-	40,000	-	-	-	-	40,000
c302238	Harvey West Park Infrastructure Improvements		210,000	-	-	-	-	-	-
c302401	Harvey West Park-Clubhouse Picnic Area Fence		35,120	-	-	-	-	-	-
c302501	Harvey West Park-New Playground		-	-	-	-	95,000	-	95,000
c302402	Harvey West Park-Resurfacing Friendship Gardens and Upper Glen Group Picnic Areas		45,000	-	-	-	-	-	-
c302221	Harvey West Pool - Facility Improvements		-	-	430,000	-	-	-	430,000
c302313	HW Pool-Repairs and Upgrades		112,929	-	-	-	-	-	-
c302306	Infield Irrigation at DeLaveaga Park Ballfields		20,131	-	-	-	-	-	-
c302413	Lifeguard Headquarters Improvements and Fireboat and Water Rescue Craft Landing		-	-	400,000	-	-	-	400,000
c302407	Lighthouse Ave Park Fencing		25,000	-	-	-	-	-	-
c302602	Lighthouse Ave Park Playground Renovation		-	-	-	85,000	-	-	85,000
c302241	LNCC - Senior Studio Improvements		50,000	-	-	-	-	-	-
c302423	Median Improvement Pilot Program		50,000	-	-	-	-	-	-
c302236	Ocean View Park Redesign		-	-	-	-	-	-	-
c302239	Open Space Trail Wayfinding		-	-	40,000	-	-	-	40,000
c302422	Parks & Rec - Civic Auditorium ADA Project		322,432	-	-	-	-	-	-
c302420	Parks Facilities Security Improvements		143,000	-	110,000	-	-	-	110,000
c302314	Parks Operations Maintenance Yard - Building Safety Improvements		87,637	-	-	-	-	-	-
c302603	Poets Park Playground Renovation		-	-	125,000	-	-	-	125,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Parks and Recreation Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c302514	Rebuild Golf Course Dr. for Fire Access to Pogonip		-	-	500,000	-	-	-	500,000
c302421	Redesign Harvey West Park		202,250	-	-	-	-	-	-
c302515	Repair the Surf Museum Cupola		-	-	-	-	-	-	-
c302504	Riverside Gardens Park Lighting	310	-	15,000	-	-	-	-	15,000
c302405	Riverside Gardens Park Pathway		60,000	-	-	-	-	-	-
c301907	San Lorenzo Park Redesign		140,200	-	-	-	-	-	-
c302225	Sand Trap Renovations		-	-	150,000	-	-	-	150,000
c302101	Senior Center Rehab		210,000	-	140,000	100,000	-	-	240,000
c302513	Sgt. Derby Entrance Improvements	311	-	40,000	-	-	-	-	40,000
c302226	Sgt. Derby Park Irrigation Renovation		-	-	-	40,000	-	-	40,000
c302404	Sgt. Derby Park Playground Renovation		185,000	-	-	-	-	-	-
c301909	Sgt. Derby Racquet Courts		55,000	-	-	-	-	-	-
c302604	Standardization of Trash and Recycling Cans and Park Benches		-	-	450,000	-	-	-	450,000
c302510	Storm Damage Repairs at End of Wharf	312	-	500,000	-	-	-	-	500,000
c302512	Studies, Designs, and Construction Drawings for Park Projects	313	-	100,000	-	-	-	-	100,000
c301908	Trails Study		-	-	-	-	-	40,000	40,000
c302505	Trescony Park Playground Renovation		-	-	210,000	-	-	-	210,000
c302309	Tyrrell Park - Pathway, Stage Area and Pedestrian Safety Improvements		56,800	-	-	-	-	-	-
c302308	University Terrace Park - Basketball Court and Tennis Court Renovation		68,850	-	-	-	-	-	-
c302406	Walkway Improvements in Neighborhood Parks		37,376	-	-	-	-	-	-
c302403	Water Conservation & Irrigation System Improvements		150,000	-	200,000	-	-	-	200,000
c302408	West Cliff Design & Improvement Standards		120,000	-	-	-	-	-	-
c302227	Wharf - East Parking Lot Paving Project		-	-	-	1,700,000	-	-	1,700,000
c302233	Wharf - Parking and Road Improvements		-	-	3,300,000	-	-	-	3,300,000
c302234	Wharf Commons Overhead Walkway Repair & Resurface		-	-	225,000	-	-	-	225,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Parks and Recreation Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c302228	Wharf Commons Surfacing Improvements		-	-	-	-	396,000	-	396,000
c302229	Wharf Equipment & Maintenance Shed		-	-	50,000	200,000	-	-	250,000
c302232	Wharf Headquarters Flooring Replacement		-	-	20,000	-	-	-	20,000
c302003	Wharf Railing Improvements		99,817	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			5,395,927	1,130,000	7,357,000	4,007,500	1,939,000	40,000	14,273,501
Total Project Cost Estimate: by Department			5,395,927	1,130,000	7,357,000	4,007,500	1,939,000	40,000	14,273,501



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Civic Water Main Replacement

Project Description:

Replace the primary water main at the Civic Auditorium, which is currently failing.

Project # c302511

Project Benefit:

The project implements HiAP goals for health and wellness, community connectedness, and economic security as well as addresses deferred maintenance.

Project Location:

Civic Auditorium



Operating Budget Impact:

Reduce risk of total failure and associated water losses.

Project Schedule:

FY2025-FY2026

Project Contact Email:

dgullo@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 311-30-42-9210-57203									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

In FY 2025, this project will receive a funding and expenditure budget of \$65,000 after the reprogramming of funds from past General Fund Capital Investment Program projects that are complete, put on hold, and/or demoted in priority.

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Demolish Pogonip Clubhouse

Project Description:

Project # c302508

Perform any necessary studies and demolish the Pogonip Clubhouse and related infrastructure. The building is presently red-tagged and is a safety hazard.

Project Benefit:

The project implements the Parks Master Plan 2030 goal to maintain a safe, clean, and comfortable environment for all park users.

Project Location:

Pogonip Open Space



Image via Flickr by mBeth.

Operating Budget Impact:

Would reduce safety and fire risks associated with the current structure. Long-term operating costs associated with fencing and alarming the structure would cease.

Project Schedule:

FY2025-FY2027

Project Contact Email:

ndowning@santacruzca.gov

Image via Flickr by mBeth.

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	-	300,000	-	-	-	300,000
Funding Estimates:									
From General Fund	-	-	-	-	300,000	-	-	-	300,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

In FY 2025, this project will receive a funding and expenditure budget of \$100,000 after the reprogramming of funds from past General Fund Capital Investment Program projects that are complete, put on hold, and/or demoted in priority.

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Depot Park- Landscaping and Fencing Repairs

Project Description:

Project # c302506

Renovate bioswales, install a new domestic water line to the Freight Building, repair existing fencing around Scott Kennedy Fields, and other minor improvements.

Project Benefit:

The project implements HiAPs for health and wellness, community connectedness, healthy environments, as well as addresses deferred maintenance. The improvements also implement the Parks Master Plan 2030 goal to provide attractive and sustainably maintained parks and facilities.

Project Location:

Depot Park



Operating Budget Impact:

Reduce water leakage and improve stormwater management

Project Schedule:

FY2025-FY2026

Project Contact Email:

sgomez@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated							
	Totals	Budget	Actuals	Adopted						
Account # 311-30-41-9110-57312										
Project Cost Estimates:	-	-	-	80,000	-	-	-	-	-	80,000
Funding Estimates:										
From Park and Recreation	-	-	-	80,000	-	-	-	-	-	80,000
Tax										
Net Project Cost:	-	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Downtown Recovery-Phase I-IV

Project Description:

Project # c302312

Begin implementation of Downtown design standards to key amenities, such as plantings, bike racks, trash cans, benches, and aspects of the hardscaping (curbs and parking meters).

Project Benefit:

The project implements HiAPs for health and wellness, economic security, and community connectedness, as well as addresses deferred maintenance and beautification.

Project Location:

Downtown - Pacific Avenue



Operating Budget Impact:

Same amount of operational impact to pressure wash, clean, and service.

Project Schedule:

FY2023-FY2025

Project Contact Email:

tbeck@santacruzca.gov

	Prior	Fiscal Year 2024								
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total	
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029	
Account # 311-30-41-9110-57312										
Project Cost Estimates:	-	380,000	141,525	-	-	-	-	-	-	-
Funding Estimates:										
From GF CIP Reserve	-	380,000	141,525	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-	-

In FY 2025, this project will receive a funding and expenditure budget of \$90,000 after the reprogramming of funds from past General Fund Capital Investment Program projects that are complete, put on hold, and/or demoted in priority.

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Golf Course Parking Lot Lighting Upgrades

Project Description:

Replace deteriorating parking lot poles and lighting at the DeLaveaga Golf Course.

Project # c302509

Project Benefit:

The project implements a HiAP for health and wellness, improves lighting efficiency and addresses deferred maintenance.

Project Location:

DeLaveaga Golf Course



Operating Budget Impact:

Improved lighting efficiencies may deliver some cost savings

Project Schedule:

FY2025-FY2026

Project Contact Email:

mhicks@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated							
	Totals	Budget	Actuals	Adopted						
Account # 311-30-45-9110-57312										
Project Cost Estimates:	-	-	-	45,000	-	-	-	-	-	45,000
Funding Estimates:										
From Park and Recreation Tax	-	-	-	45,000	-	-	-	-	-	45,000
Net Project Cost:	-	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Grant Park Playground Renovation

Project Description:

Demolish and rebuild playground with new features.

Project # c302503

Project Benefit:

The project implements HiAP goals for health and wellness, community connectedness, and equity, as well as addresses deferred maintenance and safety. The project implements Parks Master Plan 2030 goals and policies related to creating unique and interesting play structures, distributing them throughout the City, and ensuring they are safe and accessible.

Project Location:

Grant Park



Operating Budget Impact:

Reduced costs for failing components, less materials costs for fibar replacements.

Project Schedule:

FY2025-FY2026

Project Contact Email:

mgodsy@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	310,000	-	-	-	-	310,000
Funding Estimates:									
From Parks and Rec	-	-	-	310,000	-	-	-	-	310,000
Facilities Tax Fund									
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Harvey West Park- Ballfield Sand and Irrigation

Project Description:

Project # c302507

Update and improve ballfields with new sand and irrigation adjustments while improving field water conservation.

Project Benefit:

The project implements HiAPs for health and wellness and community connectedness, as well as addresses deferred maintenance. The improvements also implement a Parks Master Plan 2030 recommendation to continue to upgrade the ballfields given the age, extensive use, and continual wear and tear.

Project Location:

Harvey West Park



Operating Budget Impact:

Potential to reduce overall water use

Project Schedule:

FY2025-FY2026

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	40,000	-	-	-	-	40,000
Funding Estimates:									
From Park and Recreation	-	-	-	40,000	-	-	-	-	40,000
Tax									
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Riverside Gardens Park Lighting

Project Description:

Replace failing sections of pathway.

Project # c302504

Project Benefit:

The project implements an HiAP for a safe and just community as well as a Parks Master Plan policy action to increase safety through defensible space treatments to deter illegal behaviors.

Project Location:

Riverside Gardens Park



Operating Budget Impact:

N/A

Project Schedule:

FY2025-FY2026

Project Contact Email:

mgodsy@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	15,000	-	-	-	-	15,000
Funding Estimates:									
From Parks and Rec	-	-	-	15,000	-	-	-	-	15,000
Facilities Tax Fund									
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Sgt. Derby Entrance Improvements

Project Description:

Improve entrances at Sgt. Derby Park.

Project # c302513

Project Benefit:

The project implements HiAPs for health and wellness and community connectedness as well as addresses deferred maintenance. The improvements also implement Parks Master Plan 2030 recommendations for Sgt. Derby Park to improve the entrances as well as access from Swift Street.

Project Location:

Sgt. Derby Park



Operating Budget Impact:

None.

Project Schedule:

FY2025-FY2026

Project Contact Email:

mgodsy@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	40,000	-	-	-	-	40,000
Funding Estimates:									
From Park and Recreation	-	-	-	40,000	-	-	-	-	40,000
Tax									
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Storm Damage Repairs at End of Wharf

Project Description:

Project # c302510

Supplemental funding beyond insurance and disaster relief funding for the storm damage to the end of the Wharf.

Project Benefit:

The project implements HiAP goals for community connectedness and economic security, and addresses deferred maintenance and safety.

Project Location:

Santa Cruz Wharf



Operating Budget Impact:

0

Project Schedule:

FY2025-FY2026

Project Contact Email:

bhoberg@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	500,000	-	-	-	-	500,000
Funding Estimates:									
From General Fund	-	-	-	-	-	-	-	-	-
From Liability Insurance Fund	-	-	-	500,000	-	-	-	-	500,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Parks and Recreation

311- General Capital Improvement Fund

Studies, Designs, and Construction Drawings for Park Projects

Project Description:

Project # c302512

Consulting services to perform studies, designs, and construction drawings for the preparation and/or implementation of park projects. This funding is necessary to prepare smaller projects for implementation and/or initiate plans for larger projects in preparation for future CIP budgeting.

Project Benefit:

This project implements HiAPs for health and wellness and community connectedness, as well as addresses deferred maintenance.

Project Location:

City Parks



Operating Budget Impact:

N/A

Project Schedule:

FY2025-FY2027

Project Contact Email:

ndowning@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated							
	Totals	Budget	Actuals	Adopted						
Account # 311-30-41-9110-57312										
Project Cost Estimates:	-	-	-	100,000	-	-	-	-	-	100,000
Funding Estimates:										
From Park and Recreation	-	-	-	100,000	-	-	-	-	-	100,000
Tax										
Net Project Cost:	-	-	-	-	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

221- Gas Tax Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c402216	Advance Dilemma Zone Detection and Retroreflective Signal Back Plate Upgrades		250,285	-	-	-	-	-	-
c401905	Bay - West Cliff Intersection Improvements		-	-	375,000	-	-	-	375,000
c402209	Bay and California Intersection Improvements	315	-	100,000	1,000,000	-	-	-	1,100,000
c402304	Bay Drive Protected Bike Lanes and Pedestrian Path	316	620,000	4,530,000	-	-	-	-	4,530,000
c401103	Bay/High Intersection Improvements		61,890	-	-	-	-	3,300,000	3,300,000
c401303	Beach/Cliff Traffic Signal		4,013	-	-	-	-	1,000,000	1,000,000
c402211	Branciforte Drive Retaining Wall Project		67,000	-	-	600,000	-	-	600,000
m401302	Bridge Maintenance	317	181,159	20,000	-	-	-	-	20,000
c402303	Calcita Drive Retaining Wall Project		-	-	50,000	-	-	-	50,000
c401602	Citywide Traffic Signal Controller Upgrade		1,417,243	-	300,000	-	300,000	-	600,000
c401904	Delaware-Swift Intersection Improvements		-	-	-	-	-	500,000	500,000
c401903	Downtown Intersection Improvements		189,905	-	-	-	-	-	-
c402001	Mission Street Improvement Plan		-	-	-	250,000	-	-	250,000
c409321	Murray Street Bridge Seismic Retrofit and Barrier Rail	318	11,882,846	19,600,000	16,900,000	22,600,000	-	-	59,100,000
c401410	Ocean/Water Intersection Improvements		742,847	-	-	-	-	-	-
c402210	Ocean-Plymouth Multi-modal Transportation Improvements		-	-	-	-	-	200,000	200,000
c401105	Riverside/Second Street Improvements		75,296	-	-	-	-	-	-
c401003	Soquel/at Frederick Minor Widening		16,178	-	-	100,000	-	-	100,000
c401402	State Route 1 Bridge Replacement		136,791	-	-	-	-	-	-
c400805	State Route 1/9 Intersection Improvements		14,199,699	-	-	-	-	-	-
c402215	Unsignalized Crossing Improvement Project		251,980	-	-	-	-	-	-
m400819	West Cliff Drive Multi-use Maintenance	319	369,768	200,000	-	-	-	-	200,000
Total Project Cost Estimate: by Fund			30,466,900	24,450,000	18,625,000	23,550,000	300,000	5,000,000	71,925,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

221- Gas Tax Fund

Bay and California Intersection Improvements

Project Description:

Project # c402209

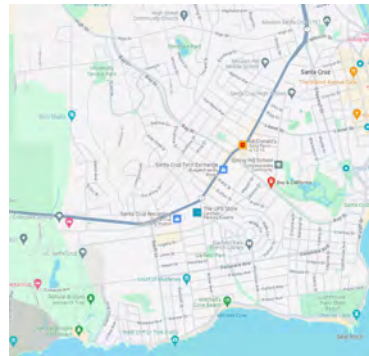
The Bay Corridor is envisioned as a complete street that connects West Cliff Drive to the University of California Santa Cruz. Within the project area, this connects existing multiuse paths, parks and open space, Bay View Elementary School, affordable senior housing, multifamily housing, and high frequency transit lines. This project will be completed in phases in coordination with Caltrans CAPM Project on Mission Street and Citywide Paving Projects. Intersection improvements at West Cliff, California, and High will be completed as separate CIP projects.

Project Benefit:

Improved traffic safety connecting West Cliff Drive to UCSC.

Project Location:

Bay Corridor



Operating Budget Impact:

Project is fully funded by TIF and grants.

Project Schedule:

FY 2025-2026

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 221-40-64-9320-57306									
Project Cost Estimates:	-	-	-	100,000	1,000,000	-	-	-	1,100,000
Funding Estimates:									
From Traffic Impact - Citywide	-	-	-	100,000	-	-	-	-	100,000
Local grant - MBUAPCD	-	-	-	-	250,000	-	-	-	250,000
Fed grants - STIP	-	-	-	-	750,000	-	-	-	750,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

221- Gas Tax Fund

Bay Drive Protected Bike Lanes and Pedestrian Path

Project Description:

Project # c402304

Improve bike and pedestrian safety on Bay Drive between Escalona Drive and Nobel Drive/Iowa Drive. Southbound improvements to include a lane reduction to one travel lane to accommodate a protected bike lane. Northbound improvements include a lane reduction to one travel lane to accommodate a protected bike lane and two-way pedestrian path.

Project Benefit:

Improves multimodal safety, accessibility, and mobility.

Project Location:

Bay Corridor between High Street and West Cliff Drive



Operating Budget Impact:

Maintenance included in Streets operating budget.

Project Schedule:

FY2024-FY2025: contingent on grant approval

Project Contact Email:

rvaldes@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 221-40-64-9330-57307									
Project Cost Estimates:	-	700,000	620,000	4,530,000	-	-	-	-	4,530,000
Funding Estimates:									
From 2016 Trnsp Measure D-City	-	100,000	-	50,000	-	-	-	-	50,000
State grants - TDA	-	600,000	20,000	230,000	-	-	-	-	230,000
State Grants-AHSC	-	-	600,000	3,800,000	-	-	-	-	3,800,000
State grants-RSTPX Funds	-	-	-	399,000	-	-	-	-	399,000
Net Project Cost:	-	-	-	51,000	-	-	-	-	51,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

221- Gas Tax Fund

Bridge Maintenance

Project Description:

Project # m401302

Repair of identified maintenance deficiencies such as damaged deck joints, concrete spalling and rust on several local bridges. Repairs have been identified through regular inspections by Caltrans Structures staff. Contingent on availability of state or federal grant funding.

Project Benefit:

Extend the useful life of City bridges

Project Location:

Citywide



Operating Budget Impact:

Included in project budget

Project Schedule:

Ongoing and contingent on grant approval

Project Contact Email:

jspangrud@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 221-40-64-9370-57310									
Project Cost Estimates:	1,159	200,000	180,000	20,000	-	-	-	-	20,000
Funding Estimates:									
Federal capital grants-HBRR	-	180,000	160,000	-	-	-	-	-	-
Net Project Cost:	1,159	20,000	20,000	20,000	-	-	-	-	20,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

221- Gas Tax Fund

Murray Street Bridge Seismic Retrofit

Project Description:

Project # c409321

Seismic retrofit of existing bridge over the Harbor. The project concept has been approved by Council in the past and includes new railings, wider bike lanes and sidewalk, and street lighting. The relocation of harbor facilities and boat docks are required during construction, as well as one-way traffic control on the bridge. Environmental review was completed, allowing the design and right-of-way process to proceed and is currently underway. Federal grant funds have been approved and the project is eligible for State Proposition 1B funds in lieu of a large local match. Construction has been delayed to address County Sanitation District changes to the force main under the harbor, and is also contingent on right-of-way approval and utility relocation. The budget will be increased as federal funds are appropriated.

Project Benefit:

Improves seismic stability of the bridge and provides improved bike and pedestrian facilities and more resilient utilities

Project Location:

Murray Street over the Santa Cruz Harbor



Operating Budget Impact:

Included in Street Maintenance operating budget.

Project Schedule:

FY 2025-2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 221-40-62-9370-57310									
Project Cost Estimates:	11,632,846	32,759,670	250,000	19,600,000	16,900,000	22,600,000	-	-	59,100,000
Funding Estimates:									
State capital grants	212,764	-	-	600,000	-	-	-	-	600,000
Federal capital grants	8,961,759	21,176,107	371,436	-	-	-	-	-	-
Local capital grants	310,000	-	-	-	-	-	-	-	-
Federal capital grants-HBRR	-	10,000,000	-	17,000,000	15,000,000	20,000,000	-	-	52,000,000
Net Project Cost:	2,148,323	1,583,563	(121,436)	2,000,000	1,900,000	2,600,000	-	-	6,500,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

221- Gas Tax Fund

West Cliff Drive Multi-Use Path Pavement Rehabilitation

Project Description:

Project # m400819

This project will address some of the deferred maintenance of the path surface with patching, edge repair and slurry paving of the multi use path. The first phase from Bay to Lighthouse Field was completed in FY 2012 and the second phase from Lighthouse to John Street was completed in FY 2015. The third phase is being developed for construction in FY 2024 following the storm damage repair near Chico Ave.

Project Benefit:

Improve path pavement condition and widen path in certain locations.

Project Location:

West Cliff Drive from David Way to Swanton Blvd.



Operating Budget Impact:

Included in project

Project Schedule:

FY 2025

Project Contact Email:

mlizarraga@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 221-40-64-9330-57304									
Project Cost Estimates:	369,768	397,744	-	200,000	-	-	-	-	200,000
Funding Estimates:									
State grants - TDA	306,289	199,863	-	-	-	-	-	-	-
From General Fund	35,726	-	-	-	-	-	-	-	-
Capital contributions-developers	100,000	-	-	-	-	-	-	-	-
Net Project Cost:	(72,247)	197,881	-	200,000	-	-	-	-	200,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

235- Clean Rivers & Beaches Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c401614	Cowell Beach Water Quality Project	321	215,698	60,000	60,000	60,000	60,000	60,000	300,000
c402508	Recreational Vehicle Sanitary Disposal Station	322	-	170,000	-	-	-	-	170,000
c401701	Storm Water Trash Capture Program	323	86,505	50,000	50,000	50,000	50,000	50,000	250,000
Total Project Cost Estimate: by Fund			302,203	280,000	110,000	110,000	110,000	110,000	720,000



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

235- Clean Rivers & Beaches Fund

Cowell Beach Water Quality Project

Project Description:

Project # c401614

Project includes the following tasks, some of which are complete: 1) Installed screening under the wharf on and near shore to prevent pigeons from roosting near the Cowells beach hotspot; 2) Convened a panel of outside experts to review the City's current testing regime and provide advice on future testing; 3) Continue Microbial Source Tracking testing; and 4) Provide funding to the Cowell Beach Working Group.

Project Benefit:

Improve Cowell Beach water quality for the public.

Project Location:

Cowell Beach



Operating Budget Impact:

Maintenance is included in the project.


Project Schedule:

Ongoing

Project Contact Email:

ababatola@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						



Account # 235-40-60-9235-57311									
Project Cost Estimates:	155,698	129,302	60,000	60,000	60,000	60,000	60,000	60,000	300,000
Funding Estimates:									
From Wastewater Fund	40,000	-	-	-	-	-	-	-	-
From General Fund	25,000	-	-	-	-	-	-	-	-
From City Public Trust Fund	25,000	-	-	-	-	-	-	-	-
Net Project Cost:	65,698	129,302	60,000	60,000	60,000	60,000	60,000	60,000	300,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

235- Clean Rivers & Beaches Fund

Recreational Vehicle Sanitary Disposal Station

Project Description:

Project # c402508

This project will construct a recreational vehicle (RV) sanitary disposal station so wastewater from RVs can be safely emptied into the City's sanitary sewer system.

Project Benefit:

The dump station project will provide a readily-accessible location where people can safely dispose of RV wastewater with the goal of reducing the number of illicit RV dumping incidents, which discharge wastewater into the City's storm drain system and waterways. The project will also reduce bacteria contamination to the City's main water source, the San Lorenzo River. The dump station will be offered as a free public service provided by the City of Santa Cruz. The project would benefit disadvantaged community members and those experiencing homelessness by reducing barriers of proper disposal of RV waste.

Project Location:

To be determined



Operating Budget Impact:

\$85,000 grant match required

Project Schedule:

FY 2024-2025

Project Contact Email:

edhakni@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 235-40-60-9235-57311									
Project Cost Estimates:	-	-	-	170,000	-	-	-	-	170,000
Funding Estimates:									
State capital grants-Dept of WT Resources	-	-	-	85,000	-	-	-	-	85,000
Net Project Cost:	-	-	-	85,000	-	-	-	-	85,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

235- Clean Rivers & Beaches Fund

Stormwater Trash Capture Program

Project Description:

Project # c401701

The State Water Resources Control Board adopted an amendment to the Storm Water Quality Control (SWQC) Permit requiring the City to "capture all trash." The permit amendment requires the City to implement a program within 10 years. The funding will assist in developing the program and initial implementation.

Project Benefit:

Improves water quality and trash entering the environment and complies with state Water Resources Board Storm Water Quality permit

Project Location:

Citywide



Operating Budget Impact:

Maintenance is included the project

Project Schedule:

Ongoing

Project Contact Email:

edhakni@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated							
	Totals	Budget	Actuals	Adopted						
Account # 235-40-60-9235-57311										
Project Cost Estimates:	86,505	503,495	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Net Project Cost:	86,505	503,495	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c402408	Active Transportation Plan Update		65,000	-	-	-	-	-	-
c401507	Bay Drive Storm Damage Repair	326	358,778	20,000	20,000	-	-	-	40,000
c402403	Broadway Complete Streets		-	-	-	-	-	700,000	700,000
c401610	Catch Basin Replacement Program		365,160	-	100,000	100,000	100,000	100,000	400,000
c401709	CMP Storm Drain Pipe Replacement	327	638,231	100,000	100,000	100,000	100,000	100,000	500,000
c401802	Curtis Street Storm Drain Phase II		-	-	-	180,000	650,000	-	830,000
c402302	Escalona Avenue Storm Drain Pipe replacement		14,000	-	-	-	-	-	-
c402506	Laurel Street Sidewalk		-	-	1,070,300	-	-	-	1,070,300
c401806	Market Street Sidewalk and Bike Lane		-	-	-	-	6,500,000	-	6,500,000
c401413	MB Sanctuary Scenic Trail (Rail Trail) Segment 7		23,806,506	-	-	-	-	-	-
c401804	MB Sanctuary Scenic Trail (Rail Trail) Segments 8 & 9	328	5,010,904	1,870,000	30,801,000	18,952,000	6,274,000	-	57,897,000
c401004	Mission Street Hill Utility Undergrounding	329	96,506	200,000	1,150,000	-	-	-	1,350,000
c402507	Pacific Beach Roundabout Enhancements	330	-	500,000	-	-	-	-	500,000
c402514	Paving Box & Tack Tank Purchase	331	-	275,000	-	-	-	-	275,000
c401208	Riverside Avenue Improvements Phase II		638,293	-	-	-	-	-	-
c402509	Riverwalk Rehab Bike/Ped Scale Lighting		-	-	194,900	-	-	-	194,900
c409452	Sidewalk/Access Ramp		50,000	-	-	-	-	-	-
c402801	Soquel/Pine Storm Drain		-	-	-	-	300,000	1,000,000	1,300,000
c212309	Station #3 Sewer Line Clean Out		45,000	-	-	-	-	-	-
c401805	Swanton Blvd Multi-Use Trail Connector	332	10,000	155,000	2,803,000	-	-	-	2,958,000
c402404	Traffic Calming Pilot Program (Annual)		75,000	-	250,000	250,000	250,000	250,000	1,000,000
c402405	Trevethan Storm Drain-Phase 2		-	-	600,000	-	-	-	600,000
c402407	West Cliff Dr. Bethany Curve Culvert		13,968,000	-	-	-	-	-	-
c401501	West Cliff Drive Stabilization	333	9,628,021	4,416,200	-	-	-	-	4,416,200
c402305	West Cliff Resiliency and Accessibility	334	267,479	150,000	-	-	-	-	150,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

311- General Capital Improvement Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
m401402	West Cliff Stair Repair		274,419	-	125,000	-	125,000	-	250,000
Total Project Cost Estimate: by Fund			55,311,297	7,686,200	37,214,200	19,582,000	14,299,000	2,150,000	80,931,400



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

Bay Drive Storm Damage Repair

Project Description:

Project # c401507

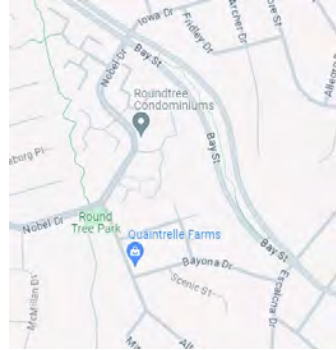
The slope between the median trail and the creek, on the west side and between Escalona and Nobel eroded in a past storms and continues to erode. Ongoing erosion will impact the road and the trail and staff has determined a repair is needed soon. Storm damage funding is not available, and costs have escalated. The project design is complete, and the project will be constructed this summer.

Project Benefit:

Repair of an erosion site to prevent impacts to the road and trail.

Project Location:

Bay Drive, between Escalona and Nobel



Operating Budget Impact:

This project is funded by Gas Tax.

Project Schedule:

FY 2024-2026

Project Contact Email:

rvaldes@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-62-9320-57306									
Project Cost Estimates:	338,778	36,222	20,000	20,000	20,000	-	-	-	40,000
Funding Estimates:									
From Gas Tax Fund	150,000	-	-	20,000	20,000	-	-	-	40,000
Net Project Cost:	188,778	36,222	20,000	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

CMP Storm Drain Pipe Replacement

Project Description:

Project # c401709

Corrugated Metal Pipe (CMP) storm drain pipe has a useful life of approximately 50 years. There are several of these storm drains citywide where the pipe has corroded and collapsed, necessitating replacement with plastic pipe which has a longer useful life. Engineering and Operations staff identify the highest priority locations.

Project Benefit:

Reduces flooding and damage to city and private infrastructure

Project Location:

Citywide



Operating Budget Impact:

Included in project

Project Schedule:

Ongoing

Project Contact Email:

kstewart@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 311-40-64-9340-57311									
Project Cost Estimates:	538,231	154,301	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Funding Estimates:									
From Gas Tax Fund	489,762	155,163	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Net Project Cost:	48,470	(862)	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

MB Sanctuary Scenic Trail (Rail Trail) Segments 8 & 9

Project Description:

Project # c401804

This ATP Cycle 3 project includes funding for the design and environmental review of the rail trail segments 8 & 9, between the Wharf Roundabout and 17th Avenue. The proposed 2.18 mile trail is within the City and County of Santa Cruz and will be a joint project for the purpose of this grant. A non-infrastructure component for safety, education and encouragement is included in the funding. The Land Trust of Santa Cruz County is providing the local match to this approved grant. Future Measure D funding is allocated to matching grants for construction. A grant has not been awarded for construction.

Project Benefit:

Increases bike and pedestrian connectivity, mobility, and safety. Reduces greenhouse gas emissions. Advances goals in the Health in All Policies, Active Transportation Plan, and Climate Action Plan.

Project Location:

Adjacent to rail line from the Wharf Roundabout to 17th Avenue



Operating Budget Impact:

Maintenance is included in the Bike/Ped operating budget and shared with SCCRTC and funded through Measure D. The County will maintain its own portion

Project Schedule:

FY2022-FY2027

Project Contact Email:

rvaldes@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-64-9330-57307									
Project Cost Estimates:	4,510,904	41,736,000	500,000	1,870,000	30,801,000	18,952,000	6,274,000	-	57,897,000
Funding Estimates:									
Federal capital grants-ATP	2,769,000	36,166,000	150,000	-	-	-	-	-	-
Local capital grant-SC County Land Trust	1,300,000	200,000	200,000	-	-	-	-	-	-
Local capital grants - SCCRTC Measure D	-	2,370,000	-	370,000	1,000,000	1,000,000	-	-	2,370,000
From 2016 Trnsp Measure D-City	-	1,500,000	150,000	-	4,150,000	1,852,000	1,650,000	-	7,652,000
Measure D-County	-	1,500,000	-	-	10,301,000	750,000	-	-	11,051,000
From Liability Insurance Fund	144,463	-	-	-	-	-	-	-	-
State capital grants - ATP	-	-	-	1,500,000	15,000,000	15,000,000	4,274,000	-	35,774,000
State capital grants-STIP	-	-	-	-	350,000	350,000	350,000	-	1,050,000
Net Project Cost:	297,441	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

Mission Street Hill Utility Undergrounding

Project Description:

Project # c401004

The undergrounding of overhead utilities on the City's portion of Mission Street, from Chestnut to Mission Plaza and within the Mission Hill Plaza area, has been approved by Council as the next Rule 20A district. A Rule 20A project is funded by PG&E from rate payer allocations and the City has borrowed funding from future allocations to fully fund the project. The local funding has been used to design the project in anticipation of partial reimbursement from Rule 20A funds. Local funds will be used to address easements and install decorative and regular streetlights when the utility poles with streetlights are removed.

Project Benefit:

Underground overhead utilities and address easements and install decorative and regular streetlights when the utility poles with streetlights are removed.

Project Location:

Mission Street between Chestnut and the Mission Plaza area.



Operating Budget Impact:

Rule 20A projects are funded by PG&E from rate payer allocations. Other local funding is provided by Gas Tax.

Project Schedule:

FY 2026

Project Contact Email:

jspangrud@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-64-9360-57390									
Project Cost Estimates:	96,506	-	-	200,000	1,150,000	-	-	-	1,350,000
Funding Estimates:									
Contributions - Other Agencies	-	-	-	-	-	-	-	-	-
Contributions - PG&E	-	-	-	200,000	1,000,000	-	-	-	1,200,000
From Gas Tax Fund	-	-	-	-	150,000	-	-	-	150,000
Local capital grants	-	-	-	-	-	-	-	-	-
Contributions - PG&E	-	-	-	-	-	-	-	-	-
Net Project Cost:	96,506	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

Pacific Beach Roundabout Enhancements

Project Description:

Modify the northeast quadrant of the roundabout to improve bike and pedestrian safety.

Project # c402507

Project Benefit:

Improved bike and pedestrian safety at the Wharf roundabout.

Project Location:

Pacific/Beach Streets Roundabout



Operating Budget Impact:

Funding from the Liability Fund and Traffic Impact Fund is needed to address safety concerns and to prevent accidents and claims against the City.

Project Schedule:

FY 2025-FY 2027

Project Contact Email:

cschneider@santacruzca.gov

	Prior Year	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 311-40-64-9320-57390									
Project Cost Estimates:	-	-	-	500,000	-	-	-	-	500,000
Funding Estimates:									
From Traffic Impact - Citywide	-	-	-	350,000	-	-	-	-	350,000
From Liability Insurance Fund	-	-	-	150,000	-	-	-	-	150,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

Paving Box & Tack Tank Purchase

Project Description:

Project # c402514

This project will involve the Street Maintenance division in Public Works conducting paving work for other City groups and developing an internal paving program. The purchase of a paving box and tack tank would improve the working conditions of Street Maintenance staff, as the equipment reduces the amount of manual raking, feathering and other repetitive movements needed to repave without larger equipment. Equipment will allow larger areas to be paved more efficiently than is currently possible with existing equipment. Use of this equipment will improve the quality of repairs made to City streets resulting in longer intervals between major paving rehabilitation projects.

Project Benefit:

Creating an internal paving program would result in the City investing back in itself for critical infrastructure maintenance.

Project Location:

Citywide



Operating Budget Impact:

Improved repair quality and longer intervals between paving projects will result in long-term cost savings.

Project Schedule:

FY 2025

Project Contact Email:

calberti@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year		Estimated							
	Totals	Budget	Actuals							
Account # 311-40-61-5579-57490										
Project Cost Estimates:	-	-	-	275,000	-	-	-	-	-	275,000
Funding Estimates:										
City Stabilization Reserve	-	-	-	275,000	-	-	-	-	-	275,000
Net Project Cost:	-	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

Swanton Blvd Multi-Use Trail Connector

Project Description:

Project # c401805

This project proposes a 10-12 foot wide multi-use trail along Swanton Blvd, from West Cliff to Delaware, and along Delaware to Natural Bridges Drive. Improved lighting, curb ramps, islands, signs and striping are proposed at the intersection. This project fills a missing gap between West Cliff Drive and Mission Street Extension, providing improved and safer access to many public, commercial and residential activity centers. This multi-use trail is adjacent to Natural Bridges State Park and State Parks is supportive of the project. A grant has not yet been approved.

Project Benefit:

Improves safety and mobility for people walking and biking to key community destinations. Increases safety and reduces GHG emissions at intersections. Implements goals in the Climate Action Plan, Health in All Policies, and Active Transportation Plan.

Project Location:

Swanton Boulevard between West Cliff Drive and Delaware; Delaware between Swanton Boulevard and Shaffer Road



Operating Budget Impact:

Increased maintenance costs of new facilities

Project Schedule:

FY2024-FY2026

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 311-40-64-9330-57307									
Project Cost Estimates:	-	2,968,000	10,000	155,000	2,803,000	-	-	-	2,958,000
Funding Estimates:									
From 2016 Trnsp Measure	-	-	-	-	-	-	-	-	-
D-City	-	-	-	-	-	-	-	-	-
State capital grants - ATP	-	-	10,000	155,000	2,803,000	-	-	-	2,958,000
Federal capital grants	-	2,968,000	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

West Cliff Drive Stabilization

Project Description:

Project # c401501

To prevent damage to the West Cliff path, roadway, and utilities, this project proposes to place additional engineered rock protection and infill walls in areas that have been damaged by King tides and atmospheric rivers in recent years, as needed. With significant damages sustained from bomb cyclone events in Winter 2023, FY 2024 priority locations for stabilization include the 900 and 1000 block of West Cliff Drive. Infill walls instead of rock protection are being considered along the areas opposite of 920, 932, 1016, and 1030 West Cliff Drive as they may be a more cost-effective and robust solution, while making it easier for a potential future connection to a larger Mitchell's Cove Seawall. These and other areas are identified in the West Cliff Drive Adaptation and Management Plan (2021). In addition to General Fund, the City seeks grant funds from several sources to support this project, including but not limited to FHWA, FEMA, CalOES, and the Division of Boating of Waterways.

Project Benefit:

Reduces erosion of West Cliff Drive, path and utilities and provides for public use.

Project Location:

West Cliff Drive



Operating Budget Impact:

Included in project budget

Project Schedule:

Ongoing

Project Contact Email:

jspangrud@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 311-40-62-9330-57307									
Project Cost Estimates:	642,520	12,309,102	8,985,501	4,416,200	-	-	-	-	4,416,200
Funding Estimates:									
From Liability Insurance Fund	75,000	-	-	-	-	-	-	-	-
From General Fund	97,481	152,519	152,519	-	-	-	-	-	-
Federal capital grants - FHWA	-	5,733,800	5,733,800	4,266,200	-	-	-	-	4,266,200
From GF CIP Reserve	117,640	1,382,360	1,382,360	-	-	-	-	-	-
FEMA disaster relief	-	1,330,000	-	-	-	-	-	-	-
State capital grants	-	1,000,000	-	-	-	-	-	-	-
From Gas Tax Fund	-	1,716,822	1,716,822	-	-	-	-	-	-
City Stabilization Reserve	-	-	-	150,000	-	-	-	-	150,000
Net Project Cost:	352,400	993,601	-	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

311- General Capital Improvement Fund

West Cliff Resiliency and Accessibility

Project Description:

Project # c402305

To address sea level rise and storm surges which both accelerate coastal erosion, a project is needed to maintain and enhance West Cliff infrastructure resiliency and accessibility. FY25 funds will be needed to assess existing conditions and to explore ideas around the lighthouse/Steamer Lane.

Project Benefit:

Address sea level rise and storm surges which both accelerate coastal erosion, a project is needed to maintain and enhance West Cliff infrastructure resiliency and accessibility.

Project Location:

West Cliff Drive and coastline



Operating Budget Impact:

Maintenance and ongoing repairs will be needed. Staff are seeking grant or emergency response funding.

Project Schedule:

Ongoing

Project Contact Email:

mstarkey@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 311-40-64-9330-54990									
Project Cost Estimates:	33,479	666,521	234,000	150,000	-	-	-	-	150,000
Funding Estimates:									
City Stabilization Reserve	33,479	666,521	234,000	150,000	-	-	-	-	150,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

317- Arterial Streets and Roads Fund

			Expenditures	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2025-2029
		Page	To Date	Adopted	Estimate	Estimate	Estimate	Estimate	Total
c400809	City Arterial and Collector Street Reconstruction and Overlay	336	27,020,031	5,472,619	3,500,000	4,000,000	3,000,000	4,000,000	19,972,619
c400810	City Residential and Collector Street Reconstruction and Overlay	337	13,633,780	500,000	500,000	500,000	500,000	1,000,000	3,000,000
Total Project Cost Estimate: by Fund			40,653,811	5,972,619	4,000,000	4,500,000	3,500,000	5,000,000	22,972,619



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

317- Arterial Streets and Roads Fund

City Arterial and Collector Street Reconstruction and Overlay

Project Description:

Project # c400809

Project includes pavement reconstruction, overlay, cape and slurry seal, and asphalt grinding of city arterial and collector streets for maintenance and reconditioning. Projects are selected based on the City's pavement management computerized system and in coordination with other utilities and transportation projects. Gas tax available for paving is estimated at \$800,000 per year due to SB1 approval. Grants are not currently reflected in the project estimate, but play an important role in meeting program goals. The grants are estimated federal transportation funds that are applied for when available. Approximately \$4.0 million is needed annually to maintain City streets at current pavement condition. Approximately 25% of the City's Measure D annual allocation is applied to this project. Includes funding for Escalona Complete Streets and Bay Paving for FY 2025.

Project Benefit:

Maintenance of the steets in the City reduces damages to vehicles as well as improves the way the roads look

Project Location:

All streets within the City limits



Operating Budget Impact:

There is no operating impact to the budget. All maintenance is paid from the project and its funding sources.

Project Schedule:

Continuous

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Totals									
Account # 317-40-64-9311-57304									
Project Cost Estimates:	23,870,031	11,674,308	3,150,000	5,472,619	3,500,000	4,000,000	3,000,000	4,000,000	19,972,619
Funding Estimates:									
From Wastewater Fund	95,710	-	-	-	-	-	-	-	-
From Gas Tax Fund	6,756,016	3,134,827	2,300,000	1,656,619	1,800,000	1,300,000	1,300,000	300,000	6,356,619
Other local revenues	237,014	-	-	-	-	-	-	-	-
State capital grants	925,701	-	-	-	-	-	-	-	-
From Traffic Congestion Relief Fund	402,257	-	-	-	-	-	-	-	-
Fed grants - ARRA	753,076	-	-	-	-	-	-	-	-
From General Fund	1,100,000	-	-	-	-	-	-	-	-
Loan proceeds	1,962,217	-	-	-	-	-	-	-	-
State grants-RSTPX Funds	2,264,832	600,000	600,000	1,044,000	-	1,000,000	-	1,000,000	3,044,000
From 2016 Trnsp Measure D-City	715,720	1,250,000	250,000	-	-	-	-	1,000,000	1,000,000
State grants - TDA	25,208	-	-	-	-	-	-	-	-
State capital grants-STIP	-	-	-	2,772,000	-	-	-	-	2,772,000
Net Project Cost:	8,632,279	6,689,481	-	-	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

317- Arterial Streets and Roads Fund

City Residential and Collector Street Reconstruction and Overlay

Project Description:

Project # c400810

Pavement reconstruction, overlay, cape and slurry seal, and asphalt grinding of city residential and collector streets for maintenance and reconditioning. Projects are selected based on the City's pavement management computerized system and in coordination with other utilities and transportation projects. Approximately \$1.2 million is needed annually to provide a 10 year rotation on residential streets. Grants are not typically available for residential and collector streets.

Project Benefit:

Improve multi-modal street rideability, safety and access for all users.

Project Location:

Citywide



Operating Budget Impact:

Maintenance is included in project budget.

Project Schedule:

Ongoing

Project Contact Email:

jspangrud@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 317-40-64-9311-57304									
Project Cost Estimates:	13,633,780	2,914,979	-	500,000	500,000	500,000	500,000	1,000,000	3,000,000
Funding Estimates:									
From City Public Trust Fund	414,451	-	-	-	-	-	-	-	-
From Traffic Congestion Relief Fund	587,025	-	-	-	-	-	-	-	-
From Water Fund	17,978	-	-	-	-	-	-	-	-
From General Fund	500,000	-	-	-	-	-	-	-	-
From 2016 Trnsp Measure D-City	1,051,860	1,113,860	-	-	-	-	-	1,000,000	1,000,000
Net Project Cost:	11,062,466	1,801,119	-	500,000	500,000	500,000	500,000	-	2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

721- Wastewater Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c402204	City WWTF Headworks Replacement	340	1,919,153	13,500,000	10,000,000	-	-	-	23,500,000
c401404	Fairmount/Harrison Sewer Main Upgrade		-	-	-	400,000	-	-	400,000
c401606	Front-Spruce-Pacific-Sewer Main Rehab	341	5,604,416	6,500,000	-	-	-	-	6,500,000
c402502	High Street Sewer Upsizing - Phase I	342	-	600,000	-	-	-	-	600,000
c402105	Isbel Pump Station Replacement		459,500	-	-	-	-	-	-
c409669	Jessie Street Marsh	343	239,673	200,000	-	-	-	-	200,000
c401809	Laurent Street Sewer		12	-	-	-	-	-	-
c402503	Lee Street Bridge Sewer Crossing Replacement		-	-	353,000	-	-	-	353,000
c402003	May/Coulson/Berry Trunk Sewer		-	-	250,000	750,000	-	-	1,000,000
c401907	Monterey St. and Lighthouse Ave. Sewer		-	-	-	600,000	-	-	600,000
m409668	Neary Lagoon Park Rehab-Maint. (Annual)	344	4,879,311	425,000	275,000	275,000	275,000	275,000	1,525,000
c402104	Pelton Ave Pump Station Generator	345	76,059	30,000	-	-	-	-	30,000
c401315	San Lorenzo River Sanitary Sewer Siphon		-	-	-	-	250,000	-	250,000
c402203	Sewer Realignment Project		-	-	500,000	-	-	-	500,000
c401511	Sewer System Improvements	346	6,627,725	700,000	700,000	700,000	700,000	700,000	3,500,000
c401810	Trevethan Avenue Sewer		322,840	-	100,000	600,000	-	-	700,000
c401706	WWTF Infra. and Major Equip Study		5,951,588	-	3,000,000	4,000,000	4,000,000	4,000,000	15,000,000
c402504	WWTF Master Planning	347	-	1,750,000	-	-	-	-	1,750,000
c402505	WWTF Odor Control Improvement Project	348	-	50,000	-	-	-	-	50,000
c402205	WWTF-CMMS Upgrade		345,699	-	-	-	-	-	-
c401405	WWTF-Electrical System		2,610,636	-	2,000,000	2,000,000	26,000,000	-	30,000,000
m409659	WWTF Equipment Replacement		10,810,748	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
c401608	WWTF-Laboratory Modernization		-	-	500,000	1,500,000	-	-	2,000,000
c401607	WWTF-Upgrade Digester Equipment	349	1,530,676	800,000	-	800,000	-	800,000	2,400,000
c401407	WWTF-Water Piping Rehabilitation		496,205	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Total Project Cost Estimate:	by Fund	41,874,240	24,555,000	18,678,000	12,625,000	32,225,000	6,775,000	94,858,000
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City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025-2029

Public Works721- Wastewater Enterprise Fund
City WWTF Headworks Replacement

Project Description:Project # c402204

Replace and refurbish several components of the City headworks at the Wastewater Treatment Facility (WWTF) including concrete channels and slide gates. An iBank loan application was submitted in FY 2024.

Project Benefit:

Imrpoves several components of the City headworks at the Wastewater Treatment Facility (WWTF) including concrete channels and slide gates.

Project Location:

Wastewater Treatment Facility



Operating Budget Impact:

Funded by the Wastewater Fund.

Project Schedule:

FY 2025

Project Contact Email:

nyan@santacruzca.gov

Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Budget	Estimated Actuals						

Account # 721-40-62-7252-57301									
Project Cost Estimates:	1,519,153	2,180,847	400,000	13,500,000	10,000,000	-	-	-	23,500,000
Funding Estimates:									
Other long-term debt issued	-	-	-	13,500,000	10,000,000	-	-	-	23,500,000
Net Project Cost:	1,519,153	2,180,847	400,000	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

Front-Spruce-Pacific-Sewer Main Rehab

Project Description:

Project # c401606

This project is to rehabilitate the 54 inch diameter sewer main that connects to the WWTF. The sewer main, constructed in 1965, requires preventative maintenance and will be lined from Front Street, Spruce and Pacific Avenue to the Wastewater Treatment Facility (WWTF). Entry points for the liner will be excavated at approximately 3 manhole locations in the above noted streets. An iBank loan application was submitted in FY 2024.

Project Benefit:

Rehabilitate the 54 inch diameter sewer main that connects to the WWTF. The sewer main requires preventative maintenance and will be lined from Front Street, Spruce and Pacific Avenue to the Wastewater Treatment Facility (WWTF).

Project Location:

Front Street, Spruce, and Pacific Avenue



Operating Budget Impact:

Project funded by the Wastewater Fund.

Project Schedule:

FY 2025

Project Contact Email:

nyan@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57301									
Project Cost Estimates:	104,416	9,095,584	5,500,000	6,500,000	-	-	-	-	6,500,000
Funding Estimates:									
Local capital grants	-	-	-	-	-	-	-	-	-
Other long-term debt issued	-	-	-	6,500,000	-	-	-	-	6,500,000
Net Project Cost:	104,416	9,095,584	5,500,000	-	-	-	-	-	-

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

High Street Sewer Upsizing- Phase I

Project Description:

Project # c402502

The sewer main from M7-SM411 to N7-SM216 is extremely undersized 6" VCP. Phase I of this project will upsize the main to 10" from N7-SM314 to N7-SM216 crossing under Highway 1. A permit will be required for that portion of pipe (198LF). Design scheduled in FY 2025 and construction in FY 2026.

Project Benefit:

This project will prevent SSOs around this area.

Project Location:

High Street



Operating Budget Impact:

Work will result in reduction of maintenance required from the Wastewater operating budget.

Project Schedule:

FY 2025-FY 2026

Project Contact Email:

nyan@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57301									
Project Cost Estimates:	-	-	-	600,000	-	-	-	-	600,000
Net Project Cost:	-	-	-	600,000	-	-	-	-	600,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

Jessie Street Marsh

Project Description:

Project # c409669

Funding to implement components of the approved management plan for Jessie Street marsh and park area as needed, including drainage modifications. This project is being coordinated with Parks and Recreation. County pays 8/17 of cost based on wastewater treatment facility capacity dedicated to County. A grant has been submitted by Parks and Recreation in FY24.

Project Benefit:

Ongoing maintenance for Jessie Street Marsh.

Project Location:

Jessie Street Marsh



Operating Budget Impact:

Project is funded by Wastewater and a portion from the Santa Cruz County Sanitation District.

Project Schedule:

Ongoing

Project Contact Email:

calberti@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57312									
Project Cost Estimates:	219,673	105,214	20,000	200,000	-	-	-	-	200,000
Funding Estimates:									
Local capital grants	114,373	38,516	9,412	94,118	-	-	-	-	94,118
State capital grants	-	-	-	-	-	-	-	-	-
Net Project Cost:	105,301	66,698	10,588	105,882	-	-	-	-	105,882

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

Neary Lagoon Park Rehab-Maint. (Annual)

Project Description:

Project # m409668

Rehabilitation and improvements to boardwalks, pathways, restrooms, parks building and natural areas. Removal of tules and sediment as required to maintain open waterways. Improvements are based on the approved Neary Lagoon Management Plan and various studies. County pays 8/17 of the cost based on wastewater treatment facility capacity dedicated to County and environmental mitigation requirements of the secondary treatment facility.

Project Benefit:

Rehabilitation and improvements to boardwalks, pathways, restrooms, parks building and natural areas.

Project Location:

Neary Lagoon



Operating Budget Impact:

Project funded by the Wastewater Fund and a portion from the Santa Cruz County Sanitation District.

Project Schedule:

Ongoing

Project Contact Email:

edhakni@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57312									
Project Cost Estimates:	3,979,311	971,561	900,000	425,000	275,000	275,000	275,000	275,000	1,525,000
Funding Estimates:									
Local capital grants	2,237,890	202,353	423,529	200,000	129,412	129,412	129,412	129,412	717,648
State capital grants	-	364,706	200,000	-	-	-	-	-	-
Net Project Cost:	1,741,421	404,502	276,471	225,000	145,588	145,588	145,588	145,588	807,352

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

Pelton Ave Pump Station Generator

Project Description:

Pelton Ave Pump Station Generator installation was completed; fencing is still required to prevent vandalism.

Project # c402104

Project Benefit:

Reduces sewer overflows during emergencies and protects the neighborhood and Lighthouse Field.

Project Location:

Pelton Avenue Pump Station



Operating Budget Impact:

Included in project and reduces future calls for service.

Project Schedule:

FY 2024

Project Contact Email:

kstewart@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57312									
Project Cost Estimates:	76,059	33,941	-	30,000	-	-	-	-	30,000
Net Project Cost:	76,059	33,941	-	30,000	-	-	-	-	30,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

Sewer System Improvements

Project Description:

Project # c401511

Ongoing program to identify and target sewer lines and pump stations with limited capacity and that may be impacted by high storm water infiltration and inflow (I&I), obstructions and other deficiencies. The intent of the program and individual projects is to improve wastewater flow capacity, maintain an excellent environmental compliance record, and reduce treatment costs from I&I. The projects will include pipe bursting, replacement, re-routing, pump station upgrades and/or replacement, lining and other methods as needed. Project will address street reconstruction needs related to the sanitary system construction. Program includes the development of a public education component. Program will partially fund new storm drain improvements if it is found that drainage deficiencies are overtaxing the sanitary sewer system such as what was done on Curtis Street and Trevethan Avenue.

Project Benefit:

Reduces future wastewater failure and impact on residential neighborhoods and commercial areas.

Project Location:

Citywide



Operating Budget Impact:

Included in Wastewater main operating budget. Reduces calls for service.

Project Schedule:

Ongoing

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 721-40-62-7251-57304									
Project Cost Estimates:	5,527,725	1,408,873	1,100,000	700,000	700,000	700,000	700,000	700,000	3,500,000
Net Project Cost:	5,527,725	1,408,873	1,100,000	700,000	700,000	700,000	700,000	700,000	3,500,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

WWTF Master Planning

Project Description:

Project # c402504

The project will develop a regional master plan for the WWTF to address future treatment and growth needs over a planning horizon.

Project Benefit:

The master plan will establish a roadmap for both near-term and long-term Capital Improvement Program projects, aligning resources and funding to support both the continuing improvements and future developments of the facility.

Project Location:

Wastewater Treatment Facility



Operating Budget Impact:

N/A

Project Schedule:

FY 2025- FY 2026

Project Contact Email:

kstewart@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 721-40-62-7252-57301									
Project Cost Estimates:	-	-	-	1,750,000	-	-	-	-	1,750,000
Funding Estimates:									
Net Project Cost:	-	-	-	1,750,000	-	-	-	-	1,750,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

WWTF Odor Control Improvement Project

Project Description:

Project # c402505

The secondary odor control system at WWTF has been performing poorly and incurring high annual maintenance costs. The current design no longer matches the original design conditions and needs to be re-evaluated. An improvement project is necessary to reduce future maintenance costs. Evaluation and planning will begin in FY 2025.

Project Benefit:

This project will reduce future maintenance costs and odor complaints.

Operating Budget Impact:

Work will result in reduction of maintenance required from the Wastewater operating budget.

Project Schedule:

Design in FY 2025

Project Contact Email:

nyan@santacruzca.gov

Project Location:

Wastewater Treatment Facility



	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 721-40-62-7252-57301									
Project Cost Estimates:	-	-	-	50,000	-	-	-	-	50,000
Funding Estimates:									
Net Project Cost:	-	-	-	50,000	-	-	-	-	50,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

721- Wastewater Enterprise Fund

WWTF-Upgrade Digester Equipment

Project Description:

Project # c401607

The project includes redesigning the existing laboratory consistent with its mission by improving microbiological, chemical and toxicological methods in support of permitting and environmental requirements for NPDES, plant processes and community dischargers. The design may be initiated in FY2019 and constructed in FY 2021. County pays 8/17 of the cost based on the wastewater treatment facility capacity dedicated to County.

Project Benefit:

Redesigning the existing laboratory consistent with its mission by improving microbiological, chemical and toxicological methods in support of permitting and environmental requirements for NPDES, plant processes and community dischargers.

Project Location:

Wastewater Treatment Facility



Operating Budget Impact:

Project is funded by the Wastewater Fund and a portion from the Santa Cruz County Sanitation District.

Project Schedule:

Ongoing

Project Contact Email:

sglucs@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 721-40-62-7259-57301									
Project Cost Estimates:	830,676	719,324	700,000	800,000	-	800,000	-	800,000	2,400,000
Funding Estimates:									
Local capital grants	403,181	326,230	329,412	376,471	-	376,471	-	376,471	1,129,413
Net Project Cost:	427,495	393,093	370,588	423,529	-	423,529	-	423,529	1,270,587

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

731- Refuse Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c401312	Dimeo Lane Paving and Storm Drain		228,940	-	-	-	-	-	-
c402401	Food Waste Pre-processing System Improvement Project	351	75,000	100,000	-	-	-	-	100,000
c401908	Gas Probe Remediation		41,540	-	-	-	-	-	-
c401909	Landfill Master Plan Development		6,577,057	-	-	-	-	-	-
c401811	Recycling Building and Equipment Improvement	352	1,218,837	100,000	100,000	100,000	100,000	100,000	500,000
c402111	Recycling Center Storm Water Quality Improvements		691,646	-	-	-	-	-	-
c402512	Resource Recovery Facility Enclosed Flare Installation	353	-	1,500,000	-	-	-	-	1,500,000
c402202	RRF Household Hazardous Waste Facility Improvement Project	354	-	164,000	-	-	-	-	164,000
Total Project Cost Estimate: by Fund			8,833,021	1,864,000	100,000	100,000	100,000	100,000	2,264,000



City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025-2029

Public Works731- Refuse Enterprise Fund
Food Waste Pre-processing System Improvement Project

Project Description:Project # c402401

Design and installation of a removable cover to protect equipment from rain and installation of additional storage tanks for food waste slurry.

Project Benefit:Project Location:
Improves staff and equipment protection, reducing potential for injury, and extends life of equipment and efficiency of systemSanta Cruz Resource Recovery Facility at Dimeo Lane



Operating Budget Impact:
Included in Refuse operating budget

Project Schedule:
FY 2024-2025

Project Contact Email:
hyu@santacruzca.gov

Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Budget	Estimated Actuals						

Account # 731-40-61-7352-57308									
Project Cost Estimates:	-	100,000	75,000	100,000	-	-	-	-	100,000
Net Project Cost:	-	100,000	75,000	100,000	-	-	-	-	100,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

731- Refuse Enterprise Fund

Recycling Building and Equipment Improvement

Project Description:

Project # c401811

Project includes the upgrade and replacement of the Single Stream Recycling equipment, installing bunkers, push walls and replacing warped beams, damaged metal walls, and tent sections around the recycling building as needed.

Project Benefit:

Maintaining Recycling Building and Equipment to continue excellent refuse sorting and diversion.

Project Location:

Resource Recovery Facility



Operating Budget Impact:

Project funded by the Refuse Fund.

Project Schedule:

Ongoing

Project Contact Email:

hyu@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 731-40-62-7353-57308									
Project Cost Estimates:	218,837	1,281,163	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
Net Project Cost:	218,837	1,281,163	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025-2029

Public Works

731- Refuse Enterprise Fund

Resource Recovery Facility Enclosed Flare Installation

Project Description: **Project # c402512**

Install an enclosed flare at the Resource Recovery Facility per new Title V permit.

Project Benefit:

New backup enclosed flare for landfill gas per new Title V permit.

Project Location:

Resource Recovery Facility



Operating Budget Impact:

Maintenance will be paid by the Refuse Fund.

Project Schedule:

FY 2025

Project Contact Email:

hyu@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 731-40-62-7353-57308									
Project Cost Estimates:	-	-	-	1,500,000	-	-	-	-	1,500,000
Funding Estimates:									
Net Project Cost:	-	-	-	1,500,000	-	-	-	-	1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025-2029

Public Works

731- Refuse Enterprise Fund

RRF Household Hazardous Waste Facility Improvement Project

Project Description: Project # c402202

The City of Santa Cruz Household Hazardous Waste Collection Facility (HHWCF) requires facility improvements to achieve State certification. The improvements include replacement of asphalt flooring with a secondarily contained concrete pad, chemical resistant epoxy coating, standard of care ramps, signage and fencing, and installation of an emergency shower/eye-wash station, among other tasks.

Project Benefit: Household Hazardous Waste Collection Facility (HHWCF) requires facility improvements to achieve State certification.

Project Location: Resource Recovery Facility



Operating Budget Impact: Project funded by the Refuse Fund.

Project Schedule: Ongoing

Project Contact Email: hy@santacruzca.gov

Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Budget	Estimated Actuals						

Account # 731-40-62-7351-57203									
Project Cost Estimates:	397,029	176,797		164,000	-	-	-	-	164,000
Funding Estimates:									
State capital grants	223,826	100,000	-	164,000	-	-	-	-	164,000
Net Project Cost:	173,203	76,797		-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

741- Parking Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c401812	Downtown Bike Locker Replacement Program		265,849	-	-	-	-	-	-
c402107	Downtown Parking Garages Signs and Paint Upgrade		-	-	-	-	-	-	-
c402004	Elevator Controls Upgrade		-	-	-	-	-	-	-
c402106	Locust Garage Improvements		46,380	-	-	-	-	-	-
c401705	Parking Equipment Replacement - Locust Garage		581,510	-	-	-	-	-	-
c401703	Parking Equipment Replacement - River Front Garage		844,297	-	-	-	-	-	-
c401704	Parking Equipment Replacement - Soquel/ Front Garage		685,680	-	-	-	-	-	-
c402501	Parking Office Remodel		-	-	-	300,000	-	-	300,000
c401509	River-Front Garage Elevator		-	-	-	-	-	-	-
c400002	Soquel Garage Comingled Plume		481,127	-	-	-	-	-	-
c402201	Soquel Garage Improvements		46,380	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			2,951,222	-	-	300,000	-	-	300,000

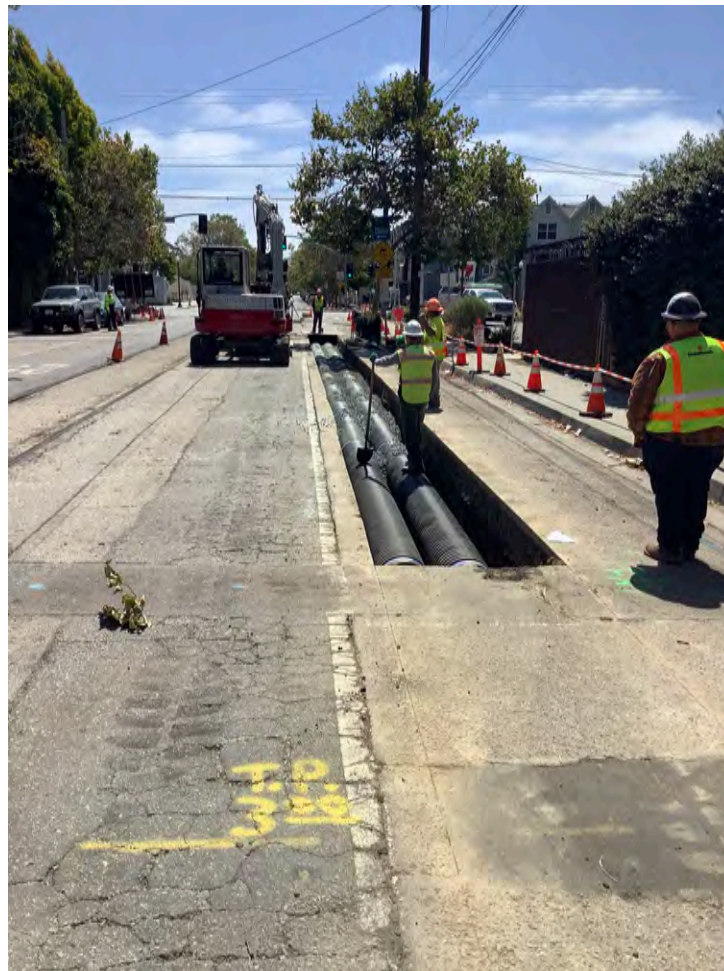


City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

751- Storm Water Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c401313	Branciforte Creek Channel Repair and Maintenance	357	156,775	40,000	3,040,000	40,000	40,000	40,000	3,200,000
c402409	West Cliff 60" Reinforced Concrete Pipe (RCP)	358	-	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			156,775	40,000	3,040,000	40,000	40,000	40,000	3,200,000



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

751- Storm Water Enterprise Fund

Branciforte Creek Channel Repair and Maintenance

Project Description:

Project # c401313

A Channel Condition Assessment report by MTC was completed in 2008. The report identifies deferred maintenance which include epoxy repairs of channel wall cracks, fish passage channel improvements, inlet pipe lining and spot repairs, fence repair and debris and sediment removal. Some of the maintenance deficiencies have also been noted by the Army Corps of Engineers. A grant has not been applied for.

Project Benefit:

Reduces future flooding risk to residents and businesses and improves fish habitat

Project Location:

Branciforte Creek Channel, from Market Street to the SLR



Operating Budget Impact:

Included in project cost and should reduce future maintenance costs

Project Schedule:

FY 2026-2027; contingent on grant approval

Project Contact Email:

kstewart@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 751-40-60-7501-57311									
Project Cost Estimates:	156,775	438,347	-	40,000	3,040,000	40,000	40,000	40,000	3,200,000
Funding Estimates:									
State capital grants - CDFW	-	-	-	-	3,000,000	-	-	-	3,000,000
Net Project Cost:	156,775	438,347	-	40,000	40,000	40,000	40,000	40,000	200,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

751- Storm Water Enterprise Fund

West Cliff 60" Reinforced Concrete Pipe (RCP) Repair

Project Description:

Project # c402409

The outfall structure of a 60-inch RCP beneath West Cliff Dr between Auburn and Sacramento settled and destabilized the soil behind it, two sections of the 60-inch pipes has also separated. The slope and pipe will need to be repaired.

Project Benefit:

The project will stabilize the slope beneath the West Cliff Dr footpath between Auburn Ave and Sacramento Ave and prevent further undermining of the 60-inch RCP (Reinforced Concrete Pipe).

Project Location:

West Cliff



Operating Budget Impact:

Future maintenance will be budgeted in the operating budget within Fund 751.

Project Schedule:

FY 2025

Project Contact Email:

hyu@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 751-40-62-7553-57311									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

The City Council approved a \$700,000 appropriation to this project in its June 25, 2024 meeting.

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Public Works Projects

752- Storm Water Overlay Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c401707	Downtown SLR Drainage System Assessment	360	505,435	250,000	-	-	-	-	250,000
c402112	FEMA Levee Certification	361	11,612,445	-	-	-	-	-	-
c409512	SLR Flood Control Environ Rest Project		3,481,256	-	-	-	-	-	-
Total Project Cost Estimate: by Fund			15,599,136	250,000	-	-	-	-	250,000
Total Project Cost Estimate: by Department			196,148,606	65,097,819	81,767,200	60,807,000	50,574,000	19,175,000	277,421,020



City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Public Works

752- Storm Water Overlay Enterprise
Fund

Downtown SLR Drainage System Assessment

Project Description:

Project # c401707

Assess drainage system tributary to River based on FEMA requirements. Assessment will include a detailed analysis of Pump Station No. 1's capacity to handle large storm events. A preliminary design of any recommended improvements will be included in the assessment and future CIPs. Staff submitted a FEMA BRIC grant request in FY 2024, with a match of funds from IIG and OES.

Project Benefit:

Reduces flooding potential in the downtown area and improves water quality with trash capture system

Project Location:

San Lorenzo River Levee at Laurel Street



Operating Budget Impact:

Included in project. Future maintenance will be reduced with system upgrade. Included in stormwater operating budget.

Project Schedule:

FY 2027-2028

Project Contact Email:

kstewart@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 752-40-61-7552-57311									
Project Cost Estimates:	398,435	17,031,565	107,000	250,000	-	-	-	-	250,000
Funding Estimates:									
Federal capital grants	-	10,500,000	-	-	-	-	-	-	-
OES disaster relief	-	2,250,000	-	-	-	-	-	-	-
State capital grants - IIG	-	2,250,000	-	250,000	-	-	-	-	250,000
Net Project Cost:	398,435	2,031,565	107,000	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Public Works

**752- Storm Water Overlay Enterprise
Fund**

FEMA Levee Certification

Project Description:

Project # c402112

This project will include technical studies and possible construction projects in support of FEMA Certification of the San Lorenzo River Flood Control Levee which must be obtained by Sept 1, 2023. FY 2025 General Fund funding requested to implement USACE required burrowing rodent mitigation program. Staff are working on analysis of improving the Stormwater Funds in order to fund ongoing programs and projects.

Project Benefit:

Conducting required maintenance on the San Lorenzo River Levee for the safety of the Santa Cruz community.

Project Location:

San Lorenzo River Levee



Operating Budget Impact:

Federally required maintenance is annual work. Staff are working on analysis of improving the Stormwater Funds in order to fund ongoing programs and projects.

Project Schedule:

FY 2024-2026

Project Contact Email:

calberti@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 752-40-62-7552-57311									
Project Cost Estimates:	11,312,445	834,946	300,000	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	160,000	160,000	-	-	-	-	-	-
State capital grants-Dept of WT Resources	-	-	539,834	-	-	-	-	-	-
Net Project Cost:	11,312,445	674,946	(399,834)	-	-	-	-	-	-

At the end of FY 2024, the City Council will be asked to appropriate \$145,000 in funds to this project from unused budget in the Public Works department. In FY 2025, this project will receive a funding and expenditure budget of \$150,000 after the reprogramming of funds from past General Fund Capital Investment Program projects that are complete, are put on hold, and/or are demoted in priority.

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Water Projects

711- Water & Water System Development Enterprise Fund

		Page	Expenditures	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2025-2029
			To Date	Adopted	Estimate	Estimate	Estimate	Estimate	Total
c701706	Aerators at Loch Lomond		738,612	-	-	-	-	-	-
c702101	ASR - Mid County Existing Infrastructure		1,867,335	-	4,011,562	129,792	3,884,512	81,105	8,106,971
c702102	ASR - Mid County New Wells		-	-	-	2,058,240	83,959	86,898	2,229,097
c702103	ASR - Santa Margarita Groundwater Basin	364	123,382	1,015,222	41,600	43,264	44,995	-	1,145,081
c701609	ASR Planning	365	4,290,762	407,222	273,000	283,920	181,912	-	1,146,054
c701610	ASR Planning- SDC		404,125	-	-	-	-	-	-
c702203	Beltz 12 Ammonia Removal	366	2,786,659	232,439	-	-	-	-	232,439
c702305	Beltz WTP Upgrades	367	1,020,713	1,466,259	7,755,442	6,824,185	53,336	-	16,099,222
c702002	Brackney Landslide Area Pipeline Risk Reduction	368	3,148,722	7,999,586	1,047,797	-	-	-	9,047,383
c702304	Branciforte Streambank Restoration		411,730	-	-	-	-	-	-
c702202	CMMS Software Replacement for Water Dept		596,874	-	197,600	-	-	-	197,600
c702901	Coast Pump Station Rehab/Replacement Project		-	-	-	-	-	183,628	183,628
c702001	Distribution System Water Quality Improvements		41,760	-	-	-	-	-	-
c701907	Facility & Infrastructure Improvements	369	591,378	805,000	237,120	245,523	472,443	491,341	2,251,427
c701906	Felton Diversion Pump Station Assessment		353,539	-	110,943	797,455	272,918	2,784,508	3,965,824
c701501	GHWTP CC Tanks Replacement	370	32,330,400	2,000,000	-	-	-	-	2,000,000
c700025	GHWTP Facilities Improvement Project	371	21,884,502	6,226,467	30,695,164	30,485,530	31,466,306	32,481,579	131,355,046
c702109	GHWTP Gate Entrance Upgrades		1,111,803	-	-	-	-	-	-
c702201	GHWTP SCADA Radio System Replacement	372	212,369	30,000	-	-	-	-	30,000
c702205	Intertie 1-Santa Cruz-Scotts Valley	373	1,942,590	5,784,558	3,313,760	47,567	-	-	9,145,885
c701801	Laguna Creek Diversion Retrofit		3,007,239	-	-	-	-	-	-
c709833	Main Replacement - Eng Section - Transmission		6,902,273	-	-	-	-	-	-
c700004	Main Replacements - Customer Initiated		301,259	-	52,000	54,080	56,243	58,212	220,535
c701507	Main Replacements - Distribution Section	374	2,855,006	145,000	780,000	811,200	843,645	873,173	3,453,018
c700002	Main Replacements - Engineering Section		9,867,774	-	-	-	-	-	-

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025 - 2029

Water Projects

711- Water & Water System Development Enterprise Fund

		Page	Expenditures To Date	FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2025-2029 Total
c700003	Main Replacements - Outside Agency		1,539,705	-	-	-	56,243	58,212	114,455
c702402	Maintenance Workshop at BSR	375	-	-	-	-	-	-	-
c701603	Meter Replacement Project		14,049,829	-	-	-	-	-	-
c701606	NCD I/O Replacement Project		99,894,153	-	-	-	-	-	-
c702105	Newell Crk. Pipeline Felton/Graham Hill	376	4,806,784	7,388,187	13,761,228	11,101,891	90,230	-	32,341,536
c702801	Newell Creek Pipeline Felton/Loch Lomond		-	-	-	-	1,831,506	1,895,611	3,727,117
c702303	North Coast System Phase 4 and 5		-	-	-	-	-	-	-
c701612	Recycled Water - SDC		355,179	-	-	-	-	-	-
c701611	Recycled Water Feasibility Study	377	1,219,470	151,530	897,000	-	-	-	1,048,530
c701806	River Bank Filtration Study		1,072,775	-	1,754,549	1,929,963	1,073,058	107,669	4,865,239
c702302	SCADA I/O Hardware and Wiring Upgrade		30,000	-	-	-	-	-	-
c701704	Security Camera & Building Access Upgrades		403,981	-	50,000	-	-	-	50,000
c701903	Tait Diversion Rehab/Replacement		580,103	-	80,865	727,117	948,835	2,716,261	4,473,078
c702501	Tait Wells Rehabilitation	378	-	500,000	-	-	-	-	500,000
c702401	Trailers at BSR		-	-	-	-	-	-	-
c702107	Union/Locust Back-up Generator	379	62,549	200,000	-	-	-	-	200,000
c701505	University Tank No. 4 Rehab/Replacement	380	1,339,499	2,895,217	1,996,164	26,997	-	-	4,918,378
c701901	Water Program Administration	381	2,184,186	1,924,991	2,495,974	2,489,715	2,472,251	1,553,943	10,936,874
c702003	Water Program Management Reserve		-	-	7,549,394	-	-	-	7,549,394
c701705	Water Supply Augmentation	382	4,683,320	2,455,000	499,200	519,168	537,339	24,105,209	28,115,916
Total Project Cost Estimate: by Fund			229,012,338	41,626,678	77,600,362	58,575,607	44,369,731	67,477,349	289,649,727
Total Project Cost Estimate: by Department			229,012,338	41,626,678	77,600,362	58,575,607	44,369,731	67,477,349	289,649,727

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

ASR - Santa Margarita Groundwater Basin

Project Description:

Project # c702103

Evaluate the feasibility of Aquifer Storage and Recover (ASR) in the Santa Margarita Groundwater Basin per the recommendations of the Water Supply Advisory Committee. This project looks specifically at the use of new property, and infrastructure (wells, pipelines, etc.) in the Santa Margarita Basin.

Project Benefit:

Provides additional potable water to City and other partners, addressing part of, or all, water supply deficiencies.

Project Location:

Santa Margarita Groundwater Basin



Operating Budget Impact:

Costs will be associated with the ongoing operation of ASR wells.

Project Schedule:

Construction: 11/2023 - 06/2027

Project Contact Email:

irivera@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 711-70-91-7153-57302									
Project Cost Estimates:	23,382	184,778	100,000	1,015,222	41,600	43,264	44,995	-	1,145,081
Net Project Cost:	23,382	184,778	100,000	1,015,222	41,600	43,264	44,995	-	1,145,081

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

ASR Planning

Project Description:

Project # c701609

Evaluate the feasibility of Aquifer Storage and Recovery (ASR) in the Mid County Groundwater Basins per the recommendations of the Water Supply Advisory Committee. Project would potentially provide additional potable water to City, addressing part of water supply deficiencies. Project requires feasibility studies, groundwater modeling, permitting, and construction of infrastructure improvements for pilot testing.

Project Benefit:

ASR would potentially provide additional potable water to City, potentially addressing part of water supply deficiencies.

Project Location:

City water service area, Santa Cruz Mid-County and Santa Margarita groundwater basins.



Operating Budget Impact:

Not applicable

Project Schedule:

Through December 2024

Project Contact Email:

lvandermaaten@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	3,064,459	1,916,656	1,226,303	407,222	273,000	283,920	181,912	-	1,146,054
Net Project Cost:	3,064,459	1,916,656	1,226,303	407,222	273,000	283,920	181,912	-	1,146,054

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Beltz 12 Ammonia Removal

Project Description:

Project # c702203

Ammonia and hydrogen sulfide were detected in raw groundwater at Beltz 12 well leading to a decrease in production to maintain water quality and reliability goals. This project will increase the capacity of the sodium hypochlorite generation system and install a contact vessel to remove ammonia and hydrogen sulfide at Beltz 12 well.

Project Benefit:

Adds the ability to treat and remove ammonia and hydrogen sulfide from groundwater, which restores the reliable operation of the treatment facility through drier seasons.

Project Location:

2750 Research Park Drive, Santa Cruz



Operating Budget Impact:

Operating costs are expected to increase slightly due to increased chemical usage.

Project Schedule:

Construction: 03/2023 - 08/2025

Project Contact Email:

mzeman@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 711-70-91-7152-57302									
Project Cost Estimates:	1,757,370	1,540,642	1,029,289	232,439	-	-	-	-	232,439
Net Project Cost:	1,757,370	1,540,642	1,029,289	232,439	-	-	-	-	232,439

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Beltz WTP Upgrades

Project Description:

Project # c702305

Many components of the Beltz Water Treatment Plant are reaching the end of their design life. This project will modernize the current facility to meet existing and future water quality and reliability goals, and incorporate the treatment of native groundwater as well as ASR water. Preliminary planning and conceptual design began in early 2023.

Project Benefit:

Restores the capability of this treatment plant to reliably treat groundwater and other upgrades to process injected ASR water.

Project Location:

Roland Drive, Santa Cruz



Operating Budget Impact:

A reduction in future repairs are expected. Operating operating costs are expected to increase due to new capabilities added to the facility.

Project Schedule:

Construction: 03/2025 - 01/2026

Project Contact Email:

mzeman@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 711-70-91-7152-57302									
Project Cost Estimates:	304,628	1,170,852	716,085	1,466,259	7,755,442	6,824,185	53,336	-	16,099,222
Net Project Cost:	304,628	1,170,852	716,085	1,466,259	7,755,442	6,824,185	53,336	-	16,099,222

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

Brackney Landslide Area Pipeline Risk Reduction

Project Description:

Project # c702002

The Newell Creek Pipeline in the Brackney landslide area is susceptible to damage from repeated landslides. This project will construct approx. 2,700 linear feet of new, re-aligned pipe between Glen Arbor Rd and Brackney Rd. This re-alignment will replace the existing pipe, which is at its end of useful life, and relocate the pipeline so it is protected from future landslide and geological movements. This project is a continuation of work superseding c701803-Brackney Landslide Risk Reduction.

Project Benefit:

Improves resiliency of this critical water supply transmission pipeline and the reliability of supply from Loch Lomond.

Project Location:

Ben Lomond, CA



Operating Budget Impact:

Reduced costs for future repairs expected.

Project Schedule:

Construction: 05/2024 - 07/2026

Project Contact Email:

lkay@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 711-70-91-7153-57302									
Project Cost Estimates:	2,099,659	3,857,207	1,049,063	7,999,586	1,047,797	-	-	-	9,047,383
Funding Estimates:									
FEMA - HMGP	1,090,684	1,308,995	1,308,995	2,750,000	407,290	-	-	-	3,157,290
Net Project Cost:	1,008,975	2,548,212	(259,932)	5,249,586	640,507	-	-	-	5,890,093

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water711- Water & Water System
Development Enterprise Fund

Facility & Infrastructure Improvements

Project Description:Project # c701907

This project serves as a programmatic project to reserve budget for minor system issues that may not be defined or scoped by longer range planning documents, facility master plans, or condition assessments. When minor system issues are identified and sufficiently defined, a new CIP project is created and budget is reallocated. Examples of these projects include pressure regulator upgrades, backup power systems, and radio replacements.

Project Benefit:Provides a budget placeholder for small but critical projects, which ensures long-term budgeting is inclusive and complete.

Project Location:Various water facilities and locations operated by the Water Department



Operating Budget Impact:Associated operating costs are captured in the operating budget.

Project Schedule:Continuous

Project Contact Email:tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated						
			Actuals						
Account # 711-70-91-7159-57302									
Project Cost Estimates:	10,359	509,394	581,019	805,000	237,120	245,523	472,443	491,341	2,251,427
Net Project Cost:	10,359	509,394	581,019	805,000	237,120	245,523	472,443	491,341	2,251,427

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

GHWTP CC Tanks Replacement

Project Description:

Project # c701501

Infrastructure improvements to the Graham Hill Water Treatment Plant are necessary to meet regulatory requirements, improve operations, and increase overall reliability. This project will improve the seismic resiliency of key process tanks, improve water quality, and enhance treatment residuals management. Construction for the replacement of the Filtered Water Tank, Wash Water Reclamation Tank, and Solids Storage Tank began in 2021. This project is financed with low-interest loans through the State Revolving Fund (SRF) Loan Program.

Project Benefit:

Replaces existing tanks and pumps with new equipment which will extend the useful life of the treatment plant and allow more efficient handling of treatment residuals as well as lower byproducts from the disinfection stage of the treatment process.

Project Location:

Graham Hill Water Treatment Plant, Santa Cruz



Operating Budget Impact:

Maintenance costs are expected to decrease due to a robust design with redundant features. Energy costs are expected to increase due to additional capabilities of the new facilities.

Project Schedule:

Construction: 02/2021 - 11/2024

Project Contact Email:

mzeman@santacruzca.gov

	Prior	Fiscal Year 2024							
	Year		Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Totals	Budget	Actuals	Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 711-70-91-7152-57302									
Project Cost Estimates:	26,962,064	15,229,107	5,368,336	2,000,000	-	-	-	-	2,000,000
Net Project Cost:	26,962,064	15,229,107	5,368,336	2,000,000	-	-	-	-	2,000,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

GHWTP Facilities Improvement Project

Project Description:

Project # c700025

The Graham Hill Water Treatment Plant was commissioned in 1960 and various components of the facility are reaching the end of their useful life. The project includes treatment process upgrades and structural, infrastructure and site improvements, to improve reliability. The project design-build team will complete the design phase in 2024 with a subsequent construction duration from 2024 through 2027. This project is expected to be financed with low-interest loans through the State Revolving Fund (SRF) Loan Program and the United States Environmental Protection Agency's Water Infrastructure Finance and Innovation Act (WIFIA).

Project Benefit:

Provides a modernized water treatment plant to improve reliability, meets current and future water quality goals and regulations, addresses changing source water quality and emerging contaminant concerns, and supports the City's Water Supply Augmentation Strategy.

Project Location:

Graham Hill Water Treatment Plant, Santa Cruz



Operating Budget Impact:

Maintenance costs will initially decrease due to new equipment and different processes. Energy and chemical costs are expected to increase due to the new capabilities.

Project Schedule:

Construction: 11/2024 - 05/2028

Project Contact Email:

mzeman@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
			Adopted						
		Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 711-70-91-7152-57302									
Project Cost Estimates:	16,516,166	5,195,147	5,368,336	6,226,467	30,695,164	30,485,530	31,466,306	32,481,579	131,355,046
Net Project Cost:	16,516,166	5,195,147	5,368,336	6,226,467	30,695,164	30,485,530	31,466,306	32,481,579	131,355,046

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

GHWTP SCADA Radio System Replacement

Project Description:

Project # c702201

This project will replace radio equipment used to transmit and receive information between the Graham Hill Water Treatment Plant (GHWTP) and remote sites. The existing radio infrastructure is no longer supported and the sole manufacturer is no longer in business. The scope of this project involves approximately 30 remote water site locations and the replacement and programming of base radio equipment located at the GHWTP.

Project Benefit:

Ensures that critical information on water facilities continues to be transmitted to maintain the operation of the treatment plant and delivery of water to the community.

Project Location:

Various remote sites within the distribution system.



Operating Budget Impact:

No change in operating costs is expected.

Project Schedule:

Schedule: 01/2024 - 07/2024

Project Contact Email:

egoad@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total						
	Year	Estimated													
	Totals	Budget	Actuals							Adopted	Estimate	Estimate	Estimate	Estimate	2025-2029
Account # 711-70-95-7152-57302															
Project Cost Estimates:	2,520	244,824	209,849	30,000	-	-	-	-	30,000						
Net Project Cost:	2,520	244,824	209,849	30,000	-	-	-	-	30,000						

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Intertie 1 - Santa Cruz-Scotts Valley

Project Description:

Project # c702205

This project will link the City of Santa Cruz and Scotts Valley Water District through the construction of a nearly 2-mile intertie pipeline with SVWD. The Pipeline will be along La Madrona Drive, from Kite Hill Tank in Pasatiempo to the intertie pump station. The project has received a no-match grant from the Department of Water Resources.

Project Benefit:

Supports conjunctive use of resources to ensure supply reliability particularly during droughts.

Project Location:

Between the City of Santa Cruz to Scotts Valley



Operating Budget Impact:

May reduce the need for pumping and treatment of other raw water supplies.

Project Schedule:

Construction: Summer 2024 - Winter 2026

Project Contact Email:

tkihoi@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 711-70-91-7151-57302									
Project Cost Estimates:	788,086	1,800,051	1,154,504	5,784,558	3,313,760	47,567	-	-	9,145,885
Funding Estimates:									
Local Operating Grants & Contrib	293,867	1,930,000	1,930,000	4,280,000	370,000	-	-	-	4,650,000
Net Project Cost:	494,219	(129,949)	(775,496)	1,504,558	2,943,760	47,567	-	-	4,495,885

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

Main Replacements - Distribution Section

Project Description:

Project # c701507

Recurring program to replace deteriorated or undersized water mains as identified and prioritized by the Department and implemented by the Distribution Section. Projects are typically based on leak history, but also address water quality and fire flow issues.

Project Benefit:

Maintains the reliability of the treated water distribution system and our customer's faith in the City's stewardship.

Project Location:

Treated Water Distribution system



Operating Budget Impact:

Reduced maintenance costs due to fewer leak incidents.

Project Schedule:

Continuous

Project Contact Email:

dvalby@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 711-70-97-7151-57302									
Project Cost Estimates:	2,205,006	1,330,041	650,000	145,000	780,000	811,200	843,645	873,173	3,453,018
Net Project Cost:	2,205,006	1,330,041	650,000	145,000	780,000	811,200	843,645	873,173	3,453,018

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System Development Enterprise Fund

Maintenance Workshop at BSR

Project Description:

Project # c702402

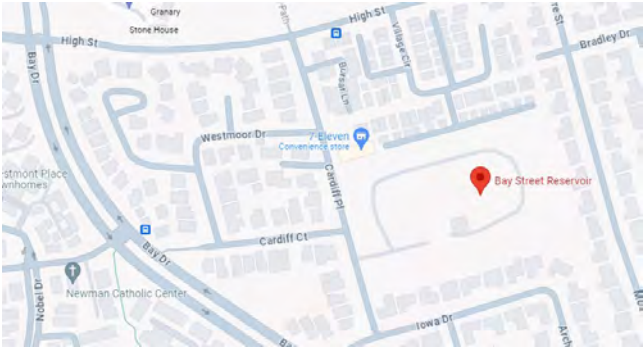
New prefabricated steel building at Bay Street Reservoir for use as a maintenance workshop. Project will be commencing in late May. The metal structure will be installed by staff in early June, and move equipment out to the site beginning in July. Staff will begin to slowly work out of the Bay street workshop as early as October 2024.

Project Benefit:

Project Location:

This new building will provide workspace for the maintenance staff currently located at the Graham Hill Water Treatment Plant (GHWTP) during construction of the GHWTP Facilities Improvement Project.

Bay Street Reservoir



Operating Budget Impact:

None

Project Schedule:

FY 2024- FY 2025

Project Contact Email:

egoad@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total					
	Year		Estimated											
	Totals	Budget	Actuals							Adopted	Estimate	Estimate	Estimate	Estimate
Account # 711-70-95-7159-57302														
Project Cost Estimates:	-	150,000	-	-	-	-	-	-	-					
Net Project Cost:	-	150,000	-	-	-	-	-	-	-					

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2025-2029

Water711- Water & Water System
Development Enterprise Fund

Newell Creek Pipeline Felton/Graham Hill WTP

Project Description:Project # c702105

This project includes approximately 4.5 miles of Newell Creek Pipeline from Felton to the Graham Hill Water Treatment Plant. This segment of the Newell Creek Pipeline was identified as the highest priority segment for replacement. The Project will relocate the pipeline out of Henry Cowell State Park and into Graham Hill Road, avoiding multiple geologic hazards that have caused past breaks. The project will initiate design in parallel with a program level environmental review. This project is intended to ensure continued reliability of this critical water supply transmission main.

Project Benefit:Project Location:
This project ensures continued reliability of this critical water supply transmission main.Graham Hill Road between Felton Booster Pump Station and the Graham Hill Water Treatment Plant

Operating Budget Impact:

Reduced costs for future repairs expected.

Project Schedule:

Construction: 08/2024 - 04/2027

Project Contact Email:

dvalby@santacruzca.gov



	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	3,386,004	6,564,408	1,420,780	7,388,187	13,761,228	11,101,891	90,230	-	32,341,536
Net Project Cost:	3,386,004	6,564,408	1,420,780	7,388,187	13,761,228	11,101,891	90,230	-	32,341,536

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Recycled Water Feasibility Study

Project Description:

Project # c701611

Evaluate the feasibility of using treated wastewater for beneficial uses as per the recommendations of the Water Supply Advisory Committee. This Phase 2 study pursues projects highlighted in the Phase 1 Recycled Water Facilities Planning Study including irrigation, groundwater recharge, as well as regional projects with neighboring water agencies.

Project Benefit:

Recycled water would potentially provide additional potable water to City and other partners, potentially addressing part or all of water supply deficiencies.

Project Location:

City water service area as well as Santa Cruz Mid-County and Santa Margarita groundwater basins.



Operating Budget Impact:

Not applicable

Project Schedule:

Through December 2024

Project Contact Email:

irivera@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	742,406	675,534	477,064	151,530	897,000	-	-	-	1,048,530
Net Project Cost:	742,406	675,534	477,064	151,530	897,000	-	-	-	1,048,530

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

Tait Wells Rehabilitation

Project Description:

Project # c702501

Rehabilitation of Tait Wells 1B, 3B, and 4 to restore lost performance and extend the life of the wells. Work will include pre- and post-rehab performance tests.

Project Benefit:

A 2023 well performance testing and assessment project demonstrated that the Tait Wells have lost significant capacities from baseline conditions. This project will rehabilitate the three wells to restore water collection capacity.

Project Location:

Santa Cruz, CA



Operating Budget Impact:

No change in operations and maintenance.

Project Schedule:

FY 2025

Project Contact Email:

dholtzclaw@santacruzca.gov

	Prior	Fiscal Year 2024			FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated							
	Totals	Budget	Actuals	Adopted						
Account # 711-70-95-7153-57302										
Project Cost Estimates:	-	-	-	500,000	-	-	-	-	-	500,000
Net Project Cost:	-	-	-	500,000	-	-	-	-	-	500,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

Union/Locust Back-up Generator

Project Description:

Project # c702107

The Water Administration Building does not currently have a backup generator. This vulnerability was highlighted during the 2019 Public Safety Power Shutoffs (PSPS) when the administration building lost power for several days interrupting the work of staff and impacting normal business functions.

Project Benefit:

This project provides a new backup power supply to maintain business operations during power outage events.

Project Location:

Union/Locust Building



Operating Budget Impact:

Minimal costs will be associated with the operation and maintenance of the backup power supply, but offset by maintenance of business continuity.

Project Schedule:

Completion expected 2025

Project Contact Email:

jsegal@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year		Estimated						
	Totals	Budget	Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	12,549	97,451	50,000	200,000	-	-	-	-	200,000
Net Project Cost:	12,549	97,451	50,000	200,000	-	-	-	-	200,000

City of Santa Cruz

Proposed Capital Investment Program Budget (by department)

Fiscal Years 2025-2029

Water

711- Water & Water System
Development Enterprise Fund

University Tank No. 4 Rehab/Replacement

Project Description:

Project # c701505

University Tank No. 4 (U4) is a 400,000 gallon steel tank constructed in 1965. Video inspections of U4 in 2019 revealed signs of corrosion on the tank floor, shell, and roof, necessitating a full rehabilitation or replacement project to ensure ongoing reliability. Planning work determined that replacement instead rehabilitation of the current tank provided the best benefit/cost balance. The project is currently in design and includes design of a replacement tank, secondary maintenance tank, site access and drainage improvements, and fire resiliency features.

Project Benefit:

Replaces aging infrastructure, improves water system reliability, water quality, fire preparedness, and provides operational enhancements.

Project Location:

Empire Grade Road near UCSC Western Entrance



Operating Budget Impact:

There are no anticipated increases to the operating budget.

Project Schedule:

Construction: 05/2024 - 01/2026

Project Contact Email:

tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2024		FY 2025 Adopted	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	Total 2025-2029
		Budget	Estimated Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	787,109	601,872	552,390	2,895,217	1,996,164	26,997	-	-	4,918,378
Funding Estimates:									
Federal capital grants	-	1,000,000	1,000,000	-	-	-	-	-	-
Net Project Cost:	787,109	(398,128)	(447,610)	2,895,217	1,996,164	26,997	-	-	4,918,378

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Water Program Administration

Project Description:

Project # c701901

The City originally contracted with HDR, Inc. in 2017 for five years to provide Program Management Services. As Program Manager, HDR supplements City staff and brings the additional technical and managerial resources required to implement an expanded Capital Investment Program. HDR's Master Service Agreement was renewed in June 2022 for an additional five-year term.

Project Benefit:

Maximizes annual project delivery volume and increases the rate of completion of projects.

Project Location:

Not Applicable



Operating Budget Impact:

There are no impacts to the operating budget.

Project Schedule:

Continuous

Project Contact Email:

irivera@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 711-70-91-7159-57302									
Project Cost Estimates:	2	2,765,982	2,184,184	1,924,991	2,495,974	2,489,715	2,472,251	1,553,943	10,936,874
Net Project Cost:	2	2,765,982	2,184,184	1,924,991	2,495,974	2,489,715	2,472,251	1,553,943	10,936,874

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
 Fiscal Years 2025-2029

Water

**711- Water & Water System
 Development Enterprise Fund**

Water Supply Augmentation

Project Description:

Project # c701705

This project replaces projects c701402 & c701403 to capture various higher-level feasibility studies and analyses to support the evaluation of water supply alternatives identified by the Water Supply Advisory Committee.

Project Benefit:

Informs the selection of water supply projects that meet the water supply reliability goals of the City.

Project Location:

City water service area as well as Santa Cruz Mid-County and Santa Margarita groundwater basins.



Operating Budget Impact:

To be determined.

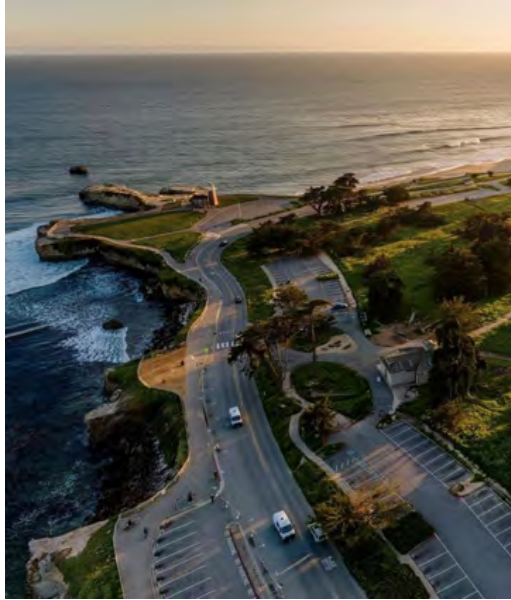
Project Schedule:

Planning Work Through December 2024

Project Contact Email:

irivera@santacruzca.gov

	Prior	Fiscal Year 2024		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
	Year	Estimated							
	Totals	Budget	Actuals						
Account # 711-70-91-7153-57302									
Project Cost Estimates:	3,019,606	2,774,056	1,663,714	2,455,000	499,200	519,168	537,339	24,105,209	28,115,916
Funding Estimates:									
Local Operating Grants & Contrib	-	-	-	950,000	-	-	-	-	950,000
Net Project Cost:	3,019,606	2,774,056	1,663,714	1,505,000	499,200	519,168	537,339	24,105,209	27,165,916



APPENDIX

Fiscal Year
July 1, 2024-
June 30, 2025



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Budget Adoption Resolution

RESOLUTION NO. NS-30,347

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CRUZ ADOPTING A BUDGET FOR FISCAL YEAR 2025

BE IT RESOLVED, by the City Council of the City of Santa Cruz, that the budget of the City of Santa Cruz for Fiscal Year (FY) 2025, including the Capital Investment Program (CIP), as proposed in that certain document entitled "City of Santa Cruz Proposed Annual Budget Fiscal Year 2025," on file with the City Clerk, is hereby adopted for FY 2025, effective July 1, 2024, with the addenda thereto as determined by the City Council and detailed in the attached Exhibits:

Exhibit A: Schedule of Administrative Budget Corrections

BE IT FURTHER RESOLVED that the Finance Director is authorized to create additional appropriations in order to provide for necessary commitments carried over from the prior fiscal year, including contract and purchase order encumbrances and unexpended project balances, so long as there is a sufficient fund balance to finance these commitments.

PASSED AND ADOPTED this 11th day of June, 2024, by the following vote:

AYES: Councilmembers Newsome, Brown, Watkins, Brunner, Kalantari-Johnson;
Vice Mayor Golder; Mayor Keeley.

NOES: None.

ABSENT: None.

DISQUALIFIED: None.

APPROVED: _____

Fred Keeley, Mayor

ATTEST: _____

Bonnie Bush, City Clerk Administrator

Schedule of Budget Changes FY 2025 Proposed to Adopted

Revenue		Add/Reduce		Project #	Project Name	GL Account String	Account Description	Amount Inc/(dec)	One-time	Annual	Justification
Dept	Fund	New	Old								
	101	New		c152301	City ERP Replacement	101-00-00-0000-49184	Transfer in from Information Technology	711,841	x		Transfer in from ERP project to fund limited term positions
	101	Add				101-00-00-0000-4151X	Utility Users Tax	1,700,000	x		Increase in expected Utility Users Tax based on updated analysis
PD	101	Add				101-00-00-0000-41914	Admissions Tax	798,139	x		Increase in expected Admissions Tax based on updated analysis
	211	Reduce		m400819-400-4000-0	West Cliff Dr Multi-Use Maintenance	211-20-22-2103-43290	State grants - other State capital grants-TDA	(200,000)	x		grant budgeted twice Funds for project are coming from Fund 221 fund balance, not a TDA grant
PW	221	Reduce				221-40-64-9330-43251	Federal capital grants-HBRR	(300,000)	x		Revenues incorrectly budgeted in FY 2025, rolled over from FY 2024
PW	221	Reduce				221-40-62-9370-43167	State capital grants-TDA funds	(10,000,000)	x		Revenues incorrectly budgeted in FY 2025, rolled over from FY 2024
PW	221	Reduce				221-40-64-4227-43251	State capital grants-TDA funds	(42,000)	x		Revenues incorrectly budgeted in FY 2025, rolled over from FY 2024
PW	221	Reduce				221-40-64-9330-43251	State capital grants-TDA funds	(600,000)	x		Revenues incorrectly budgeted in FY 2025, rolled over from FY 2024
EDH	253	Add		h512503-105-1020-3015	Downtown Library & Affordable Housing Project	253-51-81-0000-43110	Federal operating grants & contributions	1,901,659	x		HUD program adjustments approved at 5/14/24 Council meeting
EDH	253	Add		h511403-105-1020-3015	Housing Authority HOME Security Deposit Program	253-51-81-0000-43110	Federal operating grants & contributions	20,000	x		HUD program adjustments approved at 5/14/24 Council meeting
	292	Reduce				292-00-00-0000-46110	Pooled cash and investment interest	(65,402)	x		Remove interest revenue from ARPA budget, fund balance will be depleted
	293	Reduce				293-00-00-0000-46110	Pooled cash and investment interest	(184,300)	x		Remove interest revenue from CA14 budget, fund balance will be depleted
PW	311	Add		c409452-926-0-0	Sidewalk/Access Ramp	311-00-00-0000-49135	From Sidewalk In-Lieu Fund	(90,000)	x		Funds should not have been budgeted in project
PW	311	Add		c401805	Swanton Blvd Multi-Use		Transfer in from Information Technology	155,000	x		Grant funds not yet budgeted in project
WT	711	Add		c152301	City ERP Replacement	711-00-00-0000-49184	Transfer in from General Fund	284,329	x		Transfer in from ERP project to fund limited term positions
CMO	134	Add				134-00-00-0000-49191	General Fund	10,000	x		Additional General Fund contribution to the Cannabis Children's Fund
Total								(5,900,734)			
Proposed General Fund at Budget Hearings								148,210,482			
Updated Proposed General Fund								151,420,461			
Total GF change								3,209,979			
Proposed Total Funds at Budget Hearings								409,318,572			
Updated Proposed Total Funds								403,417,838			
Total change								(5,900,734)			

RESOLUTION NO. NS-30,347

EXHIBIT A

RESOLUTION NO. NS-30,347
EXHIBIT A

Expenditures		Add/Reduce	Fund		Project #	Project Name	GL Account String	Account Description	Amount Inc/(dec)	One-time	Annual	Justification
EDH	101	Reduce					101-51-80-5401-51111	Regular part time	71,214	x		Credit incorrectly budgeted twice for .5 ED Coord I deletion
FN	101	Add					101-14-11-1241-51XXX	Salary and benefits	372,201	x		Add Limited Term positions for ERP implementation
HR	101	Add					101-12-00-1230-51XXX	Salary and benefits	130,000	x		Add Limited Term positions for ERP implementation
PW	101	Add					101-40-62-4102-51XXX	Salary and benefits	209,640	x		Add Limited Term positions for ERP implementation
EDH	253	Add			h512001-100	HOME Admin & Planning	253-51-81-5207-52121	Interfund labor - charge	59,944	x		Expenditure budget accidentally not added in Proposed Budget
EDH	253	Add			h512503-100-2020-357	Downtown Library & Affordable Housing Project	253-51-81-5201-56960	Loans and grants	1,901,659	x		HUD program adjustments approved at 5/14/24 Council meeting
EDH	253	Add			h511403-100-2020-357	Housing Authority HOME Security Deposit Program	253-51-81-5201-56960	Loans and grants	20,000	x		HUD program adjustments approved at 5/14/24 Council meeting
PL	295	Add					295-00-00-0000-57901	Software Transfer out to	161,600	x		Technology fee surcharge revenues were budgeted in the fund, but not expenditures
341	New				c152301	City ERP Replacement	341-00-00-0000-59101	General Fund Transfer out to Water	711,841	x		Transfer out to General Fund to fund limited term positions
341	Add				c152301	City ERP Replacement	341-00-00-0000-59112	Fund	284,329	x		Transfer out to Water fund to fund limited term positions
711	Add				c152301	City ERP Replacement	711-70-92-7103-51XXX	Salary and benefits	284,329	x		Limited Term positions for ERP project
711	Add						711-70-XX-XXXX-51199	Salary savings	(1,364,923)	x		Increase Salary savings per dept request
711	Reduce				c702402-100-2020-0	Maintenance Workshop at BSR	711-70-95-7159-57302	Water systems	(150,000)	x		Funds moved to the project in a FY 2024
PW	721	Add					721-40-62-7209-52199	Other professional & technical services	205,000	x		administrative budget adjustment
PW	721	Add					721-40-62-7209-52227	Vehicle fuel island charges - internal	2,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52230	Vehicle pool car charges - internal	2,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52302	Travel and meetings	4,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52304	Training	5,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52960	Advertising	500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52961	Dues and memberships	1,500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52971	Printing and binding-internal	2,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-52972	Printing and binding-outside	2,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-53101	Postage charges	500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-53102	Office supplies	2,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-53105	Small tools and equipment	300	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add					721-40-62-7209-53106	Books and periodicals	500	x		New Engineering activity within the Wastewater Enterprise budget

RESOLUTION NO. NS-30,347
EXHIBIT A

PW	721	Add	721-40-62-7209-53108	Safety clothing and equipment	1,500	x	New Engineering activity within the Wastewater Enterprise budget			
Expenditures (continued)										
Dept	Fund	Add/Reduce	Project #	Project Name	GL Account String	Account Description	Amount Inc/(dec)	One-time	Annual	Justification
PW	721	Add			721-40-62-7209-53109	Copier supplies	500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add			721-40-62-7209-53110	Computer supplies	4,500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add			721-40-62-7209-53122	Software licenses	20,000	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add			721-40-62-7209-54202	Equipment purchases - non capital	2,500	x		New Engineering activity within the Wastewater Enterprise budget
PW	721	Add			721-40-62-7209-54203	Computer equipment - non-capital	2,500	x		New Engineering activity within the Wastewater Enterprise budget
CMO	101	Add			101-00-00-0000-59191	Transfer out to Cannabis Children's Fund	10,000	x		Additional General Fund contribution to the Cannabis Children's Fund
CC	101	Add			101-01-01-1110-54990	Miscellaneous supplies and services	25,000	x		Additional tenant legal services budget per City Council request at May 2024 Budget Hearings
CMO	101	Reduce			101-10-00-2401-52199	Other professional & technical services	(21,375)	x		5-year payback for animal shelter contract billing adjustment

EXHIBIT A

Proposed General Fund at Budget Hearings		150,623,782
Updated Proposed General Fund		151,420,461
Total GF change		796,679
Proposed Total Funds at Budget Hearings		431,697,876
Updated Proposed Total Funds		434,662,135
Total change		2,964,259

RESOLUTION NO. NS-30,347

EXHIBIT A

CHANGES TO BUDGET NARRATIVE - CORRECTING THE NARRATIVE

City Overview

Added new fund Technology Surcharge to Special Revenue Funds listing (page 24)
 Added new fund Technology Surcharge to Planning Department listing (page 26)

Budget Discussion

Updated the City Manager's Message (pages 29 and 31) and the General Fund Financial Outlook (page 32 and 33) to reflect a balanced Adopted budget
 Updated General Fund Financial Outlook to remove "General Fund Budget Summary" chart since that can be found on the City Manager's Message and add General Fund Reserves chart (page 36)

Personnel

Increase FTE for 2 years due to grant funding received for HRT

Department Summaries

Paragraph added to "Guide to Department Summaries" to explain the types of employee pay that is not included in salary savings (page 100)
 There was (71.214) mistakenly left in the EDH budget from the deletion of the .5 Economic Development Coordinator I position (page 124)
 Adjusted FY 2025 Goal in ED&H Dept to remove redundant word (page 121)
 EDH activity titles changed in the Budget Summary for 1504 and 1505; 1504 now reads "Café Extensions" and 1505 now reads "Kiosks" (page 124)
 Adjusted FY 2025 Goals in Parks and Rec Dept in response to City Council suggestions at May 2024 Budget Hearing (page 172)
 Adjusted FY 2025 Goals in Planning Dept in response to City Council suggestions at May 2024 Budget Hearings (page 183)
 Added FY 2025 Goal in Police Dept in response to City Council suggestion at May 2024 Budget Hearings (page 193)

Financial and Budgetary Policies

Changed "Budgetary Policy" FY 2025 rating from yellow to green since the Adopted Budget will be balanced (page 237)

Capital Investment Program

Added City ERP Replacement CIP project to CIP section (page 287)
 Remove \$150K of funding in c702402 as this was done with an administrative BA in FY 2024 (page 365)
 Added West Cliff Reinforced Concrete Pipe Repair project (c402409) to Stormwater CIP (page 347)

Appendices

Updated Water debt based on revised amortization schedules (pages 377 and 380)

Proposition 4 Appropriation Limit (Gann) Resolution

RESOLUTION NO. NS-30,351

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CRUZ
APPROVING THE SELECTION OF THE ANNUAL ADJUSTMENT FACTORS USED IN
THE CALCULATION OF THE CITY'S PROPOSITION 4 APPROPRIATIONS LIMIT FOR
FISCAL YEAR 2025

WHEREAS, Proposition 111 requires a recorded vote by the Council regarding which annual adjustment factors will be used in the City's calculation of the Proposition 4 limitation beginning with budget year 1990-91; and

WHEREAS, it is in the City's best interest to select the factors with the largest increase;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Santa Cruz as follows:

The 3.62% increase in California per capita personal income for the price factor and selects the City of Santa Cruz population growth of -0.2% for the population factor are selected to be used as the annual adjustment factors in the calculation of the City's Proposition 4 Appropriations Limit for Fiscal Year 2025.

PASSED AND ADOPTED this 25th day of June 2024, by the following vote:

AYES: Councilmembers Newsome, Brown, Watkins, Brunner, Kalantari-Johnson;
Vice Mayor Golder; Mayor Keeley.

NOES: None.

ABSENT: None.

DISQUALIFIED: None.

APPROVED: _____

Fred Keeley, Mayor

ATTEST: _____

Bonnie Bush, City Clerk Administrator

Proposition 4 Appropriation Limit (Gann) Resolution

CITY OF SANTA CRUZ
APPROPRIATIONS SPENDING LIMIT
PROP 4 - GANN LIMIT
BASED ON 2025 ADOPTED BUDGET

Calculation of Spending Limit

Last Year's Appropriations Limit (FY 2024)			\$ 199,169,061
Adjustment Factors:			
A. Change in Population - City	0.998000		
B. Change in California per Capita Personal Income	1.036200		
	A times B	1.03413	
Total Adjustment Percentage (A times B)	3.4128%		
Total Adjustment Dollars			6,797,242
New Appropriations Limit For Fiscal Year 2025			<u><u>\$ 205,966,303</u></u>

Appropriations Compared To Limit

Projected Proceeds From Taxes			\$ 110,555,099
Less: Federal Mandates	\$ 1,404,648		
Qualified Capital Outlays	-		
Debt Service Appropriations	1,142,713		
Total Exclusions			<u>2,547,361</u>
Appropriations Subject to Limit For Fiscal Year 2025			108,007,738
Appropriations Limit For Fiscal Year 2025			205,966,303
Amount Over / (Under) Appropriations Limit			<u><u>\$ (97,958,565)</u></u>

Debt Service and Pension Obligations

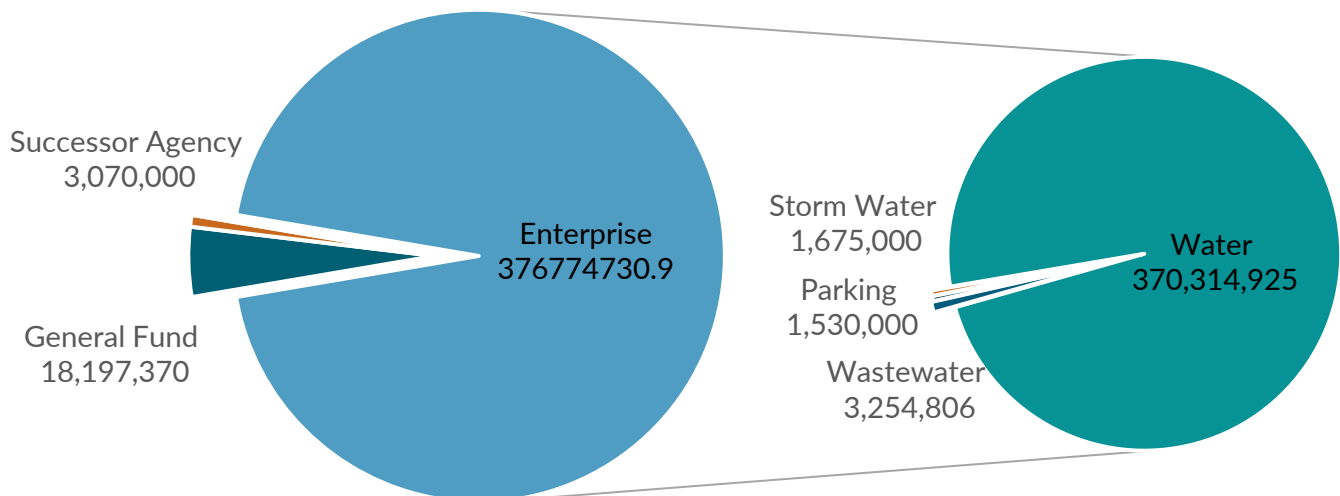
Overview

The City of Santa Cruz debt service obligations include revenue bonds, general obligation bonds, loans, leases, and former Santa Cruz Redevelopment Agency debt, transferred to the Successor Agency Trust (Resolution NS-28,450 dated January 24, 2012). Also included are the State of California Public Employees' Retirement System (PERS) and other post-employment benefits (OPEB) liabilities. All debt issuance is approved by the Santa Cruz City Council, subject to the City's legal debt limit.

- *Revenue Bonds* – issued to purchase or construct assets owned by the City and the City pledges income resulting from the asset or enterprise to pay the debt service.
- *General Obligation Bonds* – issued to finance various public improvements in the City for which the main security for repayment is property taxes.
- *Santa Cruz Redevelopment Successor Agency Debt* – debt issued to finance redevelopment activities in accordance with California Community Redevelopment Law. With the dissolution of Redevelopment Agencies, the principal source of debt repayment is from property tax revenues of the Successor Agency to the Redevelopment Agency.

Debt Status

The graph below estimates outstanding debt obligations, excluding pension, of \$18,197,370 in the General Fund, \$3,070,000 in RDA Successor agency debt, and \$376,774,731 in the City's Enterprise funds for a total outstanding debt obligation of \$398,042,101 at the end of fiscal year 2024.



FY 2024 Debt Issues

The Wastewater Fund is in the process of completing a loan from the California Infrastructure and Economic Development Bank (IBank) in the amount of \$31M to fund infrastructure updates to the Wastewater Treatment Plant.

FY 2025 Planned Debt

The Water Department continues to pursue low interest and no interest loans and grants to fund its infrastructure projects, including \$130M for a planned Facilities Improvement Project.

The Parking Enterprise Fund is planning to issue debt to fund their portion of the Library and Affordable Housing Project that includes a new parking structure.

FY 2025 PERS and OPEB Liabilities

The City of Santa Cruz participates in PERS to provide pension benefits for past, current, and future employees. In addition, it provides modest, capped health retiree obligations as required by the CalPERS health program and as negotiated locally by City employees.



Debt Service Obligations-Summary of Changes in Long-Term Debt

General Long-Term Debt	Purpose	Balance 6/30/23	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/24	Due Within 1 Year	Due in More Than 1 Year
2009 General Obligation Refunding Bonds Bond Rating: AA+ Maturity: 9/1/2029	Refinanced 1999 GO Bonds. Original issue was for acquisition of land for open space and construction of a community park, fire admin building and fire station upgrades.	3,520,000	-	410,000	3,110,000	440,000	2,670,000
2012 Golf COP Refunding Loan Maturity: 5/1/2029	Refinanced 2004 COP 13. Original issue was for golf course improvements.	1,260,041	-	192,220	1,067,821	199,007	868,814
2015 I-Bank Arterial Streets and Roads Loan Maturity: 8/1/2024	For City-wide road improvements	3,023,134	-	1,498,604	1,524,530	1,524,530	-
2017 Refunding Lease Revenue Bonds 2007 Bond Rating: AA Maturity: 11/1/2037	Refinanced 2007 LRB's. Original issue was for land and building improvements for the library and water departments.	4,240,000	-	200,000	4,040,000	210,000	3,830,000
2017 Refunding Lease Revenue Bonds Series B Bond Rating: AA Maturity: 11/1/2031	Refinanced 2010 Series B. Original issue was for Civic Center acquisition, construction & improvement.	1,680,000	-	160,000	1,520,000	165,000	1,355,000
2018 California Energy Commission Loan Maturity: 12/22/2033	For comprehensive energy efficiency retrofit project	1,020,377	-	84,133	936,244	85,004	851,240
2020 PG&E Loan - Interest Free (155 Center) Maturity: 4/1/2025	Lighting upgrades at the Police Department headquarters.	24,617	-	13,428	11,190	11,190	-
2020 PG&E Loan - Interest Free (Branciforte) Maturity: 11/1/2024	Lighting upgrades at DeLaveaga Park	23,684	-	16,718	6,966	6,966	-
2020 PG&E Loan - Interest Free (119 Center) Maturity: 3/1/2030	Lighting upgrades at Depot Park	56,337	-	8,346	47,991	8,346	39,644
2023 California Energy Commission Loan Maturity: 12/22/2042	Civic roof restoration, solar panels & boiler controls, HW ballfield lights retrofit, HW pool solar panels, Soquel/Front solar panels.	2,424,224	-	116,595	2,307,629	121,302	2,186,327
2023 Banc of America Maturity: 12/1/2042	offset 2023 CEC loan projects	3,721,000	-	-	3,625,000	96,000	3,521,000
Total General Long-Term Debt		20,993,414	-	2,700,045	18,197,370	2,867,344	15,322,026

Water Enterprise Liabilities	Purpose	Balance 6/30/23	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/24	Due Within 1 Year	Due in More Than 1 Year
2014 Water Refunding Revenue Bonds Bond Rating: AA- Maturity: 3/1/2036	Refinanced 2006 Water Revenue Bonds and Water Note payable to the State	7,275,000	-	465,000	6,810,000	475,000	6,335,000
2016 I-Bank Water Infrastructure Loan Maturity: 8/1/2046	For City-wide improvements to the water system	21,711,316	-	611,921	21,099,395	631,747	20,647,648
2019 Water Revenue Bonds Bond Rating: AA- Maturity: 3/1/2049	For City-wide improvements to the water system and to repay the outstanding bank loan.	19,800,000	-	390,000	19,410,000	405,000	19,005,000
2020 Water Resources Loan- Newell Creek Inlet Maturity: 10/1/2052	For the Newell Creek Inlet-Outlet Replacement project.	103,453,000	-	2,845,814	100,6407,186	2,836,387	97,770,798
2021 Water Fund BofA Commercial Loan Maturity: 6/14/2024	For water related projects	50,000,000	-	-	50,000,000	-	50,000,000
2021 Water Resources Loan- Graham Hill Maturity: 4/30/2054	Replacement of 4.5 miles of pipeline to Graham Hill Treatment Plant.	45,900,000	-	1,241,656	44,658,344	1,259,039	43,399,305
2023 WIFIA Loan Maturity: 5/1/2063	For City-wide improvements to the water system	127,730,000	-	-	127,730,000	-	127,730,000
Total Water Liabilities		375,869,316	-	5,554,391	370,314,925	5,607,173	364,887,752

Wastewater Enterprise Liabilities	Purpose	Balance 6/30/23	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/24	Due Within 1 Year	Due in More Than 1 Year
2020 I-Bank Wastewater UV Loan Maturity: 8/1/2050	Ultraviolet light disinfection system replacement project	3,338,563	-	83,758	3,254,806	85,852	3,168,954
Total Wastewater Liabilities		3,338,563	-	83,758	3,254,806	85,852	3,168,954

Parking Enterprise Liabilities	Purpose	Balance 6/30/22	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/23	Due Within 1 Year	Due in More Than 1 Year
2017 Parking Refunding LRB Bond Rating: AA Maturity: 11/1/2028	Refinanced 2010 LRB's. Original issue was 1998 COP 8 for construction of a parking garage.	1,805,000	-	275,000	1,530,000	290,000	1,240,000
2020 PG&E Loan - Interest Free (601 Front) Maturity: 3/1/2024	Lighting upgrades at the parking garage.	20,263	-	20,263	-	-	-
Total Parking Liabilities		1,825,263	-	295,263	1,530,000	290,000	1,240,000

Storm Water Enterprise Liabilities	Purpose	Balance 6/30/23	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/24	Due Within 1 Year	Due in More Than 1 Year
2014 Storm Water Refunding Revenue Bonds Bond Rating: A+ Maturity: 10/1/2028	Refinanced 2005 Revenue Bonds. Original issue was 1999 COP 9 for San Lorenzo River flood control project.	2,020,000	-	345,000	1,675,000	355,000	1,320,000
Total Storm Water Liabilities		2,020,000	-	345,000	1,675,000	355,000	1,320,000
Total Enterprise Funds Liabilities		383,203,484	-	6,428,753	376,774,731	6,338,025	370,616,706

Successor Agency Trust	Purpose	Balance 6/30/23	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/24	Due Within 1 Year	Due in More Than 1 Year
2004 RDA TAB Merged Bond Rating: A Maturity: 10/1/2031	Refinanced 1996 Earthquake Recovery Bonds and raised funds for additional redevelopment projects.	2,410,000	-	220,000	2,190,000	230,000	1,960,000
2011 Housing TABS Series A Maturity: 10/1/2024	To fund housing related projects in the earthquake reconstruction project area.	1,705,000	-	825,000	880,000	880,000	-
TOTAL Successor Agency Trust		4,115,000	-	1,045,000	3,070,000	1,110,000	1,960,000
Subtotal Debt Service Obligations		408,311,898	-	10,173,798	398,042,101	10,315,369	387,898,732

Pension and Other Post-Employment Benefits Obligations

Public Employees Retirement System (PERS)	Measurement Date	Actuarial Value of Assets	Accrued Liability	Unfunded Liability	Funded Percentage of Assets	Prior Valuation Unfunded Liability
Miscellaneous employees	6/30/2023	373,746,832	508,151,047	134,404,215	73.6%	53,506,443
Safety employees	6/30/2023	205,937,205	291,338,035	85,400,830	70.7%	63,804,671
Total PERS Obligations		579,684,037	799,489,082	219,805,045	72.5%	117,311,114

Other Post-Employment Benefits (OPEB)	Measurement Date	Actuarial Value of Assets	Accrued Liability	Unfunded Liability	Funded Percentage of Assets	Prior Valuation Unfunded Liability
Total OPEB Obligations		3,907,542	41,491,326	37,583,784	9.4%	45,110,340
Subtotal Pension & OPEB Obligations		583,591,579	840,980,408	257,388,829	69.4%	162,421,454

Summary of Total Obligations

	FY 2023 Budget Balance as of Reporting Date	Percentage of Total Debt	FY 2024 Budget Balance as of Reporting Date	Percentage of Total Debt
City-wide Debt before Pension	408,311,898	68.7%	398,042,101	58.4%
City-wide Unfunded Pension Liability	162,421,454	27.3%	257,388,829	37.8%

Other future obligations without annual debt service

Compensated absences	2,314,178		2,388,200	
Claims and judgments	12,362,029		13,448,965	
Landfill closure	9,215,755		10,388,632	
Other future debt obligations	23,891,96280	4.0%	26,225,797	3.8%
TOTAL ALL CITY OBLIGATIONS	594,625,314		681,656,727	

Legal Debt Limit

Under section 1418 (Bonded Debt Limit) of the City's Charter, the City shall not incur an indebtedness evidenced by general obligation bonds which shall in the aggregate exceed the sum of fifteen percent (15%) of the total assessed valuation for purposes of City taxation, of all the real and personal property within the City, exclusive of any indebtedness that has been or may hereafter be incurred for the purposes of acquiring, constructing, extending or maintaining municipal utilities for which purpose a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution(1) and of this Charter.

Legal Debt Margin for Fiscal Year 2022-2023:

Total assessed value	12,097,002,307
Fifteen percent (15%) of total assessed value	1,814,550,346
Debt applicable to limit:	
General obligation bonds (reported at accreted value)	3,520,000
Less: Amount available in the debt service fund for re- payment of bonds	1,523,656
Total net debt applicable to limit	1,996,344
Legal debt margin	1,812,554,002

Notes:

(1) California Government Code, Section 43605, sets the debt limit at 15%. The Code section was enacted when assessed valuations were based on 25% of full market value. This has since changed to 100% of full market value. Thus, the limit shown is 3.75 is (one-fourth the limit of 15%).

Sources:

County of Santa Cruz Auditor-Controller's Office
City of Santa Cruz, California FY 2023 Comprehensive Annual Financial Report

Acronyms

ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHSC	Affordable Housing and Sustainable Communities
ARPA	American Rescue Plan Act
ATP	Active Transportation Program
BFCC	Beach Flats Community Center
BRE	Business Retention and Expansion
CalPERS	California Public Employees' Retirement System
CAP	Climate Action Plan
CARD	City Arts Recovery Design
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CIP	Capital Investment Program
CMO	City Manager's Office
COP	Certificates of Participation
COVID-19	Coronavirus disease 2019
CPVAW	Commission for the Prevention of Violence Against Women
CRM	Cooperative Retail Management
CRSP	Community Request for Service Portal
CSO	Community Service Officer
CZU	CAL FIRE San Mateo - Santa Cruz Unit
DEI	Diversity, Equity, and Inclusion
DMC	Downtown Management Corporation
DOF	Department of Finance (California)

DT	Downtown
ED	Economic Development and Housing
ERP	Enterprise Resource Planning
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FTE	Full-Time Equivalents
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GHWTP	Graham Hill Water Treatment Plant
GIS	Geographic Information System
GO	General Obligation
HiAP	Health in All Policies
HOME	Home Investment Partnerships Program (US Department of Housing and Urban Development)
HR	Human Resources
HUD	Housing and Urban Development (US)
IHAPP	Inclusionary Housing Affordability Preservation Program
IIG	Infill Infrastructure Grant
ISF	Internal Services Fund
IT	Information Technology
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LHTF	State Local Housing Trust Fund
LMIH	Low- and Moderate-Income Housing Fund
LNCC	London Nelson Community Center

MBNMS	Monterey Bay National Marine Sanctuary
MOU	Memorandum of Understanding
OES	Office of Emergency Services
OPEB	Other Post-Employment Benefits
PEPRA	Public Employees' Pension Reform Act
PERS	Public Employees' Retirement System
POB	Pension Obligation Bond
PW	Public Works
RDA	Redevelopment Agency
RFP	Request for Proposal
RHNA	Regional Housing Needs Assessment
ROPS	Recognized Obligation Payment Schedule
SA	Successor Agency (City of Santa Cruz, as Successor Agency to the former Santa Cruz Redevelopment Agency)
SB	Senate Bill
SCC	Santa Cruz County
SCMU	Santa Cruz Municipal Utilities
SCO	State Controller's Office (California)
SCPL	Santa Cruz Public Library
SLR	San Lorenzo River
SRF	State Revolving Fund
TOT	Transient Occupancy Tax
UCSC	University of California, Santa Cruz
UUT	Utility Users Tax
VLf	Vehicle In-Lieu Fees
WIFIA	Water Infrastructure and Finance Innovation Act
WSAC	Water Supply Advisory Committee

Glossary

Accreted Value - The value, at any given time, of a multi-year instrument that accrues interest, but does not pay that interest until maturity

Accrual Basis - Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place.

Activities - Specific services performed in accomplishing Department objectives and goals.

Amortization - The process of repayment of debt through periodic installments over a period of time.

Appropriation - An authorization made by Council that permits the City to incur obligations and to make expenditures of resources.

Assessed Valuation - A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 100% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal. Property taxes for general purposes cannot exceed 1% of assessed value.

Audit - Prepared by an independent certified public accountant (CPA), the primary objective of an audit is to determine if the City's financial statements fairly present the City's financial position and results of operations in conformity with generally accepted accounting principles. In conjunction with performing an audit, independent auditors customarily issue an Independent Auditors' Report stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.

Balanced Budget - A budget or financial plan in which revenues are equal to expenditures, such that there is no budget deficit or surplus.

Bonds - A form of borrowing (debt financing) which reflects a written promise from the City to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects such as buildings, streets, and utility infrastructure.

Budget - A financial plan for a specified period of time that matches projected revenues and planned expenditures to municipal services, goals, and objectives.

Budget Amendment - Under the City Charter, the Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by majority vote. The City Manager has the authority to approve administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.

Budget and Fiscal Policies - General and specific guidelines adopted by the Council that govern financial plan preparation and administration.

Budget in Brief - Included in the opening section of the budget, the Budget in Brief is a message from the Finance Director that provides the Council and the public with a summary of key financial indicators of the City's Annual Budget.

Budget Message - Included in the opening section of the budget, the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

Budget - A financial plan for a specified period of time that matches projected revenues and planned expenditures to municipal services, goals, and objectives.

Capital Assets - Expenditures of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$5,000.

Capital Investment Program (CIP) - A multi-year program (plan) for maintaining or replacing existing public facilities and assets, and for building or acquiring new ones.

Capital Outlay - Expenditures to acquire, rehabilitate, or construct general capital assets and major improvements.

Carryover - Unspent funds, either encumbered, reserved, or unobligated, brought forward from prior fiscal years.

City Stabilization Reserve - Established by Council June 11, 2013, this reserve covers a two-month operating balance that could be used to temporarily offset significant revenue declines, to temporarily offset cash flow needs or for urgent facility costs to preserve safety or operations. Should the reserve fall below two months, it would require notification and may require approval by bond holders and a report to the City Council on the strategy to return to the minimum funding level. The remaining portion for the unfunded obligation reserve (initially funded at \$2.1 million) could be used to pay down internal loans, pension obligation bonds, or offset post-employment health care obligations.

Climate Action Plan - In order to improve the energy efficiency of municipally owned and/or operated facilities, the City has developed a Climate Action Plan. Projects that support the Climate Action Plan have been identified in the CIP section of the budget.

Debt Financing - Borrowing funds for capital improvements needed today and pledging future revenues to repay principal and interest expenditures (see Debt Service).

Debt Instrument - Method of borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds.

Debt Service - Payments of principal and interest on bonds and other debt instruments according to a pre-determined schedule.

Debt Service Fund - This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in those funds.

Deficit - An excess of expenditures or liabilities over income or assets in a given period.

Department - A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Encumbrance - Financial commitments, such as Purchase Orders or contracts, which are chargeable to an appropriation and for which a portion of the appropriation is reserved.

Enterprise Funds - Enterprise funds establish a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It is the City's intent that the costs (including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges. The City has established five enterprise funds: Water, Waste Water, Storm Water, Refuse, and Parking.

Expenditure - The outflow of funds paid or to be paid for assets, goods, or services, regardless of when the invoice is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended (see Encumbrance).

Fiduciary Fund - Used in governmental accounting to report on assets held in a trust for others.

Financial Position - The term financial position is used generically to describe either fund

balance or working capital. Because governmental and enterprise funds use different bases of accounting, fund balance and working capital are different measures of results under generally accepted accounting principles. However, they represent similar concepts: resources available at the beginning of the year to fund operations, debt service, and capital improvements in the following year.

Fiscal Year - The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.

Full-Time Equivalent - The total amount of full-time employees working for the City.

Fund Balance - Also known as financial position, fund balance for the governmental fund types is the excess of fund assets over liabilities and represents the cumulative effect of revenues and other financing sources over expenditures and other financing uses. Fund balance is a similar (although not exact) concept as working capital in the enterprise funds (see Working Capital).

Fund - An accounting entity that records all financial transactions for specific activities or government functions. The six generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Projects, Enterprise, and Internal Service Funds.

General Fund - The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose (see Fund).

Goal - A statement of broad direction, purpose, or intent.

Governmental Funds - Funds generally used to account for tax-supported activities. The City utilizes four different types of governmental funds: the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Investment Revenue - Interest income from the investment of funds not immediately required to meet cash disbursement obligations.

Major City Goals - Provides policy guidance and direction for the highest priority objectives to be accomplished during the year.

Modified Accrual - An accounting method that recognizes revenues when they become available and measurable, and recognizes expenditures when liabilities are incurred.

Objective - A statement of specific direction, purpose, or intent, based on the needs of the community and the goals established for a specific program.

Operating Budget - The portion of the budget that pertains to daily operations and delivery of basic governmental services.

Operations - A grouping of related programs within a functional area.

Overhead - Administrative costs associated with city-wide operations which cannot be attributed to any specific department. These costs are subject to a city-wide overhead cost allocation plan to distribute costs on an equitable basis to departments and funds that are the beneficiaries of such expenses.

Proprietary Fund - Used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector.

Reserve - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue Bonds - Bonds sold to construct a project that will produce revenues pledged for the payment of related principal and interest.

Special Revenue Funds - This fund type is used to account for the proceeds from specific revenue sources (other than Trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

Subventions - Revenues collected by the State (or other level of government) that are

allocated to the City on a formula basis. The major subventions received by the City from the State of California include motor vehicle in-lieu and gasoline taxes.

Trust - (As related to City Trust, ED Trust, etc.) A fund established to hold funds dedicated to a specific project or purpose.

Working Capital - Also known as financial position in private sector accounting, and in enterprise fund accounting in the public sector, working capital is the excess of current assets over current liabilities. For the enterprise funds, this term is a similar (although not exact) concept as fund balance in the governmental fund types.

