



Public Works Department

The Public Works Department is the largest City department and is organized into seven major divisions: Engineering; Transportation Engineering; Parking Operations; General Operations; Resource Recovery; Wastewater; and Administration. 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.

Core Services

- The Engineering Division develops and manages the department- and citywide-Capital Investments 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 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 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 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 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 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 2023 Accomplishments	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well-Being, Sustainability	New & Improved funding sources	Green Economy
Entered compliance with SB 1383, the “Short-Lived Climate Pollutants” law by rolling out residential food scrap collection program to 13,500 customers and beginning integration of food recovery service providers into regional database	X	X	X	X	X	X	X
Took delivery of the first electric refuse truck in support of the City's Climate Action Goals and integrated the charger for this vehicle into the Corporation Yard solar system.	X	X		X	X	X	X
Coordinated ongoing design work and construction of source water pump station and tertiary treatment facility at the City's Wastewater Treatment Plant.	X			X	X		X
Progressed on Phase II Infrastructure Study and Condition Assessment CIP, including assessment of WWTF Electrical System, construction of WWTF Gravity Thickener No. 2 Rehabilitation, and design of Headworks Rehabilitation	X			X	X		
Completed construction of the 3 Water Cogeneration Cooling Line Rehabilitation	X			X	X		
Completed construction of the Route 1-9 intersection improvement project	X	X		X	X		
Started construction of Rail Trail Segment 7 Phase II	X			X	X	X	X
Completed remodel of Garfield Park Library	X			X	X		

FY 2023 Accomplishments (continued)	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well- Being, Sustainability	New & Improved funding sources	Green Economy
Completed the revision of the Local Limits for Industrial discharge to the WWTF, including control limits for supporting the Pure Water Soquel processes in 2024 and beyond				X	X		
Continued to support the CDC in the national Wastewater Surveillance System for COVID-19, MPox, Flu, and other pathogens in wastewater				X	X		
Rolled out new PARCS equipment at River Front and Soquel Front Garages, replacing unsupported equipment, providing online permit account access to customers, and allowing future add-ons to our garage parking programs	X	X	X	X	X		
Provided ongoing support to CMO, OPS, PD, and Parks in providing staff and equipment for debris cleanup, parking logistics, and project planning and continued assistance with Safe Parking Program, providing space in our parking lots and connecting with those using our program		X		X	X		
Completed construction of Chestnut Street storm sewer replacement and pavement rehabilitation project	X			X			
Obtained Right-of-Way Certification from Caltrans for Murray Street Seismic Retrofit and Barrier Replacement Project	X	X		X	X		
Performed emergency protective measures on West Cliff Drive and San Lorenzo River Levee after the January 4 storm event	X			X			
Established a new division for the City, Homelessness Response Field Division, to focus on encampment abatement	X	X		X	X		

FY 2024 Goals	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well-Being, Sustainability	New & Improved funding sources	Green Economy
Further expand the commercial food scrap collection program in compliance with SB 1383 and move processed feed stock into the Wastewater Treatment Facility process to recover bioenergy from food scrap material and reduce transportation impacts	X	X	X	X	X	X	X
Expand EV infrastructure at City facilities	X		X	X	X	X	X
Start up and commission a new source water pump station to provide secondary effluent to the AWWP of Pure Water Soquel and a new Title 22 tertiary treatment facility to provide recycled water for onsite and offsite uses	X				X	X	
Complete construction of the WWTF Headworks Project and Gravity Thickener No. 2 Rehabilitation	X			X	X		
Implement revised Local Limits and Enhanced Source Control measures for discharging pollutants into and through the facility for treatment and discharge to the nearshore and for Pure Water Soquel (PWS) after City Council promulgation				X	X		
Continue participation in the national Wastewater Surveillance for Public Health sponsored by CDC and share with County Public Health for monitoring COVID-19, MPox virus, influenza, and the expanding portfolio of pathogens.				X	X		
Complete study Stormwater and Wastewater operational fiscal needs and advance funding proposal	X		X	X		X	
Implement License Plate Recognition (LPR) for more streamlined and efficient parking enforcement on street and in residential permit zones		X	X	X		X	

FY 2024 Goals (continued)	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well-Being, Sustainability	New & Improved funding sources	Green Economy
Continue replacement/modernization of Locust Garage and Wharf Gate parking equipment, replacing unsupported equipment to allow flexible permit programs, including residential permits in the future	X	X	X	X	X		
Further our “Food Too Good to Waste” program goals by working with food service providers to move toward durable food service ware, decrease the use of disposable service ware, and increase the participation in regional food recovery and distribution programs to improve residents’ food security		X	X	X	X	X	X
Continue promoting a positive and safe work environment to maintain employee retention			X	X			
Control rodent population and perform vegetation management of the San Lorenzo River levee system to deter undermining of the infrastructure and comply with FEMA levee certification	X			X			
Bid, award, and begin construction of Murray Street Bridge seismic upgrade project	X	X		X	X		
Complete the construction of Rail Trail Segment 7 Phase II	X	X		X	X		
Complete pavement rehabilitation and striping and safety improvements for the Ocean Street Paving Project	X	X		X	X		
Secure funding, receive community feedback, and complete emergency repairs and any necessary traffic controls for West Cliff Drive	X			X	X	X	

Workload Indicators and Performance Measures

Workload Indicators	Focus Area	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Goal
Number of major capital improvement projects completed	Infrastructure	20	20	20	20	21
Public Works permits issued	Core Services	1,160	1,190	1,200	1,200	1,250
Number of persons on waitlist for downtown parking district permit	DT & Other Business Sectors	786	432	103	100	100
Tons of debris disposed of and emptied from City streets & bike lanes	Core Services	503	369	475	425	500
Number of commercial waste containers emptied	Core Services	58,000	54,333	55,000	56,000	60,000
Number of street trash cans emptied	Core Services	11,856	15,600	15,000	15,000	15,000
Average millions of gallons of effluent treated daily by the Wastewater Treatment Facility	Core Services	7.5	6.9	7.0	7.0	7.0
Kilowatt hours (millions) of electricity generated by capturing methane gas from the anaerobic digester operation	Fiscal Sustainability	6.3	6.9	7.0	7.0	7.0
Number of potholes filled by Streets crews	Infrastructure	325	275	290	200	250
Tons of illegal encampment debris removed by Operations division	Infrastructure	85	700	850	874	900
Number of work orders completed for repairs/maintenance of City facilities by Facilities employees	Infrastructure	5,944	3,959	4,500	5,000	4,500
Number of work orders completed for repairs/maintenance of City vehicles and equipment assets	Infrastructure	3,814	3,620	3,187	3,250	3,500

Performance Measures	Focus Area	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Goal
Percent of facilities work orders closed/completed within 7 days	Infrastructure	97%	97%	97%	95%	100%
Percent of fleet work orders closed/completed within 7 days	Infrastructure	54%	68%	72%	78%	80%
Percent compliance with daily, weekly, and monthly effluent limitations for conventional pollutants per NPDES permit limits	Infrastructure	97%	94%	95%	97%	95%
Percentage of City waste diverted from disposal (the state-mandated diversion goal is 50%)	Fiscal Sustainability	60%	63%	65%	60%	75%
Pavement Condition Index (PCI) rating score (goal of 70)	Infrastructure	66	65	65	67	70
Number of days total that the Locust, Soquel, and River Front garages' occupancy was 75% or higher	Fiscal Sustainability	156	0	0	200	225



Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2023			Fiscal Year
		2022 Actuals	Adopted Budget	Amended* Budget	Year-End Estimate	2024 Adopted
EXPENDITURES BY CHARACTER:						
Personnel Services		29,252,310	33,898,233	33,832,878	31,529,254	34,606,986
Services, Supplies, and Other Charges		27,601,913	33,141,159	37,055,443	28,529,294	39,295,209
Capital Outlay		1,145,639	4,198,671	9,582,245	3,878,378	2,597,600
Debt Service		2,046,395	1,621,190	1,621,190	1,290,554	1,088,897
Total Expenditures		60,046,257	72,859,253	82,091,756	65,227,480	77,588,692
EXPENDITURES BY ACTIVITY:						
Public Works Administration	4101	198,063	147,637	147,637	155,789	1,524,847
Engineering	4102	886,875	846,048	919,405	877,855	964,059
Public Works Operations	4103	308,137	242,588	278,914	260,729	270,435
Facilities Services	4110	1,017,203	1,191,265	1,414,647	1,439,257	1,225,032
Energy Efficiency	4111	357,221	436,839	653,706	663,590	483,642
Street Maintenance and Sidewalk Repair	4210	2,025,238	2,383,946	2,531,314	2,012,587	2,200,493
Traffic Engineering	4220	677,298	798,823	847,543	913,772	932,814
Parking Services	4221	1,685,487	1,901,017	1,905,124	1,750,964	2,002,387
Bicycle/Pedestrian System Maintenance	4227	29,408	60,000	60,000	18,257	68,000
Parking Citation and Permits Office	4229	544,012	567,549	567,549	572,091	585,963
After Hours Call Duty Program	4901	61,139	-	-	-	-
Homelessness Response	6105	-	452,935	769,930	480,370	845,511
Subtotal General Fund		7,790,081	9,028,647	10,095,768	9,145,261	11,103,183
Wharf Gate Operations	4226	587,488	715,648	716,264	641,872	751,495
Subtotal Other General Funds		587,488	715,648	716,264	641,872	751,495
Additional Traffic Engineering	4214	57,213	88,184	88,184	89,180	82,794
Traffic Signal Maintenance	4224	216,058	256,449	259,765	282,740	271,075
Street Lighting	4225	443,743	438,219	438,219	419,749	369,672
Bicycle/Pedestrian System Maintenance	4227	40,000	55,000	55,000	30,000	55,000
Traffic Impact	4228	115,710	157,194	157,194	146,399	155,441
Clean River, Beaches & Oceans	4235	578,276	813,972	890,629	244,507	944,425
Transportation Development Act	6301	1,063,500	1,023,884	1,023,884	1,258,669	1,200,000
Wastewater Customer Service	7201	423,180	448,067	448,067	448,067	481,563

*Sums may have discrepancies due to rounding

Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2023			Fiscal Year
		2022	Adopted	Amended*	Year-End	2024
		Actuals	Budget	Budget	Estimate	Adopted
Wastewater Collection Control	7202	3,288,491	4,041,609	4,712,609	3,777,253	3,853,322
Wastewater Treatment Facility	7203	10,680,877	13,970,070	15,605,076	13,384,464	14,877,143
Secondary Plant Parks Mitigation	7204	462,096	565,013	573,013	563,102	521,743
Wastewater Source Control	7205	655,224	934,408	973,714	820,151	1,012,907
Wastewater Pump House	7206	6,736	88,000	88,000	88,000	88,000
Wastewater Admin Charges	7207	1,007,475	1,045,759	1,045,759	1,045,759	1,620,463
Wastewater Lab	7208	1,433,525	1,857,479	1,998,812	877,780	2,097,567
Sewer Debt Service	7242	515,600	512,285	512,285	176,462	176,192
Refuse Customer Accounting	7301	755,553	795,733	795,733	771,733	873,801
Resource Recovery Collection - Containers	7302	6,216,706	8,505,941	10,800,752	5,641,140	8,203,129
Refuse Disposal	7303	6,791,093	7,708,473	8,286,574	6,789,388	8,021,792
Recycling Program - Processing	7304	2,054,264	2,780,295	2,828,072	2,346,157	3,093,086
Resource Recovery Collection - Cart	7305	2,888,268	3,968,904	5,454,279	5,432,577	4,078,028
Waste Reduction	7306	426,789	663,755	715,284	413,067	732,583
Street Cleaning	7307	708,206	1,033,367	1,033,367	1,046,865	949,487
Off-Street Parking	7401	5,829,792	6,237,639	6,446,099	5,037,252	6,633,457
Storm Water Management	7501	968,478	1,063,185	1,441,182	467,387	1,274,101
Storm Water Overlay Debt Service	7540	188,760	190,159	190,159	190,251	189,160
Mechanical Maintenance	7831	3,752,085	3,754,120	4,237,949	3,512,739	3,732,210
Communications	7832	7,109	10,880	10,880	10,880	10,880
Employee Commute Van	7833	15,555	4,741	4,741	4,741	5,110
Pool Vehicles	7836	78,325	102,174	164,443	123,888	129,883
Subtotal Other Funds		51,668,688	63,114,958	71,279,724	55,440,347	65,734,014
Total Expenditures		60,046,257	72,859,253	82,091,756	65,227,480	77,588,692

*Sums may have discrepancies due to rounding

Budget Summary - Public Works

		Fiscal Year*	Fiscal Year 2023			Fiscal Year
		2022	Adopted	Amended*	Year-End	2024
		Actuals	Budget	Budget	Estimate	Adopted
RESOURCES BY FUND :						
General Fund	101	4,120,538	3,978,392	4,498,733	4,332,084	5,312,938
Municipal Wharf	104	1,064,777	950,899	950,899	947,890	977,519
Gasoline Tax	221	2,660,489	3,155,146	3,155,146	1,859,320	3,014,467
Traffic Impact Fee-Citywide Fund	226	29,876	500,000	500,000	500,000	500,000
Clean River, Beaches & Ocean Tax Fund	235	632,654	636,000	636,000	636,000	635,000
Transportation Development Act	291	1,063,500	1,023,884	1,023,884	1,029,727	1,200,000
Wastewater	721	22,938,307	22,955,000	22,955,000	22,962,000	23,272,000
Refuse	731	22,673,701	22,066,500	22,942,433	21,575,000	21,570,000
Parking	741	4,332,133	3,861,016	3,861,016	3,983,608	3,993,257
Storm Water	751	574,834	580,000	580,000	580,000	580,000
Storm Water Overlay	752	319,686	320,000	320,000	320,000	320,000
Equipment Operations	811	2,251,394	2,943,050	2,949,050	1,596,650	2,543,610
Total Resources		62,661,888	62,969,887	64,372,161	60,322,279	63,918,791
Net General Fund Cost		(3,728,887)	(5,050,255)	(5,597,035)	(4,813,177)	(5,790,245)
		FY 2022				FY 2023
TOTAL AUTHORIZED PERSONNEL:		262.40				264.40
						FY 2024
						265.40

*Sums may have discrepancies due to rounding

Staffing

Positions	2020-21 Revised*	2021-22 Revised*	2022-23 Revised*	2023-24 Adopted	FY 2024 Change
Accounting Assistant II	1.00	1.00	1.00	-	(1.00)
Administrative Services Supervisor	1.00	1.00	1.00	1.00	-
Administrative Assistant I/II	4.00	4.00	4.50	6.00	1.50
Assistant Engineer I/II	6.00	6.00	6.00	6.00	-
Associate Planner I/II	1.00	1.00	1.00	1.00	-
Associate Professional Engineer	5.00	5.00	5.00	5.00	-
Asst Dir of Public Works/City Engineer	1.00	1.00	1.00	1.00	-
Building Maintenance Worker II	2.00	2.50	2.50	2.00	(0.50)
Chemist I/II	1.80	1.80	1.80	1.80	-
Community Relations Specialist	1.00	1.00	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	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	7.00	-
Equipment Service Worker	3.00	3.00	3.00	3.00	-
Facilities Maint and Energy Proj. Coord.	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	-
Homelessness Response Field Worker	-	2.00	2.00	3.00	1.00
Landfill Gate Attendant	1.00	1.00	2.00	2.00	-
Lead Equipment Mechanic	1.00	1.00	1.00	2.00	1.00
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	3.50	4.00	4.00	-
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	-

Positions	2020-21 Revised*	2021-22 Revised*	2022-23 Revised*	2023-24 Adopted	FY 2024 Change
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	17.00	-
Senior Envir Compliance Inspector	1.00	1.00	1.00	1.00	-
Senior Homelessness Response Field Wkr	-	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 Maint Tech	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	8.00	6.00	6.00	-
Solid Waste Worker	40.50	40.50	41.50	41.50	-
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	2.00	3.00	3.00	-
Wastewater Collection Field Crew Leader	2.00	2.00	2.00	2.00	-
Wastewater Collection Maint Tech I	1.00	1.00	1.00	1.00	-
Wastewater Collection Maint 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 Mech Tech I/II	1.00	1.00	1.00	1.00	-
Wastewater Facilities Electr/InstrTech I/II	3.00	3.00	2.00	2.00	-
Wastewater Facilities Electrical/Instr Sup	1.00	1.00	1.00	1.00	-
Wastewater Facilities Lead Elec/Instr Tech	-	-	1.00	1.00	-
Wastewater Facilities Lead Mech Tech	1.00	1.00	1.00	1.00	-
Wastewater Facilities Mechanical Tech I/II	10.00	10.00	10.00	10.00	-
Wastewater Facilities Mech Supervisor	1.00	1.00	1.00	1.00	-
Wastewater Lab/Env Compliance Mgr	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 Opr Mgr	1.00	1.00	1.00	1.00	-
Wastewater Treatment Operations Sup	1.00	1.00	1.00	1.00	-
Total	257.90	262.40	264.40	265.40	1.00

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

**1.00 FTE Community Relations Specialist will begin reporting to City Manager's Office

Organization Chart

