



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 Businesses & 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 es & 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 |

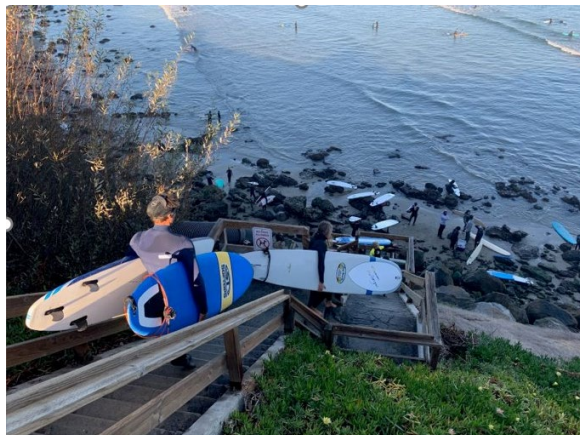
| FY 2025 Goals (continued) | Fiscal Sustainability & Transparency | Strong Business es Vibrant Downtown | Housing | Homelessness Response | Public Safety & Community Well-Being | Natural & Built Infrastructure | Thriving Organization |
|---|---|--|----------------|------------------------------|---|---|------------------------------|
| 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 2024 | | | |
|--|--|--|------------------|-----------------|-------------------|--|
| | | | Adopted Budget | Amended* Budget | Year-End Estimate | |
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*Sums may have discrepancies due to rounding

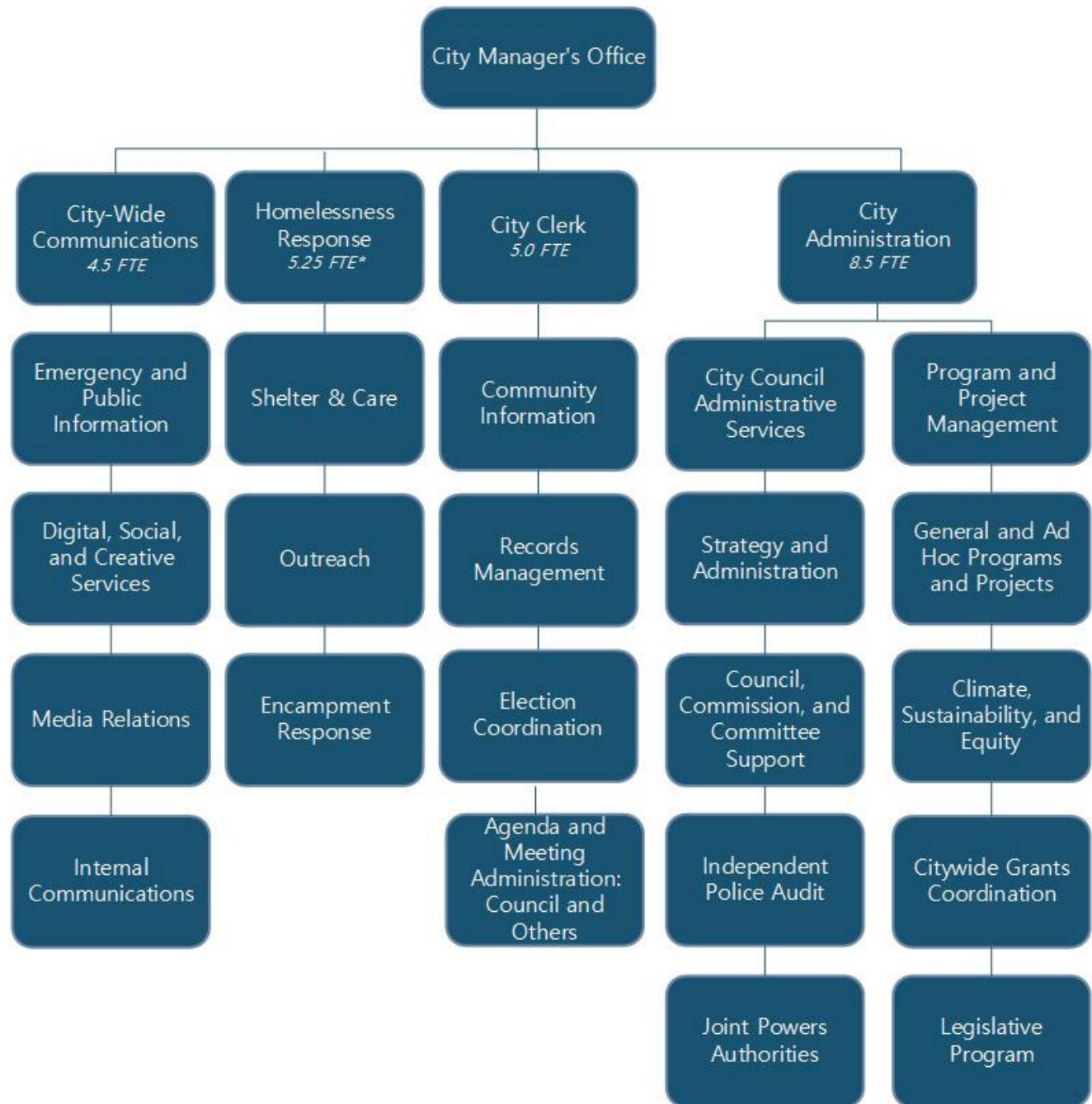
Staffing

| 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)