



PUBLIC WORKS DEPARTMENT- ENTERPRISE FUNDS

The Public Works Department is the largest City department and is organized into seven major divisions, with four functions in Enterprise or special fees: Parking District Resource Recovery, Stormwater, and Wastewater.

The primary goals are to provide a wide range of municipal services to Santa Cruz Residents, businesses, and visitors in a safe, professional, sustainable, and cost-effective way, emphasizing community responsiveness, excellent customer service, and financial responsibility to rate and fee payers.



The Public Works' Enterprise Funds:

✓ 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.santacruzca.gov/Government/City-Departments/Public-Works

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*110
California St.

* Not open to the public

Core Services

- The Operations Division houses the Fleet Maintenance, which is an internal service that provides maintenance, repair, and procurement services for City vehicles and equipment.
- The Parking Operations Division manages the City's four parking structures, eighteen lots, and over 1,700 on-street spaces. It oversees parking programs, enforcement, and revenue collection citywide, supports the GO Santa Cruz program, leads the Downtown Commission, and assists with Oversized Vehicle Ordinance and street-sweeping enforcement.
- The Resource Recovery Division collects all refuse, recycling, green waste, and food 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 Stormwater program maintains the stormwater system through storm drain, storm pipe and pump station maintenance. All efforts are made to reduce trash and other debris from entering the drains and flowing into local creeks and the Monterey Bay National Marine Sanctuary.
- The Wastewater Division operates and maintains the City's wastewater treatment facility, collection systems, pump stations, leachate facility, and ocean outfall. The division performs environmental compliance duties including inspection, sampling, public education, and monitoring of business and industrial establishments to limit discharge of harmful constituents into wastewater or stormwater systems or the environment. It provides wastewater treatment services to Santa Cruz and the Santa Cruz County Sanitation District, including Live Oak, Soquel, Aptos, and Capitola.

FY 2026 Accomplishments

| FY 2026 Accomplishments | <i>Fiscal Sustainability and Transparency</i> | <i>Strong Businesses and Vibrant Downtown</i> | <i>Housing</i> | <i>Homelessness Response</i> | <i>Public Safety and Community Well-Being</i> | <i>Natural and Built Infrastructure</i> | <i>Thriving Organization</i> |
|---|---|---|----------------|------------------------------|---|---|------------------------------|
| Installed new permanent landfill methane flare to further capture landfill methane when the production plant is offline 🌲 | X | | | | X | X | X |
| Completed the landfill cost of service study and implemented new disposal rates | X | X | | | X | | X |
| Implemented a countywide program to recover or recycle used marine and car flares 🌲 | X | X | | | X | | X |
| Began construction of the permanent enclosed flare station at RRF 🌲 | | | | | | X | |
| Initiated Waste Characterization Study at RRF 🌲 | | | | | X | | |
| Completed multiple repair projects at the RRF | | | | | | X | |
| Began implementation for the Cityworks CMMS for the Resource Recovery and Fleet Maintenance divisions | X | | | | | | X |
| Implemented new wharf refuse collection service ❤️ | | | | | X | | |
| Certified seven new businesses and the first school in the Green Business Program 🌲 | | | | | X | | X |
| Expanded the Zero Waste Party Kit program to 13 kits and 10 new community hosts 🌲 | | | | | X | | X |
| Continued landscaping improvements in citywide parking garages and lots 🌲❤️ | | X | | | X | | |
| Implemented free time-limited parking to support eastside businesses during Murray Street Bridge construction ⚖️ | X | X | | | | | X |
| Installed of Wayfinding Signs to support Cathcart businesses during the Library Construction Project | X | X | | | | | X |
| Parking provided support to Downtown Businesses by completing all special requests, taking on graffiti abatement, and hazardous waste removal 🌲⚖️❤️ | X | X | | X | X | | X |
| Began ALPR (automated permit reader) implementation in residential permit areas | X | | | | | | |
| Continued the GO Santa Cruz program, which funds alternatives to driving alone for downtown employees 🌲⚖️❤️ | | X | | | | X | X |

| FY 2026 Accomplishments | <i>Fiscal Sustainability and Transparency</i> | <i>Strong Businesses and Vibrant Downtown</i> | <i>Housing</i> | <i>Homelessness Response</i> | <i>Public Safety and Community Well-Being</i> | <i>Natural and Built Infrastructure</i> | <i>Thriving Organization</i> |
|--|---|---|----------------|------------------------------|---|---|------------------------------|
| Completed the Neary Lagoon Tule and Sediment Removal project 🌳 | | | | | X | X | |
| Kicked off Phase 1 of the San Lorenzo River Pump Station #1 and Soquel Pump Station Design 🌳💖 | | X | | | X | X | |
| Kicked-off construction of Wastewater Treatment Facility Headworks project 🌳💖 | | | | | X | X | |
| Began design on the Interstage Pump 1 replacement 🌳💖 | | X | | | X | X | |
| Updated COSC Sewer System Management Plan and Spill Emergency Response Plan per SWRCB Statewide Waste Discharge Requirements General Order for Sanitary Sewer Systems 🌳💖 | | | | | | | |
| Operated new Title 22 tertiary treatment facility at COSC WWTF to provide onsite and offsite recycled water 🌳💖 | | | | | X | X | |
| Operated new source water pump station to provide secondary wastewater effluent to Pure Water Soquel advanced wastewater treatment facility 🌳💖 | | | | | X | X | |
| Provided analytical and consultative services including sampling and analyses for mandated NPDES wastewater monthly, quarterly, semiannual, and annual reports 🌳💖 | | X | | | X | X | X |
| Provided 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 |
| Encouraged and purchased more electric and hybrid City fleet vehicles 🌳 | | | | | X | X | |
| Certified all Fleet Division staff in comprehensive EV training | | | | | X | X | X |
| Continued promoting a positive and safe work environment to maintain employee retention 🏛️💖 | | | | | | | X |
| Completed analysis of all department funds, including funding commitments where funds are overburdened | X | | | | | X | X |
| Established site-specific safety committees at each Public Works facility 💖 | | | | | | | X |

FY 2027 Goals

| FY 2027 Goals | <i>Fiscal Sustainability and Transparency</i> | <i>Strong Businesses and Vibrant Downtown</i> | <i>Housing</i> | <i>Homelessness Response</i> | <i>Public Safety and Community Well-Being</i> | <i>Natural and Built Infrastructure</i> | <i>Thriving Organization</i> |
|--|---|---|----------------|------------------------------|---|---|------------------------------|
| Complete Fleet and Landfill transition to Cityworks work order system | X | | | | | | X |
| Complete the installation of the permanent enclosed flare station at the RRF 🌲 | | | | | X | X | |
| Upgrade the outdated electrical panel at the MRF | | | | | | X | |
| Complete the installation of the MRF stormwater treatment system per State Water Board regulations 🌲 | | | | | X | X | |
| Complete the Resource Recovery collections 5-year rate study and Prop 218 process | X | | | | | | |
| Initiate Cell 4 design at the landfill 🌲 | | | | | | X | |
| Complete Utility Billing transition to SpryPoint | | | | | X | | X |
| Transition to Resource Recovery Collection paperless work orders 🌲 | | | | | X | | X |
| Increase participation in the Residential Food Scrap Collection Program 🌲 | | | | | X | | |
| Launch of four new Public Food Scrap Drop Off Containers using SMART App assisted technology 🌲 | | | | | X | | |
| Recertify 15 businesses for Green Business Program 🌲 | | | | | X | | X |
| Complete elevator modernization at the Locust and Soquel parking garage 🏡 | | X | | | X | | |
| Begin pilot parking program for multi-space parking on Pacific Avenue 🌲 ⚖️ | X | X | | | | | |
| Transition to online residential parking permit sales 🌲 ⚖️ | X | | | | | | |
| Complete ALPR (automatic license plate recognition) implementation in residential permit areas 🌲 ⚖️ | X | | | | X | | X |
| Continue Landscaping and Maintenance in Parking Facilities and Surface Lots 🌲 🏡 | | X | | | | | |
| Update Soquel Garage First Floor with Public Art by Adding Murals and Signage 🌲 | | X | | | X | | X |

| FY 2027 Goals | <i>Fiscal Sustainability and Transparency</i> | <i>Strong Businesses and Vibrant Downtown</i> | <i>Housing</i> | <i>Homelessness Response</i> | <i>Public Safety and Community Well-Being</i> | <i>Natural and Built Infrastructure</i> | <i>Thriving Organization</i> |
|---|---|---|----------------|------------------------------|---|---|------------------------------|
| Complete analysis for improving Stormwater Fund revenue to provide stable fiscal standing to complete required and needed maintenance and repairs 🌲 | X | X | | | X | X | |
| Begin Advance Design on Wastewater Energy and Electrical Resiliency (WEER) Build Project ❤️ | | | | | X | X | |
| Complete construction of WWTF Headworks Project ❤️ | | | | | X | X | |
| Continue operation of Title 22 tertiary treatment facility at WWTF to provide recycled water ❤️ | | | | | X | X | |
| Provide secondary effluent source water and operation/maintenance of recycled water facilities for PWS water reuse ❤️ | | | | | X | | |
| Provide analytical and consultative services including sampling and analyses for mandated NPDES wastewater monthly, quarterly, semiannual and annual reports ❤️ | | X | | | X | 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 |
| Continue to implement procedures for the management, operation, and maintenance of the sanitary sewer system per the Sewer System Management Plan ❤️ | | X | X | | X | X | |

Workload Indicators

| Workload Indicators | Strategic Plan Focus Area | FY 2023 Actual | FY 2024 Actual | FY 2025 Actual | FY 2026 Estimate | FY 2027 Goal |
|---|--|----------------|----------------|----------------|------------------|--------------|
| Tons of debris disposed of and emptied from City streets & bike lanes 🌲💗 | Public Safety and Community Well-Being | 356 | 400 | 398 | 420 | 420 |
| # of commercial waste containers emptied 🌲💗 | Public Safety and Community Well-Being | 67,912 | 67,132 | 76,236 | 80,000 | 82,000 |
| # of street trash cans emptied 🌲💗 | Public Safety and Community Well-Being; Natural and Built Infrastructure | 13,884 | 14,000 | 10,600 | 12,688 | 13,000 |
| # of businesses certified and recertified in the Green Business Program 🌲 | Public Safety and Community Well-Being | 13 | 14 | 11 | 7 | 15 |
| # of people on waitlist for downtown parking district permit ⚖️ | Strong Businesses and Vibrant Downtown | 389 | 60 | 0 | 0 | 0 |
| Average millions of gallons of effluent treated daily by the Wastewater Treatment Facility 💗 | Public Safety and Community Well-Being; Natural and Built Infrastructure | 8.8 | 8.0 | 6.4 | 6.4 | 6.4 |
| Number of work orders completed for repairs/maintenance of City vehicles and equipment assets 🌲💗 | Natural and Built Infrastructure | 3,454 | 3,682 | 4,434 | 4,500 | 4,600 |

Performance Measures

| Performance Measures | Strategic Plan Focus Area | FY 2023 Actual | FY 2024 Actual | FY 2025 Actual | FY 2026 Estimate | FY 2027 Goal |
|--|---|----------------|----------------|----------------|------------------|--------------|
| % of City waste diverted from disposal (the state-mandated diversion goal is 50%) 🌳❤️ | Natural and Built Infrastructure; Public Safety and Community Well-Being | 65% | 65% | 68% | 70% | 70% |
| # of days total that the Locust, Soquel, and River Front garages' occupancy was 75% or higher 🌳 | Strong Businesses and Vibrant Downtown | 0 | 3 | 0 | 1 | 5 |
| % completion of mandated monitoring and reporting of secondary-treated effluent per NPDES discharge permit 🌳❤️ | Natural and Built Infrastructure; Public Safety and Community Well-Being | 95% | 99% | 99% | 99% | 99% |
| # of City electric vehicles 🌳 | Fiscal Sustainability and Transparency | 10 | 11 | 15 | 20 | 26 |
| % of fleet work orders closed or completed within 7 days 🌳 | Natural and Built Infrastructure | 72% | 78% | 76% | 80% | 82% |



Staffing

The position list below includes personnel who are funded exclusively by Public Works enterprise funds. Personnel who have funding allocated to Public Works enterprise funds in addition to the General Fund are listed in the 'Public Works Department – General Fund' department summary.

| Positions* | FY 2024 Amended* | FY 2025 Amended* | FY 2026 Amended* | FY 2027 Proposed | FY 2027 Change |
|---|------------------|------------------|------------------|------------------|----------------|
| Administrative Assistant I/II | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Chemist I/II | 1.80 | 1.80 | 1.80 | 1.80 | - |
| Construction Specialist | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Environmental Compliance Inspector | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Environmental Microbiologist II/III | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Environmental Programs Analyst I/II | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Equipment Mechanic I/II | 7.00 | 8.00 | 8.00 | 8.00 | - |
| Equipment Service Worker | 3.00 | 3.00 | 4.00 | 4.00 | - |
| Garage Service Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Landfill Gate Attendant | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Lead Equipment Mechanic | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 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 | 4.00 | 4.00 | 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 | - |
| Public Works Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 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 | 21.00 | 21.00 | 21.00 | - |
| Senior Environmental Compliance Inspector | 1.00 | 1.00 | 1.00 | 1.00 | - |
| 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 Wastewater Plant Operator IV | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Senior Wastewater Collection Maint Tech | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Service Field Crew Leader | 4.00 | 4.00 | 4.00 | 4.00 | - |

| Positions* | FY 2024 Amended* | FY 2025 Amended* | FY 2026 Amended* | FY 2027 Proposed | FY 2027 Change |
|---|------------------|------------------|------------------|------------------|----------------|
| Solid Waste Worker | 42.00 | 42.00 | 43.00 | 43.00 | - |
| Superintendent of Parking Services | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Superintendent of RR Disposal | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Superintendent of RR Collect Sweeping | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Waste Reduction Assistant | 3.50 | 3.50 | 3.50 | 3.50 | - |
| Wastewater Collection Field Crew Leader | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Wastewater Collection Maintenance Technician I/II | 6.00 | 6.00 | 6.00 | 6.00 | - |
| 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/ Instrumental Tech I/II | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Wastewater Facilities Electrical/Instrumental Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Wastewater Facilities Lead Electrical/Instrumental Technician | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Wastewater Facilities Lead Mechanical Technician | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Wastewater Facilities Mechanical Tech I/II | 9.00 | 9.00 | 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 | 208.40 | 213.40 | 215.40 | 215.40 | - |

* "Amended" refers to the FTE count as of the adopted budget of the indicated fiscal year, plus any adjustments authorized by City Council within the course of the year

Budget Summary - Public Works

| | | Fiscal Year 2025 Actuals* | Fiscal Year 2026 | | | Fiscal Year 2027 Proposed* |
|--|------|---------------------------------|--------------------|--------------------|-----------------------|----------------------------------|
| | | | Adopted Budget* | Amended Budget* | Year-End Estimate* | |
| EXPENDITURES BY CHARACTER: | | | | | | |
| Personnel Services | | 28,925,664 | 31,310,852 | 31,925,543 | 30,731,015 | 33,088,477 |
| Services, Supplies, and Other Charges | | 26,934,579 | 34,076,427 | 35,416,883 | 30,185,064 | 36,295,656 |
| Capital Outlay | | 3,435,719 | 5,430,189 | 8,587,659 | 4,694,934 | 3,788,300 |
| Debt Service | | 1,239,090 | 920,192 | 3,572,540 | 3,573,390 | 3,615,244 |
| Total Expenditures | | 60,535,053 | 71,737,660 | 79,502,625 | 69,184,403 | 76,787,678 |
| EXPENDITURES BY ACTIVITY: | | | | | | |
| Wastewater Customer Service | 7201 | 551,782 | 484,146 | 484,146 | 484,146 | 746,412 |
| Wastewater Collection Control | 7202 | 3,930,033 | 4,494,752 | 4,899,830 | 4,566,373 | 4,658,377 |
| Wastewater Treatment Facility | 7203 | 14,645,084 | 18,562,167 | 19,774,280 | 19,079,402 | 19,795,308 |
| Secondary Plant Parks Mitigation | 7204 | 592,354 | 593,456 | 599,148 | 589,369 | 494,110 |
| Wastewater Source Control | 7205 | 946,945 | 1,038,349 | 1,065,752 | 775,399 | 986,937 |
| Wastewater Pump House | 7206 | - | 48,000 | 115,143 | 48,000 | 48,000 |
| Wastewater Admin Charges | 7207 | 1,466,917 | 1,875,021 | 1,875,021 | 1,875,021 | 1,843,285 |
| Wastewater Lab | 7208 | 1,824,379 | 2,474,629 | 2,525,240 | 1,993,363 | 2,460,116 |
| Wastewater Engineering | 7209 | 129,058 | 146,700 | 238,759 | 94,050 | 115,100 |
| Sewer Debt Service | 7242 | 175,913 | 175,629 | 1,819,682 | 1,819,967 | 1,698,507 |
| Refuse Customer Accounting | 7301 | 1,124,013 | 750,219 | 900,614 | 750,219 | 1,389,918 |
| Resource Recovery Collection - Containers | 7302 | 9,101,706 | 10,130,067 | 11,042,204 | 7,622,570 | 10,545,613 |
| Refuse Disposal | 7303 | 7,650,126 | 9,392,251 | 9,684,133 | 8,384,456 | 9,788,628 |
| Recycling Program - Processing | 7304 | 2,933,706 | 3,774,825 | 3,833,640 | 3,456,648 | 3,791,464 |
| Resource Recovery Collection - Cart | 7305 | 4,542,772 | 5,322,722 | 6,936,276 | 5,716,380 | 4,184,248 |
| Waste Reduction | 7306 | 775,380 | 895,972 | 955,163 | 860,352 | 956,115 |
| Street Cleaning | 7307 | 1,045,923 | 1,170,935 | 1,184,650 | 966,389 | 1,969,191 |
| Off-Street Parking | 7401 | 7,806,964 | 9,102,748 | 10,224,683 | 8,789,797 | 9,569,460 |
| Storm Water Management | 7501 | 1,195,267 | 1,115,915 | 1,155,103 | 1,122,539 | 1,557,507 |
| Storm Water Overlay Debt Service | 7540 | 189,696 | 189,157 | 189,157 | 189,964 | 189,383 |
| <i>Subtotal Other Funds</i> | | 60,628,018 | 71,737,660 | 79,502,625 | 69,184,403 | 76,787,678 |
| Total Expenditures | | 60,628,018 | 71,737,660 | 79,502,625 | 69,184,403 | 76,787,678 |

*Sums may have discrepancies due to rounding

Budget Summary - Public Works

| | | Fiscal Year 2026 | | | Fiscal Year 2027 Proposed* | |
|------------------------------------|-----|---------------------------|---------------------|--------------------------|----------------------------|--------------------------|
| | | Fiscal Year 2025 Actuals* | Adopted Budget* | Amended Budget* | | Year-End Estimate* |
| RESOURCES BY FUND: | | | | | | |
| Wastewater | 721 | 30,007,077 | 29,546,889 | 29,546,889 | 30,474,500 | 32,443,000 |
| Refuse | 731 | 25,820,469 | 23,705,000 | 24,039,708 | 26,025,963 | 26,700,000 |
| Parking | 741 | 6,664,065 | 7,430,970 | 7,444,770 | 7,565,650 | 7,496,946 |
| Storm Water | 751 | 596,468 | 595,000 | 595,000 | 595,000 | 595,000 |
| Storm Water Overlay | 752 | 321,170 | 321,000 | 321,000 | 321,000 | 321,000 |
| Total Resources | | 63,409,249 | 61,598,859 | 61,947,367 | 64,982,113 | 67,555,946 |
| | | | | | | |
| NET OPERATING COST: | | 2,781,231 | (10,138,801) | (17,555,258) | (4,202,290) | (9,231,732) |
| | | | | | | |
| TOTAL AUTHORIZED PERSONNEL: | | <u>FY 2025</u> 213.40 | | <u>FY 2026</u> 215.40 | | <u>FY 2027</u> 215.40 |

*Sums may have discrepancies due to rounding

Organization Chart

