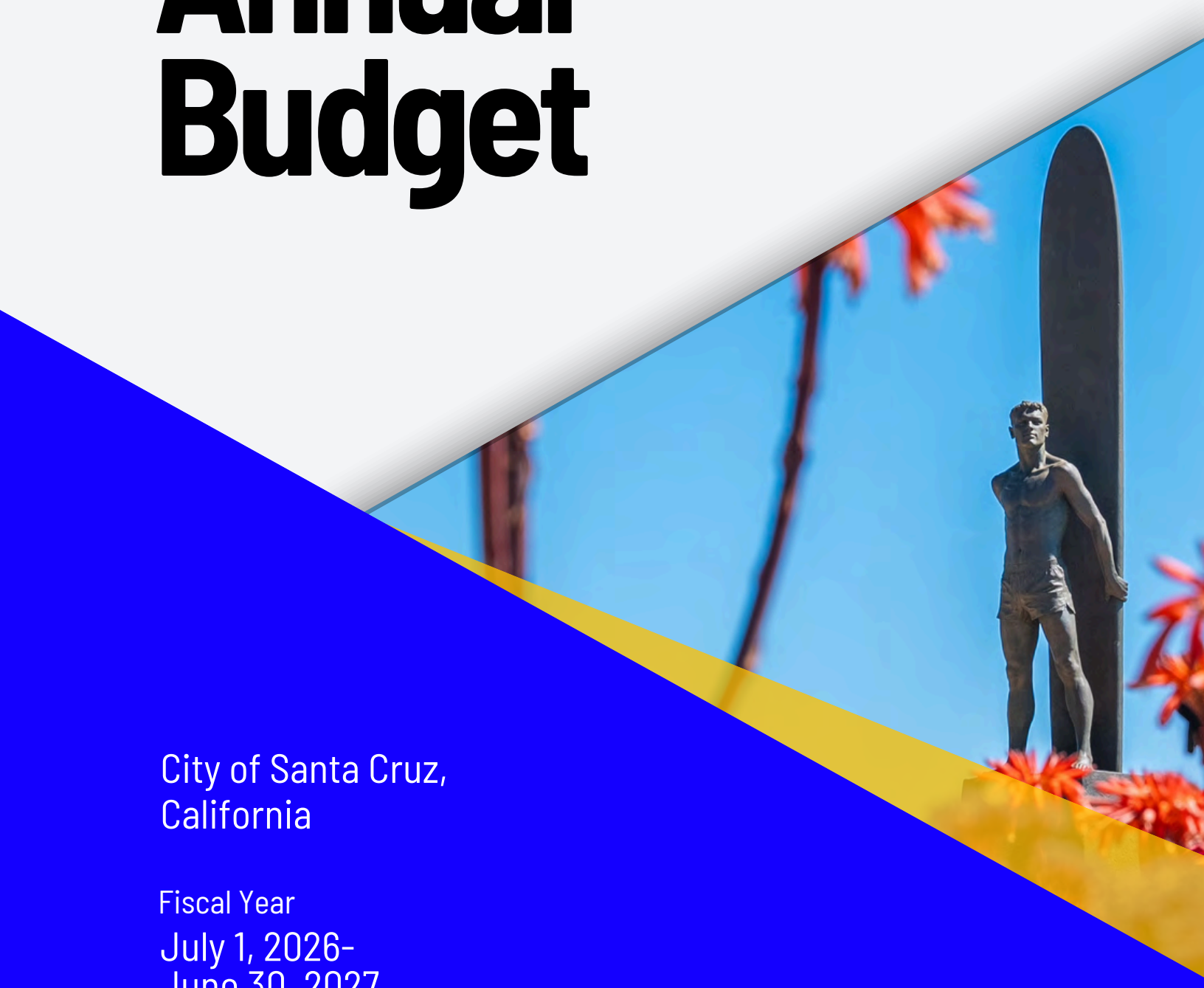
CITY OF SANTA CRUZ

FY 2027

Annual Budget



City of Santa Cruz, California

Fiscal Year
July 1, 2026-
June 30, 2027

Table of Contents

Introduction

City Council 7
GFOA Distinguished Budget Award 8
City of Santa Cruz Organization Chart 9
Administrative Staff and Board, Commission and Committee Chairpersons 10
Guide to the Document 11

City Overview

City Overview 17
Demographics 24
Form of Government/Services 27
Major Revenue Sources 28
Budget Preparation and Review Process 30
Budget Basis 32
Fund Structure 33

Budget Discussion

City Manager's Budget Message 43
General Fund Financial Outlook 56
Long-Range Operating Financial Plans for Major City Funds 64
Primary General Fund Budget and General Revenues 70
Citywide Strategic Plan 76
Climate Action Plan 82
2025-2030 Local Hazard Mitigation Plan - Climate Adaptation Plan 83
Health in All Policies 85
Budget in Brief 87
Repuesto en Resumen (en español) 94

Financial Summaries

Recap of Funds- Fund Balance Projections 103
Explanation of Change in Fund Balance 104
Audited Net Position of the Enterprise Funds 106
Differences Between the ACFR and Budget 106
Summary of Projected Revenues and Other Financing Sources 113
Summary of Projected Expenditures and Other Financing Uses 119
Revenues and Other Financing Sources – Primary General Fund 125
Operating Expenditures by Department – Primary General Fund 127
Summary of Transfers 129

Personnel

Personnel Profile – Overview of Changes 141
Personnel Authorization 146

Department Summaries

Guide to the Department Summaries 155

City Attorney 157
City Council 159
City Manager 161
Homelessness Response Team 172
Office of Economic Development 180
Community Development 190
Finance 201
Fire 210
Human Resources 219
Information Technology 226
Library 233
Parks and Recreation 235
Police 249
Public Works- City/General Funds 256
Public Works- Enterprise Funds 266
Water 279

Capital Outlay

Capital Outlay 293

Financial Policies

Financial and Budgetary Policies 301

Capital Investment Program (CIP)

Guide to the CIP 313
Projects that Support the Climate Action Plan 320
Projects that Support the Local Hazard Mitigation Plan-Climate Adaption Plan 322
CIP Priority Criteria 325
Unfunded and Underfunded CIP Projects 327
Reprogrammed CIP Budgets 330
Project Maps: Citywide, within Opportunity Zone, and by District 331
Department/Fund Summaries and Fact Sheets for Current Projects 348
Fire 349
Information Technology 353
Office of Economic Development 359
Parks & Recreation 378
Police 400
Public Works 402
Water 485

Appendices

Proposition 4 Appropriations Limit (Gann) Resolution 525
Debt Service and Pension Obligations 526
Legal Debt Limit 533
Acronyms 534
Glossary 539

CITY OF SANTA CRUZ







INTRODUCTION



Fiscal Year
July 1, 2026-
June 30, 2027

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Mayor Fred Keeley





Vice Mayor Shebreh Kalantari-Johnson
District 3



Sonja Brunner
District 2



Renee Golder
District 6



Scott Newsome
District 4



Susie O'Hara
District 5



Gabriela Trigueiro
District 1

CITY OF SANTA CRUZ

Mayor and City Council

www.santacruzca.gov/Government/City-Council/Meet-the-Mayor-and-City-Council

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Santa Cruz
California

For the Fiscal Year Beginning

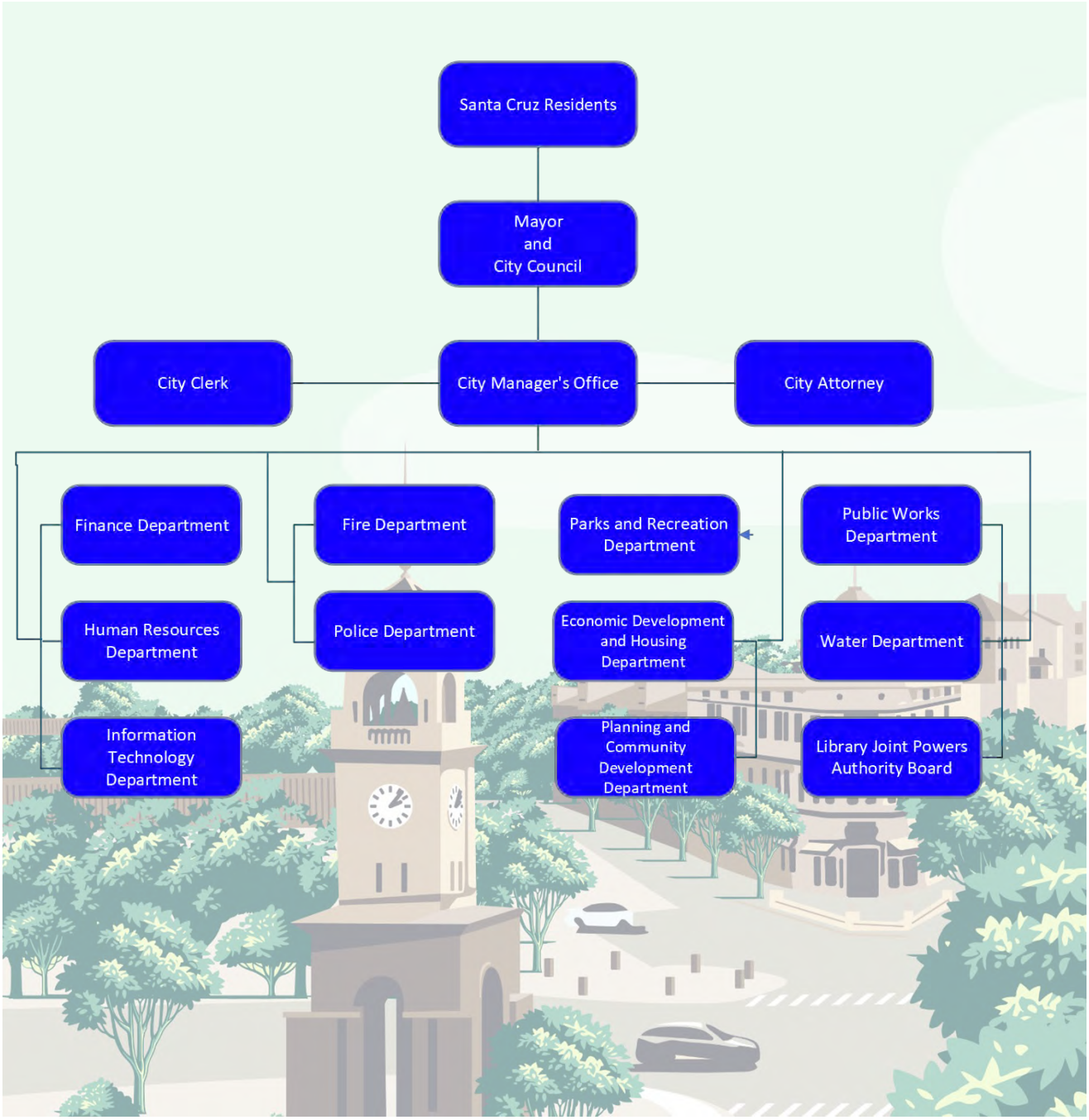
July 01, 2024



Executive Director

Organization Chart

The organization chart below illustrates the role of residents, the Mayor and Councilmembers, and City staff.



Administrative Staff

City Manager ..... Matt Huffaker
Assistant City Manager ..... Michelle Templeton
Chief of Fire ..... Robert Oatey
Chief of Police ..... Bernie Escalante
City Attorney ..... Cassie Bronson
Deputy City Manager ..... Bonnie Lipscomb
Deputy Director of Economic Development ..... *Vacant*
Director of Finance ..... Elizabeth Cabell
Director of Homelessness Response and Community Services ..... Larry Imwalle
Director of Human Resources ..... Sara De Leon
Director of Information Technology ..... Ken Morgan
Director of Libraries ..... Christopher Platt
Director of Parks and Recreation ..... Tony Elliot
Director of Planning and Community Development ..... Lee Butler
Director of Public Works ..... Nathan Nguyen
Director of Water ..... Heidi Luckenbach

Board, Commission, and Committee Chairpersons

Arts Commission ..... Nikki Patterson
Board of Building and Fire Appeals ..... Scott Rogers
Children's Fund Committee ..... Kris Munro
Commission for the Prevention of Violence Against Women ..... Karen Madura
Downtown Commission ..... Jennalee Dahlen
Equal Employment Opportunity Committee ..... Brenda Whitley
Health in All Policies Committee ..... Sonja Brunner
Historic Preservation Commission ..... David Subocz
Library Advisory Commission ..... Mike Termini
Parks and Recreation Commission ..... Emma Ussat
Planning Commission ..... Carolyn Book-Kelley
Public Safety Committee ..... Susie O'Hara
Sister Cities Committee ..... Carola Barton
Sugar-Sweetened Beverage Tax Oversight Committee ..... Barbara Lawrence
Sustainability and Resiliency Committee ..... Pete Kennedy
Transportation and Public Works Commission ..... Ryan Meckel
Water Commission ..... Jonathan Lear

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 Annual Budget 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 and the **General Fund Financial Outlook** is written by the Finance Director and focuses on the operating General Fund and projections for its revenues and expenditures in the upcoming years. The **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 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**, **Local Hazard Mitigation Plan-Climate Adaptation Plan,** and **Health in All Policies** programs are provided to share how the City of Santa Cruz continually plans to remain a leader in equity, sustainability, and public health, and how those important plans and policies are woven into the annual budget.

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. 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 **Summary of Transfers** summarizes transfers between funds. 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's adopted amounts.

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 FY 2027. 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 cover page with a description of each department and the **Core Services** they provide. 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 2025 actual expenditures, the FY 2026 adopted budget, the FY 2026 amended budget, the FY 2026 estimated actuals, and the budget for FY 2027. 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 2027 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 of more than one year, and an initial, individual cost more than the capitalization thresholds of the City, as described in that section.

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

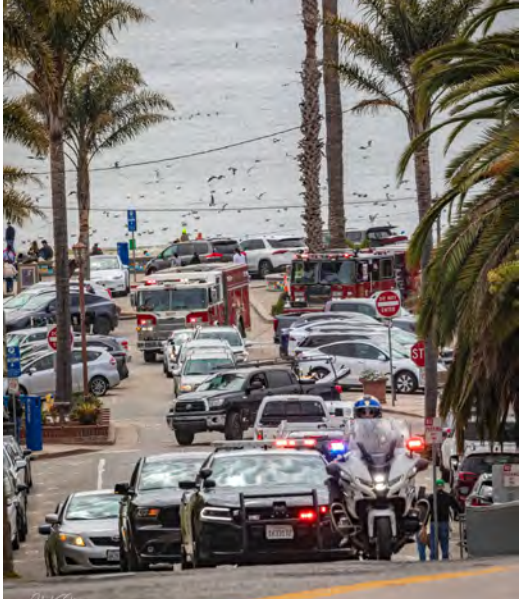
The Capital Investment Program identifies major capital projects and funding sources. A project is considered a Capital Investment project if it is undertaken to acquire a capital asset (construction of public building, street improvements, fire trucks), will have a long service life and is nonrecurring 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. First, readers will find an explanation of the **Differences Between the Comprehensive Annual Report 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 2025 for the City's enterprise funds. Also included is the **resolution from the City Council** of the City of Santa Cruz to set the California Proposition 4 Appropriations Limit calculation factors for FY 2027. The City's **Debt Service and Pension Obligations** document 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 for many of the words and acronyms used throughout the document.

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CITY OF SANTA CRUZ







CITY OVERVIEW

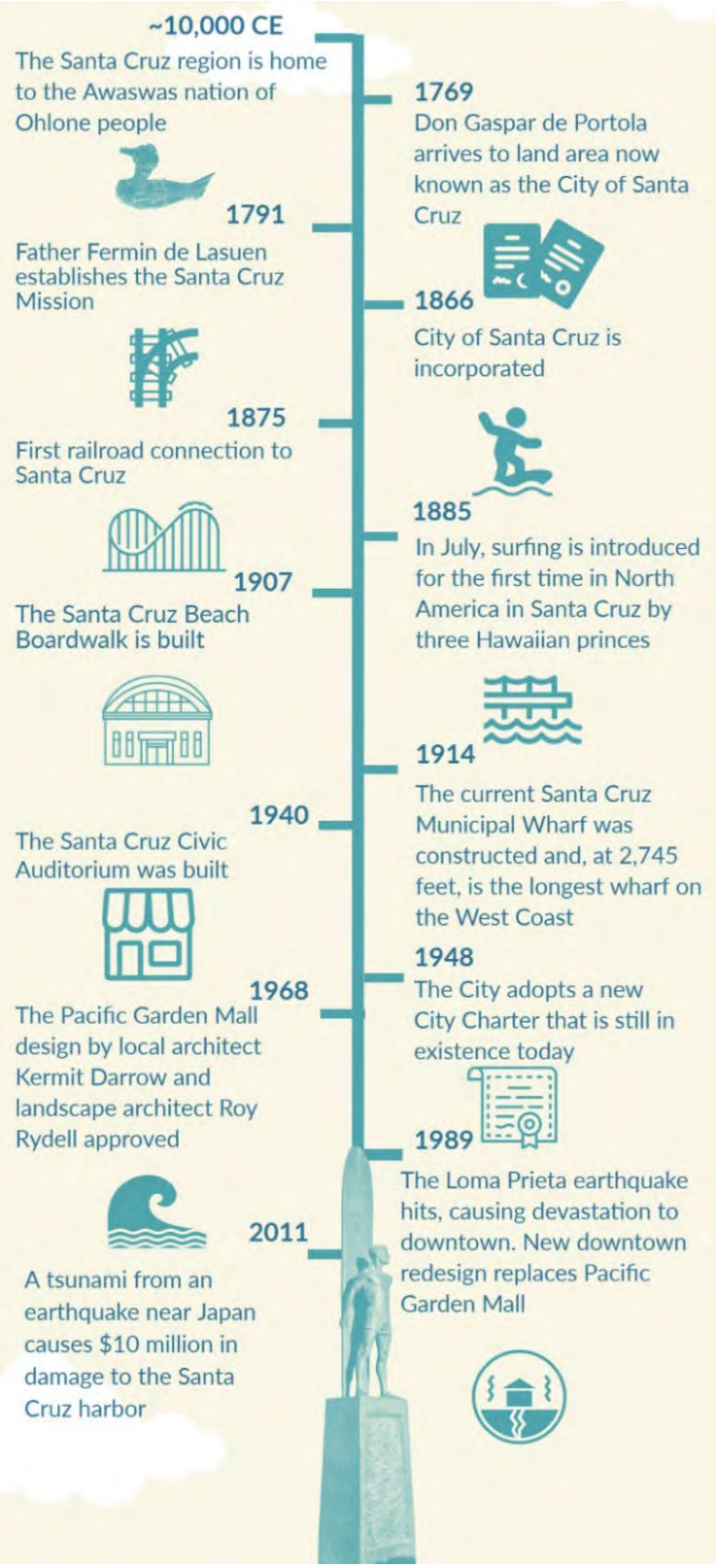


Fiscal Year
July 1, 2026-
June 30, 2027

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City Overview

Important Dates in Santa Cruz History



The timeline to the left highlights the key events in the history of the City of Santa Cruz.

History

The city of Santa Cruz, CA has a rich and varied history that spans thousands of years. What follows are key events and people who shaped our City and left an indelible mark, one that can be seen within the pages of this Annual Budget.

Awaswas/Uypi Peoples (Pre-1800)

Prior to Spanish colonization, Santa Cruz was home to around one thousand Indigenous people from six local Awaswas speaking Tribes: Quiroste, Cotoni, Uypi, Sayanta, Chaloctaca and Aptos. Awaswas is part of the Ohlone language family, a group of 8 languages spoken by among fifty tribes extending along the coastline from San Francisco to Point Sur. The Uypi Tribe resided in Aulinta, their village on the site that is now downtown Santa Cruz. Their ancestors had inhabited this coastal and upland landscape for millennia, managing the land through



practices such as seasonal foraging, controlled burning, and shellfish gathering. Over generations, they built deep cultural, spiritual, and ecological relationships with the rivers, forests, and sea—relationships that continue to this day through their descendants. Indigenous descendants from multiple contemporary tribes are working to revitalize their traditions and stewardship of this land.

London Nelson (1800-1860)

Born into slavery in 1800, London Nelson was brought to California in 1850 by his enslaver. Drawn in by the promise of the California Gold Rush, London, his enslaver, and another enslaved man, Marlborough Nelson, worked the gold fields on the American River. The men made enough money there for London and Marlborough to buy their freedom, and London thereafter settled in Santa Cruz in 1856. Working as a cobbler and farmer, London lived near the San Lorenzo River and joined the local Methodist Church, home to a group of local Abolitionists. The Methodist Church grew enough in the following year to open a schoolhouse on Mission Hill, right near London's property. However, by 1858, the school closed due to lack of funds, and then reopened in 1859. In 1860, London Nelson fell ill and died in April, leaving his estate to the school to help ensure it would continue to remain open. London became one of the first individuals to be buried in Evergreen Cemetery and, in the decades after his death, his name became increasing misspelled, until a new headstone was made, cementing his name as "Louden Nelson" for 130 years. The London Nelson Community Center, located on Center Street, was originally named "Louden Nelson" after this misspelling. In 2020, Britnii Porter, a local Santa Cruz resident, led a research effort to correct the misspelling, resulting in the renaming of the London Nelson Community Center and London Nelson Plaza. This effort also led to the discovery of the burial sites of 11 other Black residents in Evergreen Cemetery who had previously been erased from historical memory.

The Lumber Industry in Santa Cruz (1865-1920)

Easy access to redwood forest and transportation networks led to Santa Cruz becoming one of the earliest hubs for redwood logging in California. Between c. 1865 and 1920, lumber camps and sawmills proliferated throughout Santa Cruz County, particularly once the Southern Pacific Railway reached Monterey in 1880. Wooden sleds and teams of oxen brought trees down to sawmills to be processed for tanbark (to be used in tanning leather) or "split-stuff" (to be used for shingles, posts, and stakes). Trees were also transported down the San Lorenzo River and



via railway tracks built in the late 1800s by Chinese laborers. By some estimates, these tracks, valuable for allowing more efficient lumber transportation but challenging to build due to the difficult terrain in the Santa Cruz Mountains, cost around $50,000 per mile to construct. Historically, the Ley family was the largest owner of lumber land and the Loma Prieta Mill was the largest in Santa Cruz County until it was forced to pause business between 1906 and 1909 due to landslides triggered by the San Francisco Earthquake. When the mill closed in 1924, it had processed 140 million board feet of redwood lumber in its existence. The Loma Prieta Mill and others in Santa Cruz County closed around the same time in the 1920s once most commercially viable virgin timber in the Santa Cruz Mountains had been cut down, though smaller-scale logging still operates to this day.

Establishment of Commercial Fishing in Santa Cruz (1874-1912)

Fishing has held a central importance to all of the communities that have called Santa Cruz home. Prior to European settlement in the Santa Cruz area, Indigenous people fished throughout Monterey Bay and, before fishing became a major industry in Santa Cruz, the Chinese community also fished widely. Modern commercial fishing was heavily influenced by a number of Italian fishing families. Cottardo Stagnaro I settled in Santa Cruz in 1874, the first Italian fisherman to do so. At the time, Cottardo was only 15 years old, and he came to live with Fred Perez and his family, one of the first commercial fishing families to operate in the north part of Monterey Bay. His success led to the immigration of extended family members and friends from Riva Trigoso, Cottardo's village in Italy, creating a rich community of 60 Genovese fishing families. Commercial fishing then was conducted on rather small scales, and the women in these fishing families worked sewing the nets and canvas for the lateen sailboats used in the decades around 1900. The boats could be rowed or propelled by sails, though later were modified with engines, and were generally 18 to 24 feet long. Other, non-Italian, commercial fishing enterprises in Santa Cruz, such as the Perez family, frequently adopted lateen sailboats due to their stability. Commercial fishing in Santa Cruz primarily focused on larger fish such as sea bass, sole, and salmon as well as dungeness

crab. Over time, the Stagnaro's and other Santa Cruz fishing families diversified, opening many of the seafood restaurants in Santa Cruz, especially on the Municipal Wharf, and began offering excursions like deep-sea fishing.

David Kawānanakoa, Jonah Kūhiō Kalaniana‘ole, and Edward Keli‘iahonui Introduce Surfing to Santa Cruz (1885)

During the summer of 1885, David Kawānanakoa, Jonah Kūhiō Kalaniana‘ole, and Edward Keli‘iahonui crafted surfboards from local Santa Cruz redwoods and surfed in the mouth of the San Lorenzo River. The event was the first time surfing was documented outside of Hawai'i. The three brothers had been sent to study abroad at St. Matthew's Military School in San Mateo County by Hawai'i's royal family and the brothers' surfing excursion made waves in both Santa Cruz and Hawai'i. The Santa Cruz Surf reported that they were "giving interesting exhibitions of surfboard swimming" on July 20, 1885 and, 11 years later, reported that surfing had been picked up and practiced by locals. Once they returned to Hawai'i, the brothers brought their redwood boards with them, which become immensely popular and were the dominant material for surfboards in Hawai'i in the early 20th century. Surfing has since become synonymous with Santa Cruz, the original Surf City.

Santa Cruz Beach Boardwalk Constructed (1907)

Public bathhouses had sprung up along the beach near the mouth of the San Lorenzo River begining in 1865. As they became more and more popular, other businesses opened up along side them, leading to increased development along the main Santa Cruz beach. In 1904, local businessman Fred Swanton built the Neptune Casino in hopes of making Santa Cruz into the Coney Island of the west. After the casino burnt down in 1906, it was rebuilt in 1907 in addition to the Natatorium that, together, became the original Santa Cruz Beach Boardwalk. Over the next decade and a half, some of the Boardwalk's iconic amusement rides were built, including the Looff Carousel in 1911 and the Giant Dipper in 1924. In 1934, the Cocoanut Grove was built as a ballroom to expand the Boardwalk's attractions, and, following renovations to the casino in 1953, more rides and attractions like mini golf continued to be added. The Boardwalk was made



a California State Landmark in 1989 and both the Giant Dipper and Looff Carousel are National Historic Landmarks. Now the oldest amusement park in California, the Boardwalk celebrated its 100th anniversary in 2007 and, more recently, the 100th anniversary of the Giant Dipper in 2024.

Current Municipal Wharf Built (1914)



The current wharf was built in 1914 and is the sixth wharf in Santa Cruz history. At the time, two other wharfs, Pleasure Pier and the Railroad Wharf, were still standing, but by 1962 only the current Municipal Wharf was left. Built with over 2,000 70ft. long Douglas fir pilings sunk 21ft. into the ocean floor, the Municipal Wharf was constructed to be able to serve deep-water ships and was the longest wooden wharf in the Western Hemisphere. Despite its origins as part of the shipping and fishing industries, the wharf gradually evolved to be more recreational, and was remodeled in the 1950s to more fully embrace its recreational use. Now, multiple restaurants, shops, and recreational businesses dominate the wharf and regular events bring in countless visitors. In recent years, severe winter storms have caused significant damage to the end of the wharf, resulting in the closure of the Dolphin Restaurant and ongoing construction to repair and maintain the wharf's structure.

Opening of the University of California, Santa Cruz (1965)

UC Santa Cruz opened in 1965 on part of the former Cowell Ranch with just one college, Cowell College, and has since expanded to encompass 12 colleges. Created as one of the most experimental colleges within the UC system, UCSC quickly became known as the counterculture campus with a prominent history of student and faculty activism against issues and events like the Vietnam War and connections to famous activists and scholars including Huey P. Newton and Angela Davis. In the university's early years, students received only narrative evaluations and no letter grades, but a more traditional letter grade system was instituted in the 1980s to help graduating students be more competitive on the job market and boost

decreasing enrollment. In the same decade, the university also added NCAA Division III intercollegiate athletics, adopting the banana slug mascot in 1986. Throughout the university's history, UCSC faculty and students have contributed significantly to research in all fields, such as by completing the first draft of the human genome sequence in 2000. In 2025, the university celebrated its 60th anniversary with celebratory events throughout the year.

Loma Prieta Earthquake (October 17, 1989)

On the evening of October 17, 1989, a 6.9 magnitude earthquake struck near Loma Prieta Peak in the Forest of Nisene Marks State Park. In all, 63 people were killed and buildings were damaged as far as 70 miles away. The quake itself could be felt across the entire state. In Santa Cruz County, 6 lives were claimed, with half being killed when the Pacific Garden Mall, in downtown Santa Cruz, was severely damaged. 30 other buildings had to be demolished, mostly near downtown, changing the look of Pacific Avenue. Although the earthquake is most often remembered for disrupting the MLB World Series and its effects on the San Francisco Bay Area, its impact in Santa Cruz is still felt to this day.

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.

Interested in learning more? The City maintains a timeline of the prominent events, people, and places in Santa Cruz's history at www.santacruzca.gov/Government/About-Us/History-of-Santa-Cruz.

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. There is an average of 300 days of sun in a year in Santa Cruz. 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 four elementary schools in the elementary district serving nearly 2,000 students. The secondary district includes two middle schools, two high schools, six alternative and charter schools, and 13 private schools. There are also numerous private education options at all grade levels.

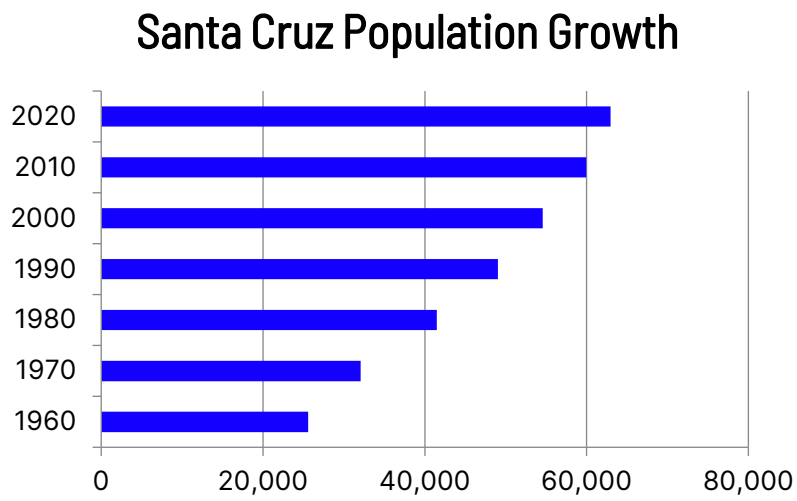
University of California at Santa Cruz (UCSC) is a world class institution of higher education located in the foothills of Santa Cruz. With 64 academic programs, cutting-edge research, and a reputation for excellence, UCSC attracts students from all over the world. Total student enrollment for fall 2025 was 20,140.

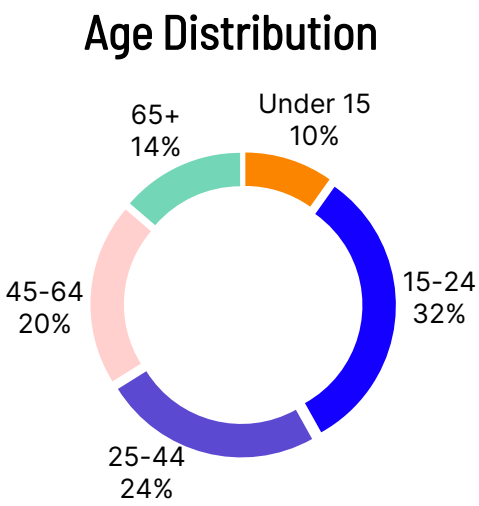


Demographics

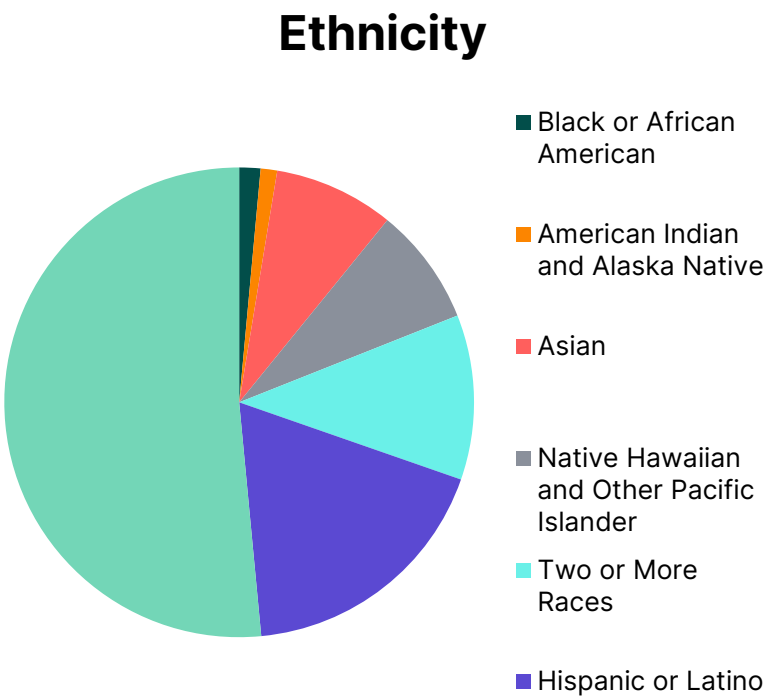
Population

As of January 1, 2025, the City's population was 62,972, according to the State Department of Finance (DOF). This was a 0.18% growth in population over the previous year. The table below, based on the Census in 2020 shows the growth over time in the City.





As shown in the pie chart on the previous page, approximately one-third of the City's population is in the young adult age range of 15-24, which is largely attributable to the presence of the University of California, Santa Cruz within the City's boundary.

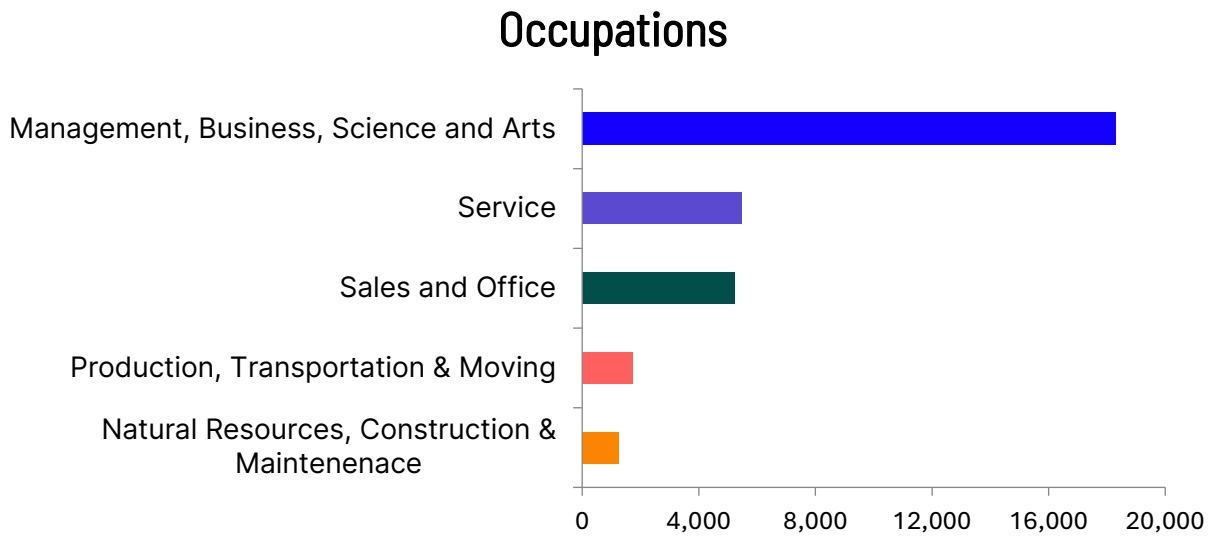


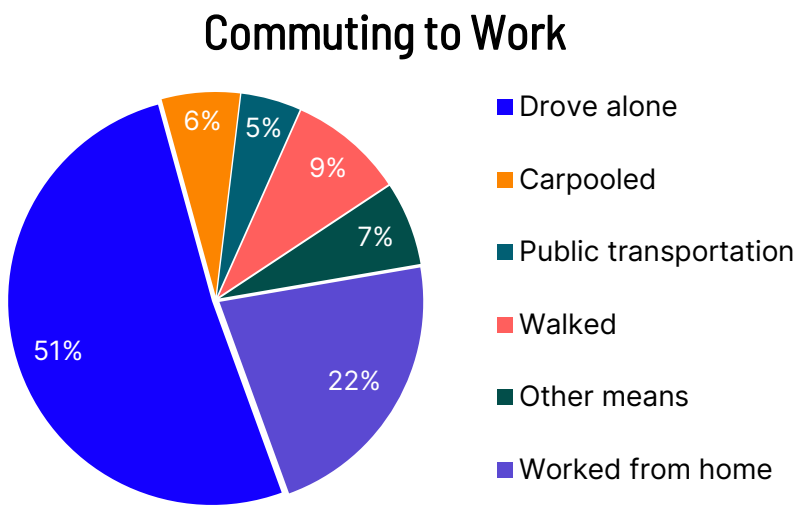
The ethnic composition of Santa Cruz is predominately people who are white, followed by people who are Hispanic or Latino, and then people who are of two or more races.

The age and ethnicity data shown are from the U.S. Census Bureau American Community Survey (ACS) 2019-2023 5-Year Estimates.

Employment

According to the California Employment Development Department, in 2025, the total employment figure was 32,400 and the unemployment rate was 5.7%.





The main area of occupation for resident of the City is in "management, business, science and arts." Most residents arrive to work in a single-occupant vehicle trip, followed by 22% of individuals who work from home. This data comes from the U.S. Census Bureau American Community Survey.

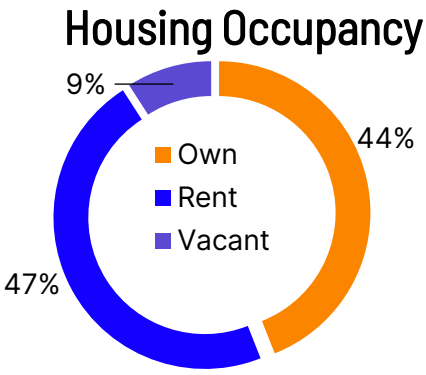
The University of California, Santa Cruz dominates as the top employer in the City's boundaries.

The per capita personal income of City residents is $93,580 according to the U.S. Department of Commerce, Bureau of Economic Analysis as of February 2026.

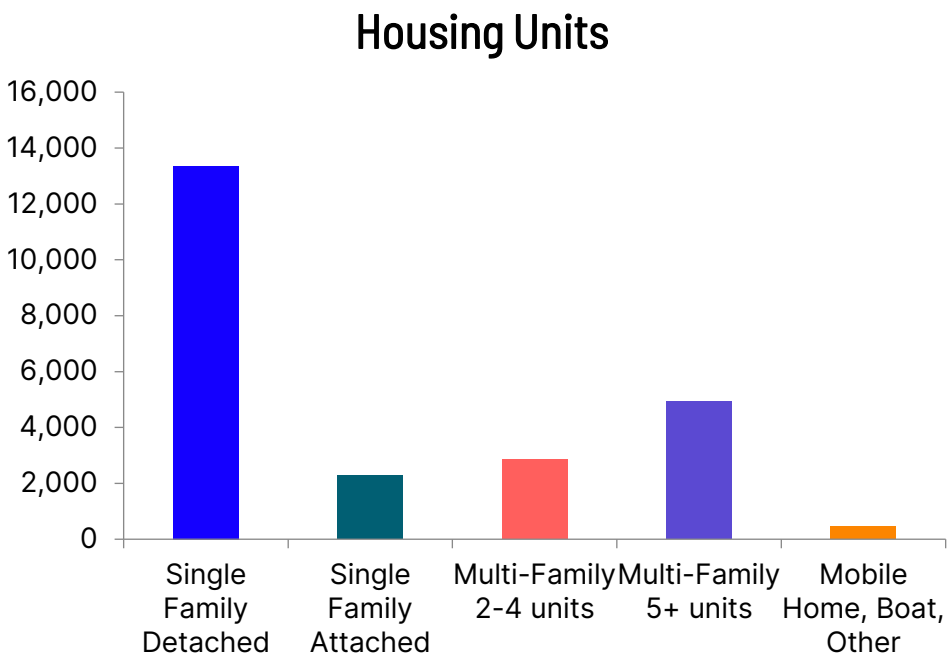
Santa Cruz Top 10 Employers (FY2025)	# of employees
University of California, Santa Cruz	8,349
County of Santa Cruz	2,775
City of Santa Cruz	962
Santa Cruz Nutritionals	510
Costco Wholesale Corp	314
Pacific Gas & Electric Company	297
Safeway Stores Inc.	224
Santa Cruz Beach-Boardwalk	186
Whole Foods Market	135

Economy, Housing and Education

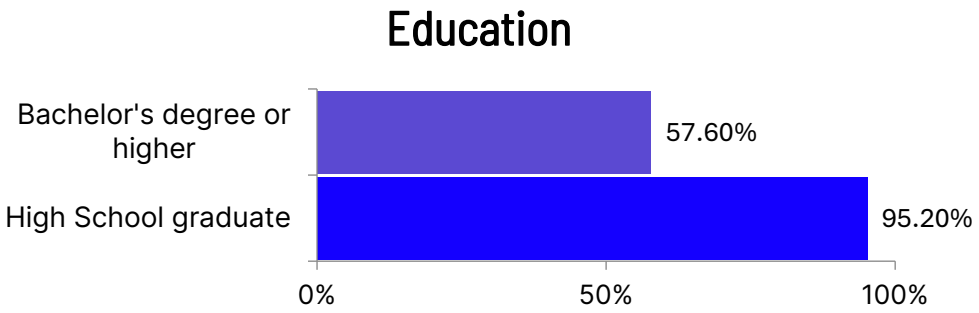
The largest industry group for the City is restaurants-hotels, followed by general consumer goods. The top two business types that generate the most sales tax for the City are casual dining and quick-service restaurants. Those are followed by service stations, grocery stores, and leisure/entertainment businesses.



In January 2026, the median home sales price was $1,487,500 according to the Santa Cruz County Association of REALTORS. The majority of Santa Cruzans rent their home and live in a single family, detached housing unit.



The overwhelming majority of the population of Santa Cruz over the age of 25 are high school graduates. The majority of have a bachelor's degree or higher, at a rate of 57.6%. This compares with the statistics of the state of California, where 84.7% of adults have graduated from high school and 38% have a bachelor's degree or higher.



Interested to find out more? The Office of Economic Development maintains a website at choosesantacruz.com/data that features Santa Cruz by the Numbers, which provides data on quality-of-life factors about our City.

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 of Santa Cruz is a full-service City, providing 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:

- November 2024 - Measure Z. Imposed a tax of two cents per fluid once on the distribution of sugar sweetened beverage products.
- 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 expenses 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 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.

Starting with the FY 2026 Annual Budget development, a public webinar has been held by members of the Finance Department to review the proposed budget and inform interested individuals of the major components of the budget. This overview is intended to inform the public so that they can engage in the public hearing process that occurs in the month of June.

After the budget is adopted, budget amendments are presented to City Council when new appropriations are 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.

Budget Preparation and Review Process Calendar



Roles and Responsibilities During the Budget Process

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.	
Jan.		Audit results presented to the City Council. Ongoing discussions of budget priorities based on input from community and staff.	Presentation of prior year financial results to City Council and community. Budget guidance provided to Departments at annual Budget Kick-off.

Month	Residents	Mayor & City Council	City Administration
Feb.			Current year-end estimates and next year department requests due to Finance Department.
Mar.			Presentation of current year financial projections to City Council and community. Midyear budget adjustment is presented to City Council. Department meetings with City Manager, Assistant City Manager, Human Resources, and Finance to review next year's requests. CIP study session.
April	City commissions review budget plans for the upcoming fiscal year, as prepared by supporting City staff.		
May	Attend and participate in the budget webinar prepared for City residents (on May 19, 2026 at 6:00 pm). Budget Hearings open to the public.	Budget Hearings and discussions, review.	Proposed budget compiled and made available online. Presentation of operating and CIP budgets to City Council and community.
June	Budget Adoption during a City Council meeting that is open to the public.	Changes made per direction from Council and Council adoption of Annual Budget and approval of Capital Investment Program (CIP).	Changes made per direction from hearings and Final Budget Adoption.

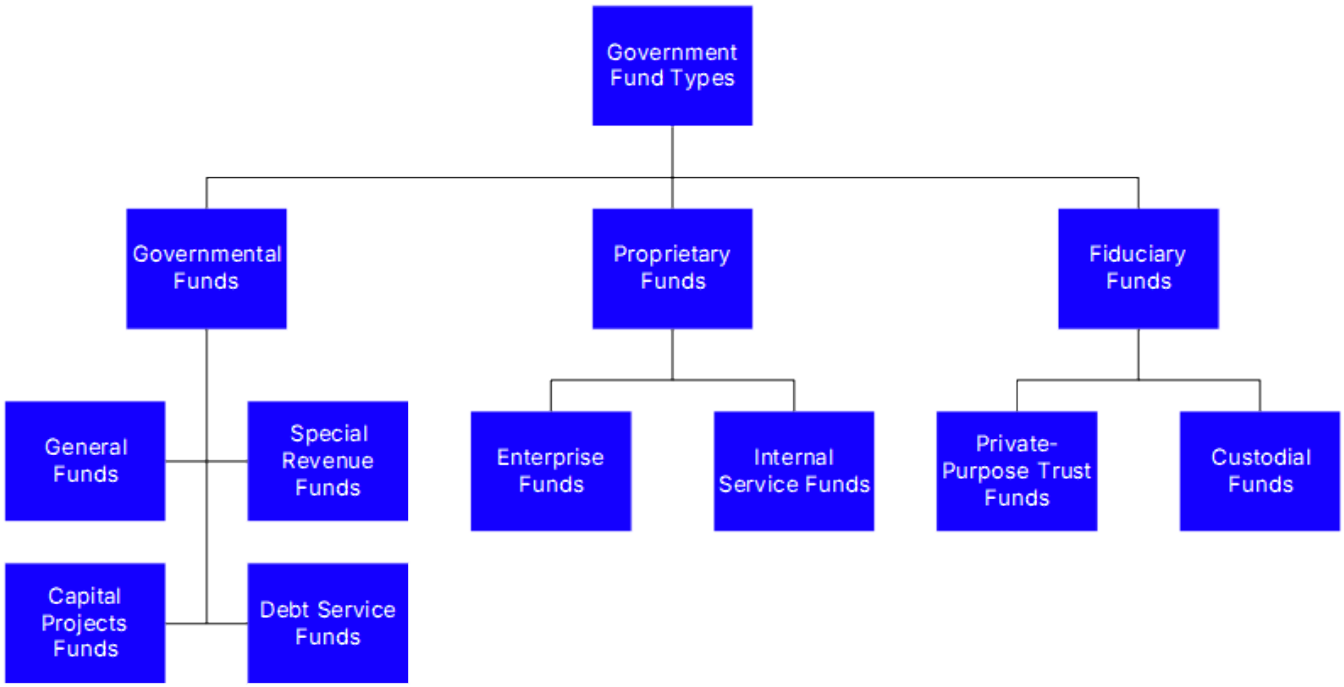
Budget Basis – Basis of Accounting

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

For accounting purposes, a local government is not seen as a single, integral entity, but instead, it is often viewed from a financial perspective as a collection of smaller, separate entities known as "funds." There are three broad classifications for the funds traditionally used by a government: governmental funds, proprietary funds, and fiduciary funds. Within these classifications, the City utilizes nine fund types, as shown in the chart below.



Governmental financial reporting requires that individual funds be identified as "major" or "nonmajor," with major funds reported separately while nonmajor funds may be consolidated. To be considered a major fund, the fund's revenues or expenditures must represent 10% or more of the total revenues or expenditures for the fund type and 5% of the total for all governmental and enterprise funds combined. The following is a listing of the City's funds, with each major fund described and identified with an asterisk (*). If a fund title is followed by a number in parentheses, then multiple funds with similar titles and purposes exist and are grouped together for this presentation.

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.

Description of Major Governmental Funds

Primary General Fund- This fund is used to account for the general tax dollars received by the City that pay for its wide range of services, such as recreation, public safety, community development, and administration.

RDA Successor Agency Low & Moderate Income Housing Fund- This fund is used to account for housing assets transferred from the former Redevelopment Agency to the City as a housing successor.

General Capital Investment Projects Fund- This fund is used to account for capital investment program projects that are planned for, coordinated, and executed by the City's General Fund departments.

Governmental Funds	
General Funds	
Primary General Fund*	CASp Certification and Training Fund
Municipal Wharf Fund	Street Tree Fund
General Plan Update Reserve Fund	City Public Trust Fund
Green Building Educational Resource Fund	City Stabilization Reserve
Civic Equipment Maintenance / Replacement	Carbon Reduction Fund
Co-op Retail Management	Economic Development Trust Fund
Kiosk Maintenance	Housing In-Lieu Program
Code Enforcement/Civil Penalties	DeAnza Hardship Fund
Cannabis Children's Fund	Contributions and Donations
	Interest Holding
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 Repayment
State Highway Funds	First Time Home Buyers (2)
Gasoline Tax	Affordable Housing Trust Fund

Governmental Funds	
Traffic Congestion Relief 2016 Transportation Measure D Traffic Impact Fee Fund Clean River, Beaches & Ocean Tax Fund Public Safety Impact Fees Childcare Impact Fee Parks Quimby Act Funds (4)	RDA Successor Agency Low & Moderate Income Housing Fund* Transportation Development Act American Rescue Plan Act State Homelessness Response Program Technology Surcharge
Capital Projects Funds	
General Capital Investment Projects* Capital Investment Public Art Fund Sidewalk Construction In-Lieu Fund Santa Cruz Library	Street Maintenance, Rehabilitation and Improvements Wharf Tenant Capital Improvement Contrib. 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.

Description of Major Proprietary Funds

Parking Fund- This fund accounts for the activities of the Downtown Parking District, which provides parking facilities in the downtown area.

Refuse Fund- This fund accounts for the activities of the City's refuse utility, which provides refuse pick-up services, recycling services, and a sanitary landfill for residents of the City.

Water Fund- This fund accounts for the activities of the City's water utility, which provides water delivery services to the residents of the City and some residents of the county.

Wastewater Fund- This fund accounts for the activities of the City's wastewater utility, which provides wastewater collection and treatment services to the residents of the City and some residents of the county.

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

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. Fiduciary funds are not available to support the City's own programs. The accounting used for fiduciary funds is similar to that used for proprietary funds.

Description of Major Fiduciary Fund

Library Joint Powers Authority- The Library Joint Powers Authority was established for operations of the former City/County library system. The financial activities of the assets for this entity are held by the City in a custodial capacity.

Fiduciary Funds	
Private-Purpose Trust Funds	
Library JPA Trust Funds	Robert Leet-Corday Estate
McCaskill- Local History	RDA Successor Agency Trust Funds
Custodial Funds	
Library Joint Powers Authority (13)	

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 and the enterprises in the Public Works department. That specific percentage of General Fund support is identified in the "Primary General Fund Budget Net of Program Revenues" chart shown on the in the "Primary General Fund Budget and General Revenues" document in the Budget Discussion.

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 Cannabis Children's Fund Carbon Reduction Fund Opioid Settlements Fund
City Non-Department	General Fund
Community Development	General Fund Green Building Educational Resource Fund CASp Certification and Training Fund Childcare Impact Fee Home Rehabilitation Fund Home Acquisition Projects Fund Home Investment Partnership Technology Surcharge
Finance	General Fund City Stabilization Reserve Group Health Insurance Liability Internal Service Fund Unemployment Insurance
Fire	General Fund Public Safety Impact Fee- Fire

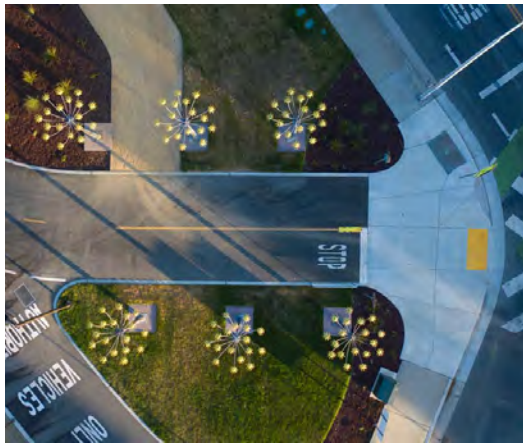
Department	Funds
	Municipal Wharf Fund
Human Resources	General Fund Workers Compensation Internal Service
Information Technology	General Fund Information Technology Internal Service Fund
Parks and Recreation	General Fund Civic Equipment Maintenance/Replacement Disaster Recovery Municipal Wharf Fund Parks Tax Fund Quimby Tax Funds Street Tree Fund Water & Wildlife Protection Initiative Fund
Office of Economic Development	General Fund Affordable Housing Trust Fund Co-Op Retail Management Community Development Block Grant Economic Development Trust Fund Former RDA Funds Grant Loan Programs IIG-AHSC Kiosk Maintenance Fund Public Art Capital Improvement Project Funds Red Cross Housing Reconstruction Loan Repayment Successor Agency (H) LMIH-Merged 2-1-12 Wharf Tenant Capital Improvement Contributions
Police	General Fund Asset Seizure/Youth Crime Prevention Police Asset Seizure Public Safety Impact Fee- Police Supplemental Law Enforcement Services Traffic Offender
Public Works	General Fund

Department	Funds
	CIP- Sidewalk Construction In-Lieu Fund CIP- Street Maintenance & Rehabilitation Clean River, Beaches, & Oceans Tax Fund Equipment Operations Internal Service Fund Gasoline Tax Fund Municipal Wharf Fund Parking Enterprise Funds Refuse Enterprise Funds Road Maintenance Rehab Account Storm Water Enterprise Funds Traffic Impact Fund Transportation Development Act Fund Wastewater Enterprise Funds
Water	Water Enterprise Funds Water Utility Customer Assistance Program

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CITY OF SANTA CRUZ







BUDGET DISCUSSION



Fiscal Year
July 1, 2026-
June 30, 2027

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City Manager's Message

Dear Mayor, Councilmembers, and Santa Cruz Community,

In accordance with the City Charter, I am pleased to present the City of Santa Cruz's Fiscal Year (FY) 2027 Operating and Capital Budget for your consideration.

This budget reflects our values as an organization and serves to operationalize the City Council's priorities set forth in our 2023-2028 Citywide Strategic Plan. The last several fiscal years have required increased creativity and resilience as we navigated the impacts of post-pandemic inflation, with its ripple effects of rising interest rates and cost of living, and experienced volatility in federal programs and economic policies. Throughout these challenges, we have developed thoughtful, innovative, and balanced budgets, and the proposed budget for FY 2027 is no exception.

However, we now face new challenges with federal and global economic actions and policies that are creating growing uncertainty in the economy as a whole and resulting in increased local impacts. While the City's base funding is largely unaffected by the federal government, the Trump administration's shrinking of the federal government and elimination of critical federal funding programs has impacted the City's grant programming and has had wide-ranging impacts on the County of Santa Cruz's services. The City is not in a financial position to take on the services being reduced by other agencies and organizations, but we are partnering with the County to do what we can to provide some safeguards for our residents who depend on these vital services.

Despite these headwinds, we have created a budget for FY 2027 that delivers on our core commitments: it invests in our people, our major community projects, and the systems that serve our residents.

For example, in FY 2026, the City Council approved new Memorandums of Understanding with the City's bargaining groups, which included cost of living increases for our City employees. This is critical investment at a time when many of our employees are experiencing the same cost pressures the City is facing on a personal level. This important investment in our people will help the City remain a thriving organization, with competitive compensation packages that attract and retain high-quality employees.

Beyond our workforce, it is safe to say that all Santa Cruz residents are aware of some, if not all, of the exciting projects underway that will ultimately serve to strengthen our local economy and the quality of life of our community. The construction of the seismic retrofitting of the Murray Street Bridge is being delivered in a responsive and timely manner. The Downtown Library and Affordable Housing Project is quickly coming to fruition. The Pacific Station North redevelopment is making critical strides towards completion, and our City now

boasts an expanded riverfront parkway along the San Lorenzo River levee as part of the recently completed River Row housing development.

Internally, FY 2027 will also mark the completion of a massive investment by the City to overhaul its financial and human capital management Enterprise Resource Planning (ERP) systems. This will result in greater efficiencies in serving residents, improved data collection and reporting to the public, and better experiences for employee recruitment and onboarding.

Amid great change and uncertainty, I am proud to present a budget that continues our organization's longstanding tradition of excellence, creativity, and strategic planning.

Except for limited budget increases to accommodate rising costs on currently existing contracts, the Fiscal Year 2027 Budget is otherwise largely status quo, resulting in a total budget of $461M, including a Capital Investment Program Budget of $7M. The City's General Fund of $170M further invests in high-quality services for the community and advances the City Council's priorities.

While the General Fund budget for Fiscal Year 2027 is balanced—as required by City policy—maintaining ongoing operations in this manner is not sustainable over the long term. Moving forward, we will need to continue exploring opportunities for additional cost recovery, operational efficiencies, and new revenue sources to keep the City in alignment with our long-range financial plan.

Reflecting on Key Milestones

What follows is an overview of the key accomplishments of the City's departments in FY 2026 and the ways in which the FY 2027 Annual Budget will fund efforts to further the City's strategic plan and services.

Progress on Housing

The Community Development Department continues to build on its successes. In addition to strong contributions to advancing housing initiatives in FY 2026, the Building and Safety team demonstrated a continued commitment to supporting development and facilitating economic growth as it processed over 2,100 building permits, one of the highest totals in recent years. The Current Planning team successfully managed the review and approval of five major development projects totaling 250 residential units that include 41 affordable units.

Meanwhile, the Affordable Housing Division assisted with financing for the new, 100% affordable 50-unit housing project at 136 River Street and supported programs serving more than 29,000 residents and 6 community infrastructure projects. The Code Compliance and Rental Inspection Team completed 2,500

inspections, with 650 for code and 1,850 for rental. Additionally, the Advance Planning team drafted and adopted policy updates to support the City's Housing Element objectives and conform to State law, and they progressed in updating the Local Coastal Program, including Council approval of the Beaches and Bluffs Hazards chapter, and drafting additional design guidelines for development. The Department is committed to building strong partnerships with local developers, community groups, and stakeholders, working together to realize shared development goals.

Resiliency and Long-Range Strategic Planning

Key advances were made in FY 2026 to provide a more stable financial footing in strategic areas of the City's revenues. Mayor Keeley and the City Council advanced initiatives focused on housing stability, public health, and community services. Notably, the Workforce Housing Affordability Act (Measure C), passed in November 2025 to fund affordable housing and homelessness prevention. The Council also established the Sugar-Sweetened Beverage (SSB) Ad Hoc Committee and stood up the SSB Tax Oversight Committee to oversee the implementation of the voter-approved General Fund tax that will support programs benefiting youth, seniors, and working families.

To further enhance community services, the Council also continued supporting the Children's Fund Oversight Committee (CFOC), which recommends the use of Measure A revenue—20% of audited cannabis tax funds—to expand evidence-based programs that prioritize early childhood development, prevention efforts, and services for vulnerable youth. Lastly, the City Council passed a resolution authorizing the Santa Cruz Enhanced Infrastructure Financing District (EIFD), which creates a financial base to generate capital project funding for years to come.

In risk management, an important step was taken by the Finance and Risk Management team in FY 2026 to secure and fund additional insurance coverage for City assets, including protection for the City's Municipal Wharf.

Upstream Solutions to our Homelessness Crisis

The City's Homelessness Response Strategic Plan (2024-27) provides a compassionate approach to homelessness that focuses on building more affordable housing, offering shelter, increasing outreach, prioritizing partnerships with community organizations, and managing large encampments that pose health, environmental, and safety risks. As a result, these efforts have led to a remarkable 40% decrease in homelessness in the City of Santa Cruz since 2022.

Currently, the City operates two emergency shelters, including 1220 River Street and the City Overlook, totaling 165 tent-based sleeping sites. In FY 2025, the last

year for which we have full data, 445 people were served through the City's shelter and safe parking programs, with 134 people who moved on to more stable housing. Regionally, the City partnered with the County and City of Watsonville on a Severe Weather Shelter, serving more than 300 people in the region. Looking to the future, the City received a $30 million Behavioral Health Continuum Infrastructure Project (BHCIP) Grant from the State Department of Health Care Services to construct a 50-bed adult residential substance abuse treatment center at the City-owned property at 125 Coral St., which will be the future Coral Street Substance Use Disorder Treatment Center.

Affordable Housing and Economic Recovery

Recently, the Economic Development and Housing Department restructured, with Economic Development (ED) becoming a part of the City Manager's Office. This transition reflected the important, strategic role ED plays in advancing Citywide priorities, supporting the local economy, and coordinating efforts that span multiple departments and initiatives.

As part of this shift, the Affordable Housing Division joined the Community Development Department to bolster the City's collective efforts in advancing critical housing projects in our community. Prior to this transition, the Affordable Housing Division assisted with financing for the new 100% affordable 50-unit housing project at 136 River Street and supported programs serving over 29,000 residents and 6 community infrastructure projects. In FY 2026, staff continued to administer approximately $40M in state grants for multiple affordable housing and infrastructure projects.

On the economic recovery front, the Business Services Division of ED activated three vacant storefronts through Downtown Pops! and developed an Economic Vitality Business Incentive package, including a use extension ordinance, movie theater parking validation program, and building permit fee removal incentive. Business Services also created the Construction Mitigation Loan Program and developed advertising, promotions, and events to support businesses through the Murray Street Bridge construction. The ED team also hosted several Broker Breakfasts and through their collective support efforts we've seen more than a dozen new businesses move into the downtown over the last year.

To further support our community's economic well-being, the Water Department advanced the Utility Customer Assistance Program by expanding it to multi-family customers to provide financial relief for community members needing help paying their utility bills.

Investments in Infrastructure

In terms of physical development, in FY 2026, ED secured a $30M grant to fund the Coral Street Residential Substance Use Disorder (SUD) Navigation Center and has engaged a design team to launch the project. Planning and community outreach were conducted by Economic Development for the Wharf Resiliency Improvements project that is funded by $8.6M in state funds.

Similarly, the Public Works Department advanced major citywide infrastructure and impactful mobility, and sustainability milestones. Significant progress was made on critical physical assets, highlighted by the construction of Murray Street Bridge, the reconstruction of West Cliff Drive, and vital flood control improvements. Internally, Public Works strengthened its operational foundation by successfully implementing the Cityworks system, enhancing financial oversight, and actively promoting a safe workplace culture.

Building on these achievements, Public Works' ongoing efforts continue to prioritize environmental sustainability, infrastructure reliability, and continuous community service. The Public Works enterprises are actively expanding landfill methane capture, managing robust wastewater and recycled water operations, and sustaining our marine and automotive flare recycling programs. As major new wastewater infrastructure projects get underway, the department is concurrently advancing the City's climate goals through expanded electric fleet adoption, comprehensive EV infrastructure planning, broad energy management, and active transportation and e-bike programs. To strategically shape future growth, Transportation Engineering is initiating a study to establish plan lines that will guide developer implementation.

Alongside these large-scale projects, Public Works remains focused on daily community access. For instance, the Parking Division continues to support local businesses impacted by construction and facilitate mobility, all while successfully reducing reliance on outside contractor services.

The Water Department also achieved several significant milestones in FY 2026 that strengthen the reliability and sustainability of the City's water system. Staff finalized the Habitat Conservation Plan (ASHCP) and associated water right modifications, a major step forward in securing long-term water supply reliability while supporting environmental stewardship. Additionally, key capital projects were completed or are nearing completion, including the Concrete Storage Tanks Project and the intertie connection with Scotts Valley Water District, both of which improve regional water system resilience and operational flexibility.

The Water Department continues to implement a robust long-term capital improvement program (CIP) to address the impacts of a changing climate by designing projects such that they improve water system reliability, augment water supply, and maintain high-quality drinking water. As of December 31, 2025, there are 42 active projects, 11 of which are in construction, three in design, and 28 in

planning or post-construction. Staff has secured over $325 million in low-interest loans and grant financing, which reduces long-term financing costs paid by customers.

Total Active Projects	Projects in Construction	Projects in Design	Active Funding Agreements	Prior Year Completed Projects
42	11	3	10	23
FY 2026 Adjusted Budget	**FY 2026 Spend as of 12/31/2025**	**Total Amount of Grant Awards**	**Total Amount of Loan Agreements**	**Cost of Completed Projects**
$79.2M	$19.7M	$16.3M	$309.2M	$287.2M

Supporting an Active and Thriving Community

Parks and Recreation remain a premier economic and social driver for the City. In FY 2026, the department served a record 143,638 participants, driven by expanded programs like the Wharf's summer concerts and new youth initiatives. The year was defined by a commitment to equity and resilience, marked by the completion of the first Community Needs Assessment and the securing of $3.5M in grants for wildfire prevention and infrastructure projects. From reopening the Harvey West Pool for year-round use to advancing beach accessibility and Wharf repairs, staff successfully leveraged new tax allocations and external funding to safeguard the City's investment in its natural and built assets.

Complementing these efforts, key accomplishments for the City Manager's Office in FY 2026 included administration of more than $370,000 in Children's Fund Oversight Committee grants; the launch of a free self-defense voucher program for Santa Cruz residents through the Commission for the Prevention of Violence Against Women; development of multi-year workplans for the Health in all Policies (HiAP) Committee, the Public Safety Committee, and the Sustainability and Resiliency Committee; and establishment of the Sugar-Sweetened Beverage Tax (SSBT) Oversight Committee. Additionally, staff coordinated the Wildfire Preparedness, Murray Street Bridge, CORE, and Revenue and Budget ad hoc committees. Staff also secured $1.5 million for the Monterey Bay Green Youth Service Corps, kicked off the implementation of the 5-year Roadmap for West Cliff, advanced several emissions reduction ordinances, led the adoption of an ordinance banning the sale of filtered tobacco products, and secured resources/funding for various coastal resiliency efforts. Further accomplishments included a fire consolidation study, securing funding for vulnerable populations, launching youth programs, and overseeing the Youth Liaison Program.

In the cultural sector, ED's Arts and Culture programming brought the Watsonville-based non-profit, Community Arts & Empowerment, into the City to conduct community outreach for the design of a mosaic for the new Bethany Curve Culvert Bridge that celebrates and educates the public about essential water sources. A

satellite studio at the Tannery is hosting the community fabrication of the mosaic pieces. City Arts provided essential seed funding for a new art festival, 'Ripple Effect,' with the intention of creating an economic engine promoting the creative economy within the County. The collaboration of arts organizations for the 10-day festival engaged over 80 artists and activated dozens of spaces with multidisciplinary, collaborative programming.

Ensuring the Public Health, Safety, and Well-Being of our Community

The Fire Department's operational readiness was strengthened through extensive training focusing on emerging threats, including live fire operations, high-rise firefighting, lithium-ion battery fire response, active attacker incidents, and focused firegrounds strategy and tactics training. Furthermore, operational capabilities were enhanced through the addition of new equipment, including a ventilation training prop for fire suppression training and mobile and stationary Starlink units to provide access to critical systems during disasters or infrastructure outages. The department supported statewide wildfire response through participation in out-of-county strike teams, including deployments to the Palisades, Kincade, and Park Fires.

On the waterfront, Marine Safety Division programs were strengthened through the addition of two Marine Safety Officers, the launch of the Surfer Awareness in Lifesaving Techniques (SALT) program, and certification of all Marine Safety Officers and the Marine Safety Captain as open-water scuba divers. Additionally, operations were enhanced through the implementation of Personal Locator Beacons for Marine Safety personnel and rescue swimmers, an AquaEye sonar device for ocean rescue and recovery operations, and a personal watercraft staged to address access challenges during Murray Street Bridge construction.

In broader preparedness efforts, the Office of Emergency Services (OES) conducted emergency preparedness outreach at 12 community events to register residents for emergency alerts, distribute NOAA weather radios, and help residents—particularly in underserved areas—better understand local hazards. The City's Emergency Operations Plan was updated along with the addition of four supporting annexes addressing alert and notification, evacuation, tsunami, and flooding. Readiness efforts were reinforced through trainings along with continued practice communicating before, during, and after notable events.

Fire Prevention partnered with the Water Department on the release of the Citywide Wildfire Resiliency Plan and partnered with Parks and Recreation to secure grant funding for multiple open space resilience projects.

The Santa Cruz Police Department (SCPD) continued to advance public safety, strengthen community partnerships, and enhance internal capabilities through focused initiatives and strategic improvements. The Department welcomed its first therapy dog, delivering vital emotional support to officers and trauma victims while

bolstering wellness resources and community outreach. SCPD completed a comprehensive staffing study, generating actionable recommendations to optimize resources, address recruitment and retention challenges, and improve service delivery. Strong recruitment strategies combined with modernized compensation and advancement pathways have significantly improved hiring outcomes and retention rates at the Santa Cruz Police Department. As a result, the percentage of available officers and support staff has increased, enabling the department to deliver more consistent, responsive, and effective service to the community.

On the streets, Community Service Officer recruitment and visibility increased, with expanded presence throughout the downtown area. Additionally, SCPD continues to invest in youth-focused programs, supporting community health and safety through grant-funded tobacco enforcement efforts and through maintaining its active partnership with the Santa Cruz County Office of Education's Project ASCEND to reduce juvenile recidivism.

Crucially, both the Fire and Police Departments reinforced their commitment to first responder health and wellness initiatives, acting to reduce firefighter cancer risks and support best practices for police and firefighter safety and overall health.

High Performing Organization

The Finance, Human Resources, and Information Technology Departments, with the involvement of every city department, have launched full scale into the adoption of a new Enterprise Resource Planning system, Permitting and Licensing, Utility Billing, and Cash Receipting systems for the City's financials, time-tracking, and human capital management, with an anticipated go-live date of October 1, 2026. This has required extensive configuration and modernization of the City's procurement, accounting, budgeting, payroll, Accounts Receivable and Accounts Payable programs, and as such, the City's staff have devoted considerable efforts to making this a successful and timely implementation. On a parallel track, Water Department staff have been planning for the replacement of its utility billing platform, ensuring the City remains well positioned to serve utility customers efficiently into the future. Collectively, these efforts reflect the most significant investment in our technology infrastructure in over a decade.

In FY 2026, the Human Resources Department (HR) negotiated labor contracts with the City's bargaining groups, submitted a request for proposals for the City's training program, and implemented next steps of its Culture as a Competitive Advantage Initiative. HR successfully completed eight labor negotiations for the bargaining units of executive, firefighters, fire management association, mid-management OE3, police officer's association, SEIU, Temp SEIU, and our Supervisor unions.

The City Manager's Office made meaningful enhancements to communications including replacing the City's website, launching new branding, expanding civic participation opportunities through district engagement and solidifying its commitment to equitable engagement. As mentioned previously, Economic Development became part of the CMO this year to improve alignment, streamline collaboration, and strengthen the impactful work occurring in the development space.

Fiscal Year 2026 Capital Investment Program (CIP) Highlights

The following CIP projects across the City were completed in FY 2026:

- West Cliff Drive Stabilization project reconstruction efforts
- Pacific Beach Roundabout Enhancements
- Construction of Traffic Calming Pilot Program
- Advanced design of Swanton Delaware Multiuse Path and Downtown Intersection Improvement projects
- Active Transportation Plan update
- Corp Yard vehicle electrification charging project, with reimbursements submitted
- Pacific Station North construction (estimated to be completed in summer 2026)
- Type 6 Wildland Engine deployment
- Construction on a Butler Building at Fire Station 3
- Westlake Park Vegetation Management
- Grant Park Playground Renovations
- Interim Repairs to end of Wharf and Bents 103-104 project
- San Lorenzo Park Redesign
- Harvey West Park Design Assessment
- Parks and Recreation Facilities Condition Assessment
- Union Locust Generator project
- Beltz 12 Ammonia Removal project
- Design of Beltz 8 Upgrades for ASR and initiated construction
- Water Department's Capital Improvement Projects (CIP) Reprioritization

Progress made in FY 2026 on CIP projects included:

- Year one of Murray Street Bridge construction on schedule and within budget
- Completion of the Design Permit process for Fire Station 2 Expansion project

- Initiated Design for Beltz 9 Upgrades for Aquifer Storage and Recovery (ASR)
- Reached Substantial Completion of Intertie 1 with Scotts Valley Water District
- Reached Substantial Completion of Graham Hill Water Treatment Plant (GHWTP) Concrete Tanks Replacement
- Groundwater Modeling of ASR in the Mid-County Groundwater Basin
- Initiated Groundwater Modeling of ASR in the Santa Margarita Groundwater Basin
- Initiated Planning Efforts for Pasatiempo Tanks Replacement project Water Department's Capital Improvement Projects (CIP) Reprioritization

Changes in Service Levels to Expect in FY 2027

Citywide services will increase in the following ways in FY 2027:

City Manager's Office

- Expanding Citywide communications capacity through the implementation of the City's new website and branding platform and the addition of communications tools that support public information, media coordination, and community engagement
- Investing in professional development and leadership training to strengthen staff capacity
- Increasing coordination of cross-department strategic initiatives, including sustainability, coastal resilience, and public health policy efforts through the Health in All Policies framework
- Strengthening Citywide energy planning and sustainability coordination through the addition of a shared Energy Manager position supporting the City Manager's Office, Water Department, and Public Works Department
- Continuing administration and oversight of community programs and grant-funded initiatives supporting sustainability, youth engagement, and community well-being
- Sustaining staff support for advisory bodies, Council committees, and regional partnerships that guide policy development and intergovernmental collaboration

Community Development Department

- Providing 24-hour online portal access for increased convenience for activities such as submitting applications and scheduling inspections, a secure online payment processing for streamlined transactions, and enhanced overall service delivery by supporting the crucial design of the Tyler EPL Land Management Software
- Enhancing the digital permitting system in Building and Safety, improving efficiency and enhancing transparency in the development review process.

Internal Service Departments

- Improved data management with implementation of new Citywide Enterprise Resource Program (ERP)
- Continuing mandatory services related to respectful workplace concerns
- Supporting evolving work environment and job needs through job classification review
- Upholding new legal requirements such as AB 1484, AB 339, and other state requirements
- Updating aged policies and job descriptions
- Continuing efforts for an enhanced employee recognition program
- Implementation and training on new Citywide Enterprise Resource Program (ERP)
- Continuing efforts for citywide training program- including RFP analysis and selection
- Continuing process improvements across departments leveraging new ERP to streamline operations, enhance data management, and improve overall efficiency
- Providing additional resource allocation to support the City's major software solution implementations.
- Expanding GIS services through the addition of a GIS Analyst dedicated to water engineering, utility, and asset management GIS needs
- Expanding the City's cybersecurity posture through the implementation of additional tools and the development of strengthened policies and procedures.

Office of Economic Development in the City Manager's Office

- Increase engagement in the management of the Tannery properties

Parks and Recreation

- Increasing Open Space and Urban Forestry capacity, enabling equity-based tree plantings, shaded fuel break development, stormwater management, invasive species removal, and trail improvements through Measure Q allocations
- Conducting strategic fuel treatments on 26.6 acres in the Santa Cruz Wildland Urban Interface (WUI) to safeguard the regional 911 Center, establish two 1-million-gallon municipal water tanks, and support an estimated 240 habitable structures within 300 ft. of the project area through CalFire Wildfire Prevention grant funds
- Advancing food security and climate resilience in city community gardens with CalVolunteer Youth Corp grant funding

Public Works Department

- Increasing capacity to support CIP project reimbursements, operational billings, and audit fund balances with the addition of a Management Analyst position
- Enhancing cross-training, broadening departmental knowledge, and standardizing policies and procedures with the reorganization of the Public Works Administration division's administrative positions

- Service efficiency improvements in encampment clean-ups and public restroom programs after a reorganization of the Homelessness Response Field Team budget
- Expanding capacity in the Refuse division as the new utility billing program, Sprypoint, allows for the completion of digital refuse work orders in the field, reducing the amount of time entering data from paper

Public Safety Departments

- Enhancing Marine Safety Division response and services
- Transitioning the Emergency Reporting System to meet reporting requirements
- Improving community wildfire protection and out-of-county strike team response with deployment of a Type 6 Wildland Engine
- Enhancing wildfire protection through the City Wildfire Resiliency Program

The following limitations will be placed on services in FY 2027:

Internal Service Departments

- Reprioritization of physical access security projects in favor of cybersecurity
- Continuing to pause on the onboarding and implementation of new applications in favor of supporting ongoing high-priority implementations, including Enterprise Resource Planning, Utility Billing, Cashiering, Fleet Management, and Enterprise Permitting and Licensing

Parks and Recreation

- Reducing public counter hours due to new Citywide system implementations' associated workloads and training

Public Works Department

- Temporary service level delays in Fleet Maintenance and Resource Recovery expected as the teams start the transition to the new CMMS program, Cityworks
- Continued operation and troubleshooting of the new Title 22 tertiary treatment facility with Pure Water Soquel will reduce levels of service for other WWTF duties
- Stormwater and Refuse fee/rate studies and their associated Prop 218 hearing process and potential ballot preparation will reduce capacity for other projects
- Parking staff continuing to support graffiti removal and hazardous waste disposal, in the absence of contractor services, reduces capacity for other responsibilities
- The City's ability to respond to abandoned trash and encampments will be constrained due to the reduction in countywide day service programs

In Closing

While continued uncertainties and unknown economic forces lie before us, the FY 2027 Budget offers the Council, City Staff, and the community a sense of optimism as we look ahead. 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. The services, programs, and efforts being funded in this budget advance the City Council's 2023-2028 Strategic Priorities, enhance our organizational resilience, and support 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 to continue towards our vision of making Santa Cruz a vibrant, healthy, and resilient community for all.

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 2027 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 "budgeteers" on our Finance Team – Elizabeth Cabell, Emily Burton, and Joseph Balasabas. Your unwavering dedication, expertise, innovative thinking, and adaptability were instrumental in navigating the complex and ever-evolving process of building a citywide $461M budget. I also extend my gratitude to Assistant City Manager, Michelle Templeton, 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 Outlook

Economic Landscape Relating to the City's Finances

Uncertainty and instability are markers in almost every part of the economy. We are beginning to see the impact of tariffs on the cost of equipment and vehicles. Increased gas prices will begin to push prices up and sharp declines in the stock market are reasons for serious concern. There are no indications of meaningful reductions on the horizon for interest rates. Even with these headwinds, a potential recession is not currently being seriously considered.

Strategic Planning

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.

Revenues

To achieve fiscal sustainability, the City has made major strides in revenue development, and the resiliency of the overall economy of Santa Cruz has helped the City maintain its upward trajectory.

Property taxes in the City of Santa Cruz have had steady growth, with a 5.95% increase in FY 2026 over the prior year. However, concerns about the affordability and mortgage rates are causing a reduction in the number of properties for sale in the City.

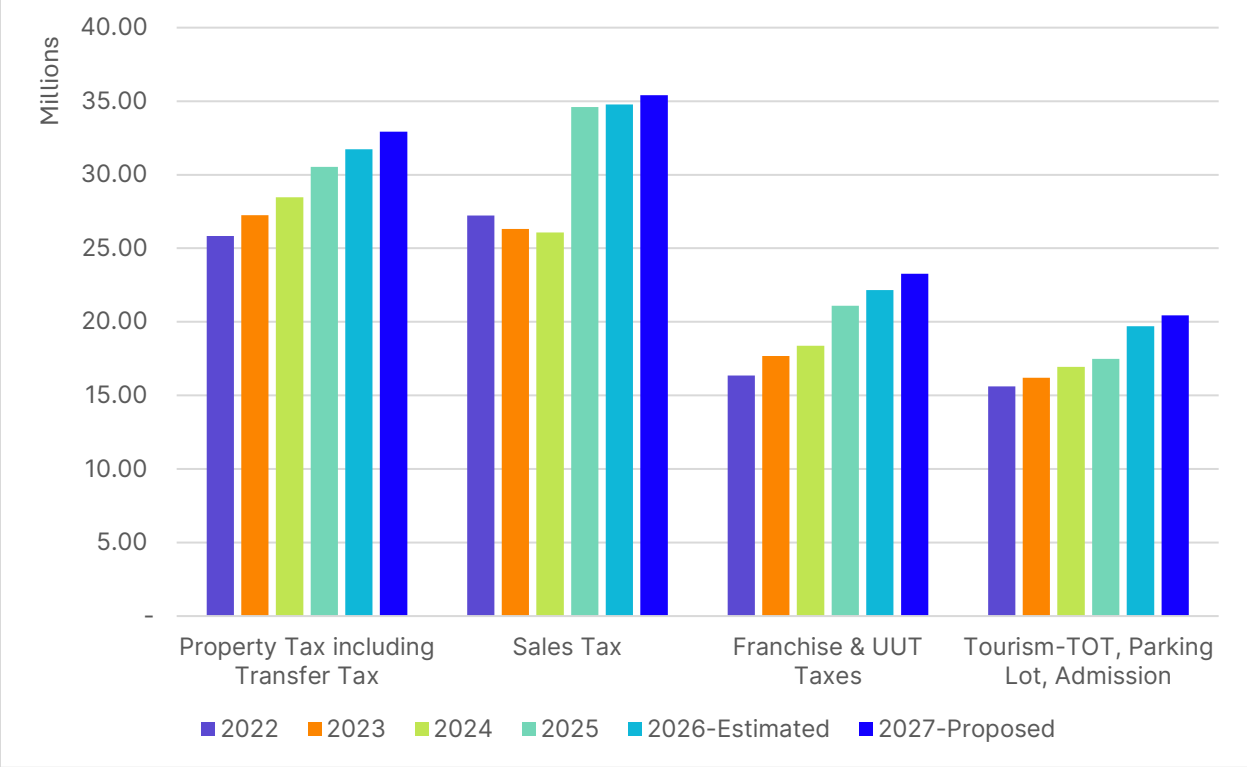
In March of 2024, voters in the city approved Measure L, a half cent city sales tax, which resulted in $8.2 million additional sales tax revenue in FY 2025. This sales tax increase has been critical in maintaining the City's fiscal sustainability.

The City of Santa Cruz's largest industry group is restaurants-hotels, an industry which depends on tourism and disposable income and has experienced reductions in revenue compared to last year. While international travel to the United States has declined, Californians continue to seek experiences in Santa Cruz, choosing our City's natural beauty and wide range of local businesses as a vacationing and shopping destination. The FIFA World Cup games in Santa Clara hold the possibility of bringing more visitors to our region.

Consumers are increasingly opting for the convenience of online shopping over in-store and are hunting for deals, being choosy about where they spend. For this

reason, Santa Cruz's specialty store and family apparel business types are on the decline.

The chart below shows an upward trend in revenues in the City's four major revenue sources: property taxes, sales taxes, franchise and utility user taxes, and tourism-related taxes, like lodging occupancy taxes (TOT), parking lot taxes, and admissions taxes. The sharp rise in sales taxes in FY 2025 is the effect of the passage of Measure L. Sales tax receipts are now on par with, or exceed, the City's property tax revenues.



Bolstering the City's Lodging Occupancy Taxes (TOT) is the recent opening of the La Bahia hotel. It is expected that by the end of the 2026 fiscal year, the City will receive approximately $700k in TOT from the overnight stays at this hotel.

A further bright spot in the local Santa Cruz economy is the leisure/entertainment sector, which saw a slight increase over last year.

The City of Santa Cruz is currently in litigation on Measure Z, the sugar-sweetened beverage tax. The FY 2027 budget anticipates $4M in General Fund revenues from this tax, but those funds are being placed in a separate fund and are not being programmed until the City is confident that it can retain the collected revenues.

Revenue Assumptions

The Finance Department and the Economic Development and Housing Department utilize the services of HdL Companies to receive reliable, expert analysis on

property and sales tax trends and projections. These projections along with the Santa Cruz County Auditor-Controller's Office Property Tax Estimates and historical trends are the foundation for the General Fund tax revenue budgets.

The following approaches were taken to budget revenues, compared with the FY 2026 year-end estimates (except where indicated):

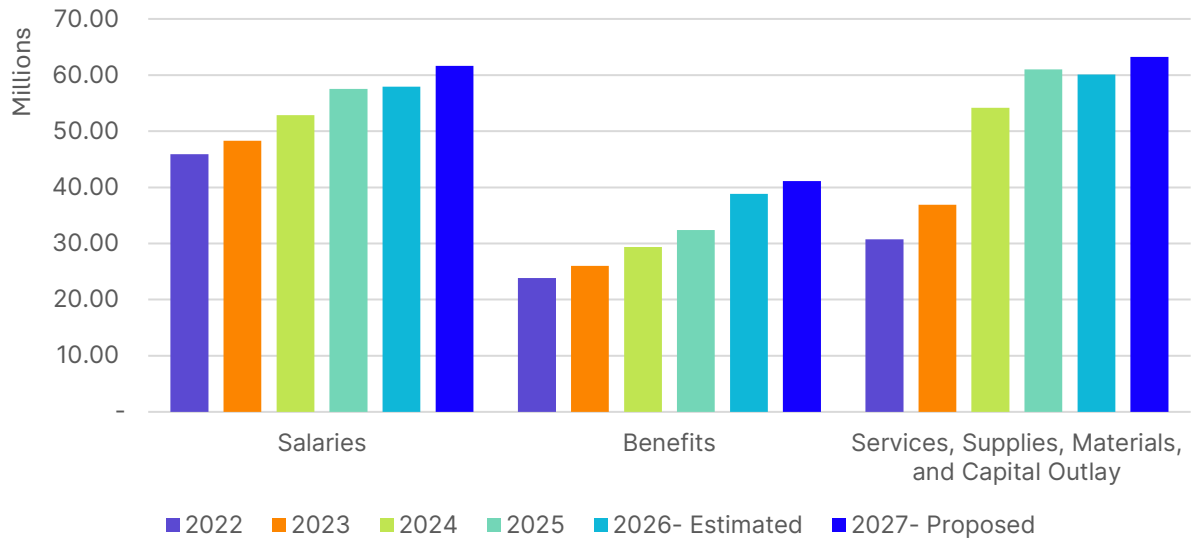
- 3.5% increase in property tax revenues
- 1.8% increase in sales tax
- 5.0% increase in franchise taxes and 5.0% increase in utility taxes
- 1.2% increase in Lodging Occupancy Taxes (TOT)
- 1.6% increase in charges for services
- 5% increase in fines and forfeits and on parking meter collections
- 1.6% increase in rent revenues

$1.5M injection of one-time revenues:

- $1.5M transfer in from the Section 115 Pension Fund

Expenditures

Making planful investments is key to ensuring the sustainability of the City's fiscal landscape. One of the most important investments of the City is in its people. Front and center to the increases in the FY 2027 budget are the approved cost-of-living increases approved for the City's employees in Council-approved contracts through FY 2028. While navigating these rising costs creates a strain on the City's long-range financial trajectory, providing competitive salaries for employees is the most worthwhile way for the City to attract and retain high-quality workers.



As the chart above illustrates, the salaries and benefits of the City have been on an upward trend since FY 2022, with a distinctive increase in salaries being budgeted for in FY 2027.

Expenditure Assumptions

In FY 2027, the following structural increases were incorporated into the General Fund expenditure budget:

- 10.6%, or $9.7M, increase in salaries and benefits over the adopted budget for FY 2026 resulting from:
    - Council-approved negotiated Memorandums of Understanding with the City's bargaining groups
    - Addition and deletion of the positions approved by Council in resolution NS-30,616
    - Proposed addition and deletion of the positions outlined in the Personnel Profile
- $2.0M transfer to the Wharf fund, Fund 104
- $798k in decision packages that covered departments' increased costs on existing contracts
- A set aside of $250,000 for Police Department vehicles

$3.1M in one-time expenditures:

- $1.0M transfer out to the General Capital Investment Program Fund, including $625k towards purchasing agreements for two fire engines
- $978k transfer to the Information Technology Fund for Project NATE, the City's Enterprise Resource Program (ERP) Replacement project
- $500,000 transfer out to the CIP- Streets Fund
- $500,000 transfer out to the Economic Development Trust Fund
- $150k towards nine facilities maintenance projects across the City's departments

Balancing the FY 2027 Budget

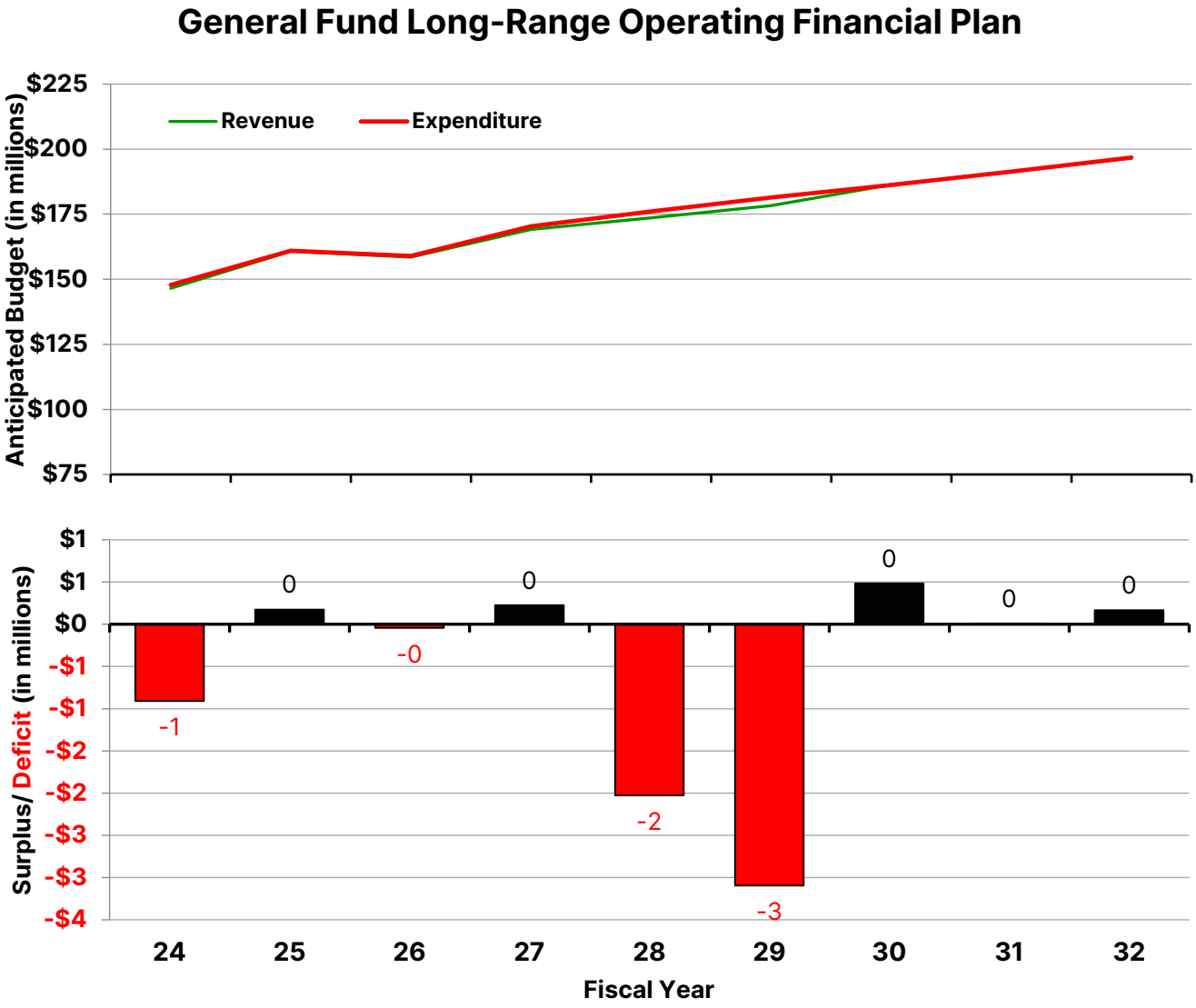
The City's ongoing revenues are sufficient to cover day-to-day operational expenses, or what can be considered the structural costs of the City.

However, about half of the City's one-time expenses, from short-term CIP projects to maintenance projects, are in excess of what our on-going revenue streams are anticipated to bring in. For this reason, $1.5M of Section 115 pension trust funds will be transferred to the General Fund to assist in absorbing the increases to the City's PERS normal cost and unfunded liability payments that accompany increased salary costs. The result will be that the General Fund budget for FY 2027 will be

operationally balanced, with one-time expenditures covered by a one-time transfer from reserves and other one-time revenue sources.

Long-Range Financial Planning

The City of Santa Cruz continues to take proactive steps to address its long-term financial challenges and achieve fiscal sustainability through careful planning, structural reforms, and new revenue strategies. These efforts are exemplified in the FY 2027 budget, which incorporates within it the revenue-generating efforts of the passage of the Measure L sales tax, fee updates that provide for more cost recovery, tax increases resulting from increased development, and the City's conservative addition of ongoing expenditures.



In November 2023, the City presented its Citywide Long Range Financial Plan (CWLRFP) developed in partnership with Baker Tilly. The CWLRFP offers short- and

long-term strategies to improve the City's financial resilience, including: full cost recovery for services, implementation of new technologies, and diversification of the investment portfolio. A number of these strategies have been implemented or are currently underway, as evidenced by the City Council's adoption of an updated City Investment Policy, the passage of Measure L and Measure Z discussed above, updates to the Citywide Fee Schedule, and the current Citywide effort to implement a new Enterprise Resource Program (ERP) solution. These revenue tools are aimed at closing future budget gaps, restoring capital investment capacity, and aligning ongoing revenues with service demands. Finance staff has maintained the CWLRFP since its adoption in FY 2024, incorporating new assumptions and updating actuals over time.

The top of the chart on the previous page shows the revenue and expenditure data points, and their associated trendline, anticipated for the budgets for the fiscal years indicated along the x-axis. The bottom of the chart shows that the City projects a horizon of deficits for fiscal years FY 2028 and FY 2029 returning to a balance in FY 2030.

What follows is a listing of assumptions in the long-range outlook for the City's General Fund in the years extending past FY 2027. Please note that the same data sources detailed earlier informed the estimates that were used in determining the FY 2027 budget assumptions.

Revenues:

- Between 3.89% and 3.83% growth in property taxes
- 2.6% growth in sales taxes in FY 2028; 2% growth annually thereafter
- Approximately $1.8M in TOT from new hotel coming online in FY 2030

Expenditures:

- Cost of living adjustments for the City's bargaining groups, per their Council-adopted contracts through FY 2029
    - SEIU: 4%
    - Mid-management: 4%
    - Fire: 3%; Fire Management: 2.5%
    - Police: 4%
    - Executives: 2.5%
    - Supervisors: 4% (3% in FY 2027)
- Projections for employer contributions as provided by CalPERS actuarial:

Employee Group	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Normal Cost Rates (Percentage of Payroll)						
Police- Tier 1	29.38%	29.4%	29.4%	29.4%	29.4%	29.4%
Police- Tier 2	25.03%	25.03%	25.03%	25.03%	25.03%	25.03%
Police- Tier 3	14.9%	14.9%	14.9%	14.9%	14.9%	14.9%

Employee Group	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Unfunded Actuarial Liability	6,073,719	6,290,000	6,871,000	6,930,000	6,969,000	7,109,000
Normal Cost Rates (Percentage of Payroll)						
Fire- Tier 1	29.38%	29.4%	29.4%	29.4%	29.4%	29.4%
Fire- Tier 2	25.03%	25.03%	25.03%	25.03%	25.03%	25.03%
Fire- Tier 3	14.9%	14.9%	14.9%	14.9%	14.9%	14.9%
Unfunded Actuarial Liability	4,273,550	4,418,000	4,791,000	4,831,000	4,858,000	4,955,000
Normal Cost Rates (Percentage of Payroll)						
Miscellaneous	9.85%	9.7%	9.6%	9.5%	9.4%	9.3%
Unfunded Actuarial Liability	12,596,326	13,096,000	14,493,000	14,584,000	14,617,000	14,206,000

- Annual on-going transfers:
  - $5.6M to General Capital Improvement Program (CIP) fund, including $600k towards Information Technology Applications and Infrastructure projects
  - $2-$3M to the Wharf Fund, based on expected revenues and expenditures
  - $1M to Economic Development Trust Fund
  - $1M to CIP Streets Fund
  - Approximately $250k to Children's Fund, $150k to CIP Public Art Fund, and $25k to the Carbon Reduction Fund

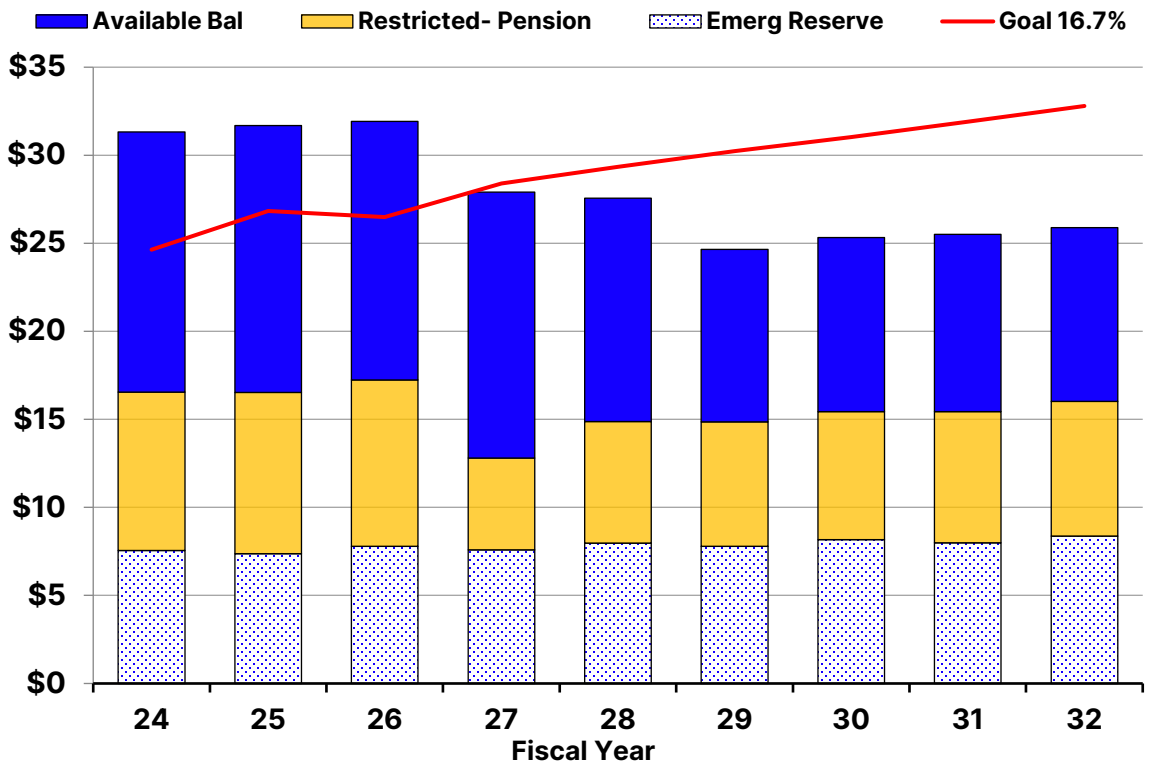
Long-range projections for the City's enterprise funds use similar personnel-related expenditure assumptions as the General Fund and are presented later in this Annual Budget document.

While reducing the General Fund's contribution to the General CIP fund can be considered discretionary, and would eliminate the deficit anticipated for FY 2028 and FY 2029, the cost of deferring projects that would make safe and/or enhance our City's vast array of assets and aging infrastructture only increases over time. City leadership may take this into consideration and begin to explore a public infrastructure general obligation bond to meet this need, a need that the General Fund's annual revenue stream cannot cover even with the innovative revenue strategies planned.

The difficult years in our short-term future will draw down on available General Fund reserves. Continued methods to increase revenues and to find efficiencies that will reduce expenditures are being sought to improve this outlook and bring the General Fund closer to its goal of having two months, or 16.7%, of operating expenditures

in available unrestricted reserve balances, as recommended by the Government Finance Officers Association (GFOA). The chart below indicates the reserves of the General Fund, with the two-months' operating expenditure goal line in red, which we anticipate being unable to meet in the coming future.

General Fund Reserves by Type (in millions)



Ideally, the 16.7% reserve goal would not only be met by the City, but its available balance would be sufficient to meet the goal by itself. Emergency reserves and the Section 115 Pension Trust may only be used in unanticipated or specified situations, respectively, and their use must be approved by the City Council.

Moving Forward

The City of Santa Cruz is confronting its long-term financial challenges with strategic foresight, voter-supported revenue measures, and structural reforms. While rising costs and limited taxing authority pose ongoing risks, the City's commitment to multi-year planning, fiscal discipline, and community investment positions us to navigate future financial uncertainty with resilience.

Long-Range Operating Financial Plans for Major City Funds

The General Fund

The General Fund Outlook document outlined the prospects of the operating General Fund and the revenue and expenditure assumptions built in. What follows is a long-range look at the major funds for the City of Santa Cruz and the assumptions used, when different from and in addition to, the General Fund's assumptions.

Please also note that there is a presentation of each enterprise fund's net positions for the last audited fiscal year provided in the Financial Summaries section of this budget document.

Water: Long-Range Operating, Capital, and Debt Service Financial Plan

The Santa Cruz Water Department operates as a self-sustaining enterprise. The Department receives no revenue from tax dollars to provide water service. Water rates are based on the total cost to provide water service, which includes collection, treatment, and distribution of water. Every dollar collected is reinvested into our the water system infrastructure and operations.

The Water Department's long-range financial plan pro forma is current as of April 10, 2026. The plan accounts for operating and capital costs - some of which are expensed, while others are converted into assets of the fund.

The projections for FY 2028 and beyond are preliminary. Projections for FY 2028 and beyond are preliminary. While current rate increases are approved through July 1, 2026, the department is actively developing updated rate schedules for the coming years.

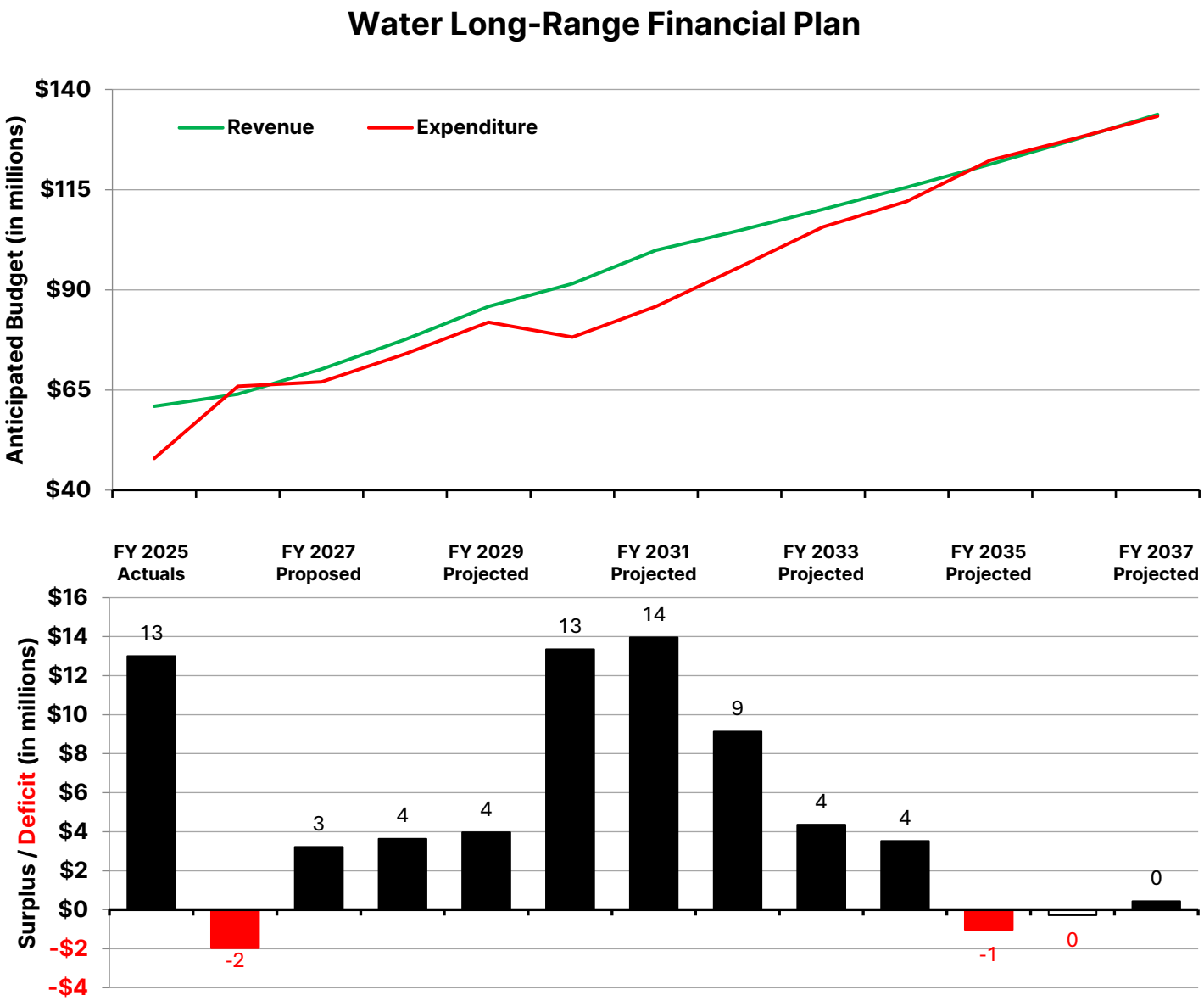
Revenue assumptions:

- Future-year rate increases are incorporated
- Revenue from water debt instruments (listed out in the Debt Service document in the Appendix of this document) are built in

Expenditure assumptions:

- Salary and benefit impacts of contracts with the City's bargaining groups are incorporated
- Capital improvement program (CIP) plan project expenditures are factored in

Overall, the Water enterprise's financial plan anticipates drawing on its surplus built in FY 2025, then reestablishing a surplus between FY 2030 and FY 2034. Thereafter, the plan shows that the Water Department will break even year-over-year. Water rates have traditionally been passed on a five-year basis, so one round of increases are built in for the upcoming five fiscal years, but a second round is not yet built in.

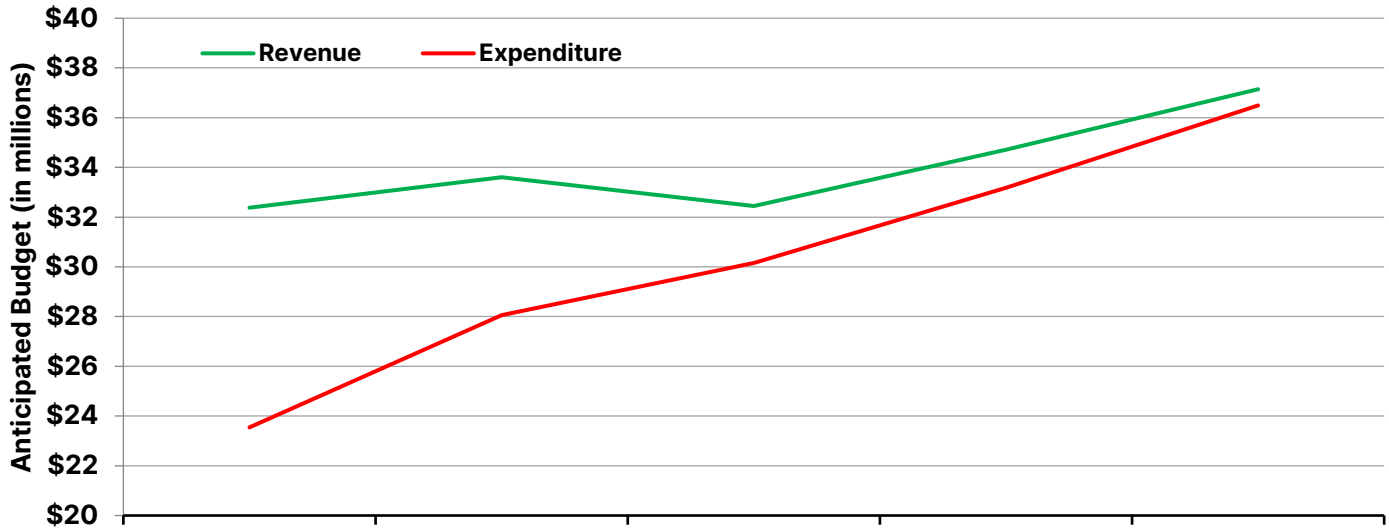


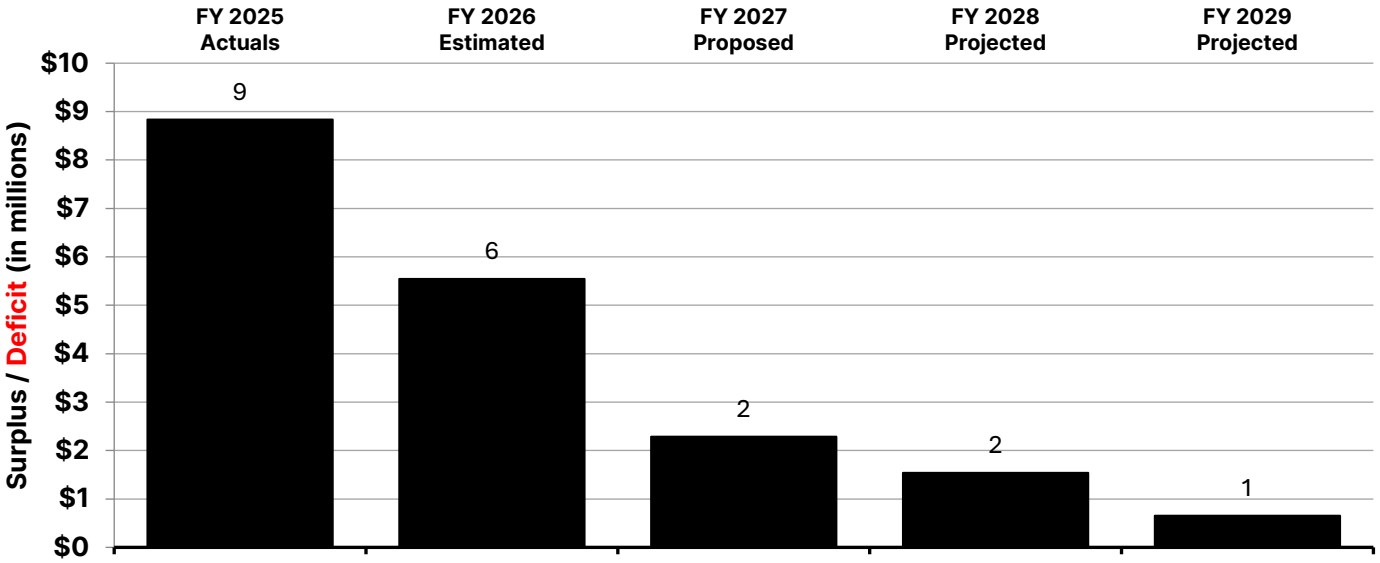
Wastewater: Long-Range Operating Financial Plan

The wastewater utility is a financially self-supporting enterprise that relies primarily on service charge revenues to fund service costs. The enterprise operates and

maintains a regional wastewater treatment and disposal facility. Wastewater treatment and ocean outfall disposal are provided for the City of Santa Cruz and the Santa Cruz County Sanitation District (includes Live Oak, Capitola, Soquel and Aptos) and ocean outfall disposal is provided for the City of Scotts Valley. The most recent rate update was completed in 2025, with a new rate schedule that began July 1, 2025. A new 5-year rate structure is anticipated for 2030-2034.

Wastewater Operating Financial Plan





Revenue Assumptions:

- As presented in the current rate schedule, rates will increase by 8% in FY

Expenditure Assumptions:

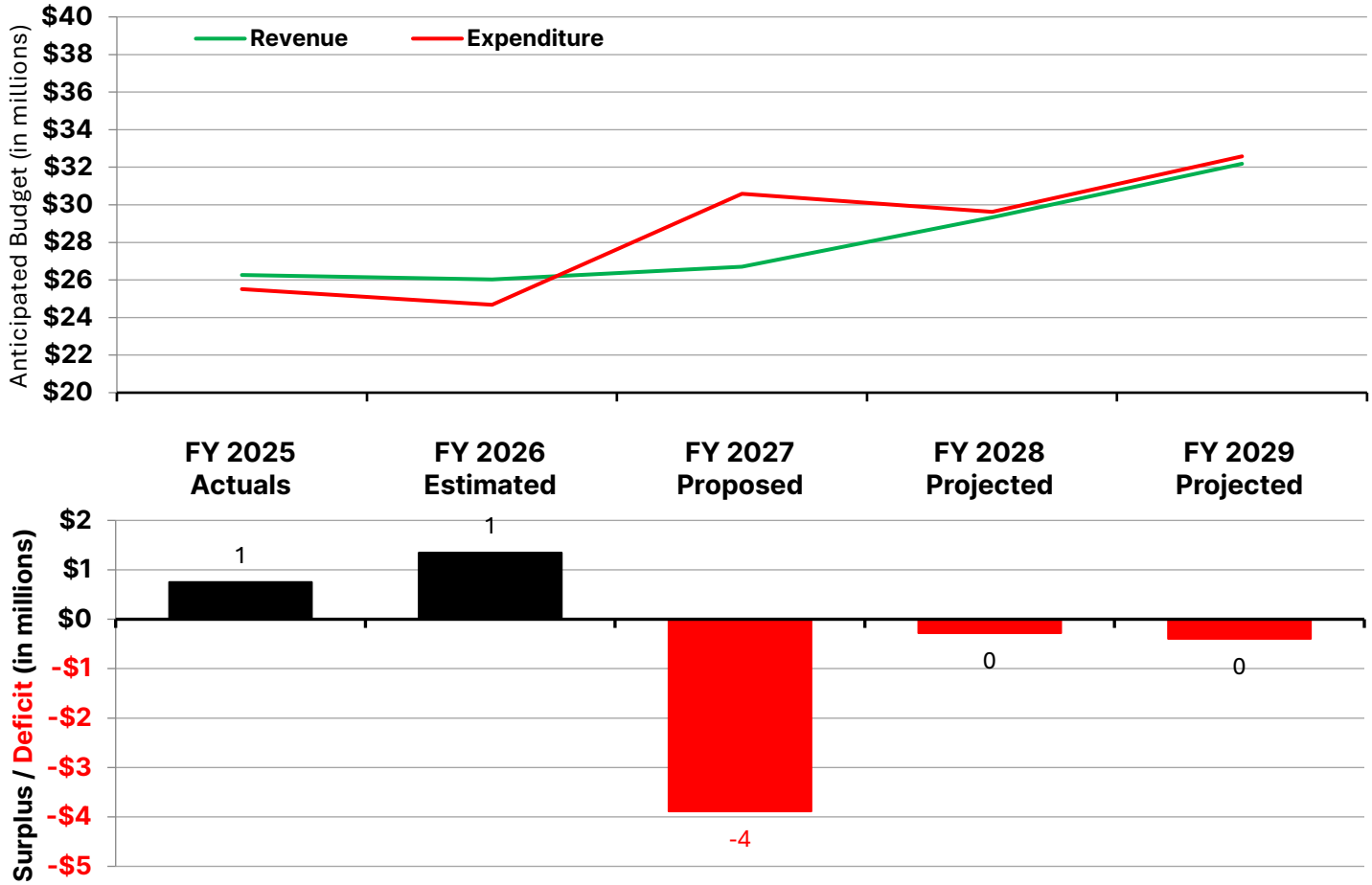
- Salary and benefit impacts of contracts with the City's bargaining groups are incorporated
- Anticipating a 10% increase in FY 2028 and FY 2029

The past and current fiscal years are resulting in surpluses for the Wastewater enterprise. However, the only reason FY 2027 and beyond will remain "in the black" for the fund is because of the recent rate increase schedule.

Refuse: Long-Range Operating Financial Plan

The Refuse enterprise funds, or Resource Recovery, collection rates are based on customers' refuse container size (in volume) and the frequency of collection. The Resource Recovery Facility (RRF) includes a sanitary landfill, recycling center, yard waste drop-off, construction & demolition (C&D) drop-off, and Household Hazardous Waste Drop-Off. There is a facility fee schedule for the items self-hauled to the facility by City residents. The enterprise will undergo a new 5-year rate structure study FY 2027, which will propose rates to be effective July 1, 2027. Recycling operations may change with the passage of the California state law, SB54. This would have an impact on both expenditures and revenues for Refuse,

Refuse Operating Financial Plan



but those are currently unknown at this time and are not factored into the chart below.

Revenue Assumptions:

- Rate increases mirroring the Wastewater rate increases detailed above, over the course of the same span of years
- Increased landfill rates after approval in April, 2026

Expenditure Assumptions:

- Salary and benefit impacts of contracts with the City's bargaining groups are incorporated
- Project NATE costs and enhancements for utility billing program
- Anticipating a 10% increase in FY 2028 and FY 2029



While new rates are anticipated in the graph above, the Refuse enterprise funds are anticipated to draw down fund balance most significantly in FY 2027. Operations are anticipated to change under SB54, which may present an opportunity to rightsize expenditures while meeting the regulations embedded in the new law.

Parking: Long-Range Operating Financial Plan

The City's Parking Services manage and maintain four downtown parking structures and nearly 30 surface parking lots throughout the City and is comprised of four divisions: Parking Office, Parking Enforcement, Off-Street Parking and Parking Maintenance. The last time the parking rates in the Downtown Parking District were updated was July 1, 2023. Rates are hourly or daily and are dependent on location.

A major project is underway in the Parking enterprise to build Lot 4, which is the structure at Cedar and Cathcart, which is associated with the Downtown Library and Affordable Housing Project. Closing that lot for construction is constraining revenues in FY 2026 and for part of FY 2027.

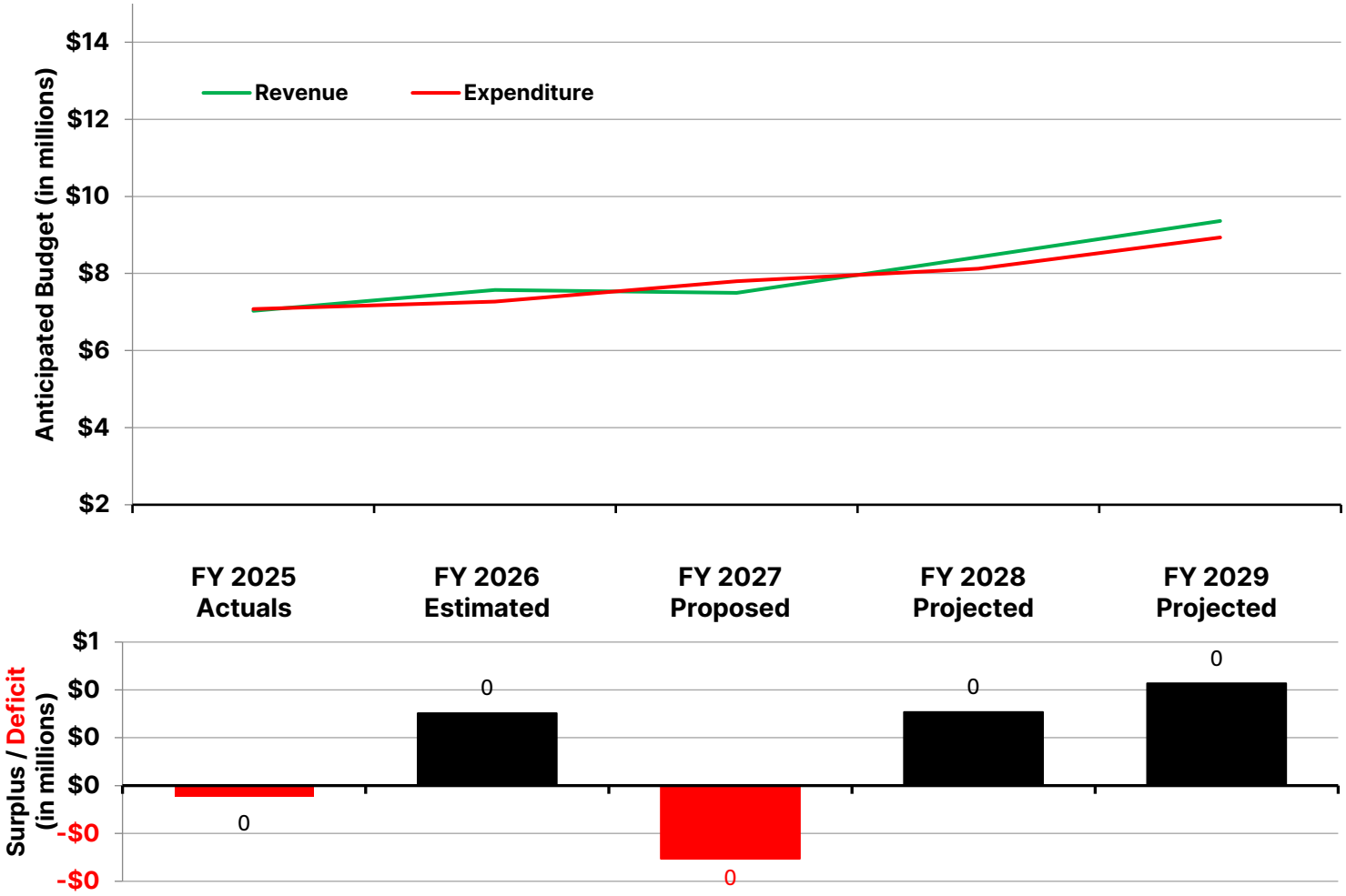
Revenue Assumptions:

- Lot 4 parking structure coming online within the 2027 fiscal year

Expenditure Assumptions:

- Salary and benefit impacts of contracts with the City's bargaining groups are incorporated
- Anticipating a 10% increase in FY 2028 and FY 2029

Parking Operating Financial Plan



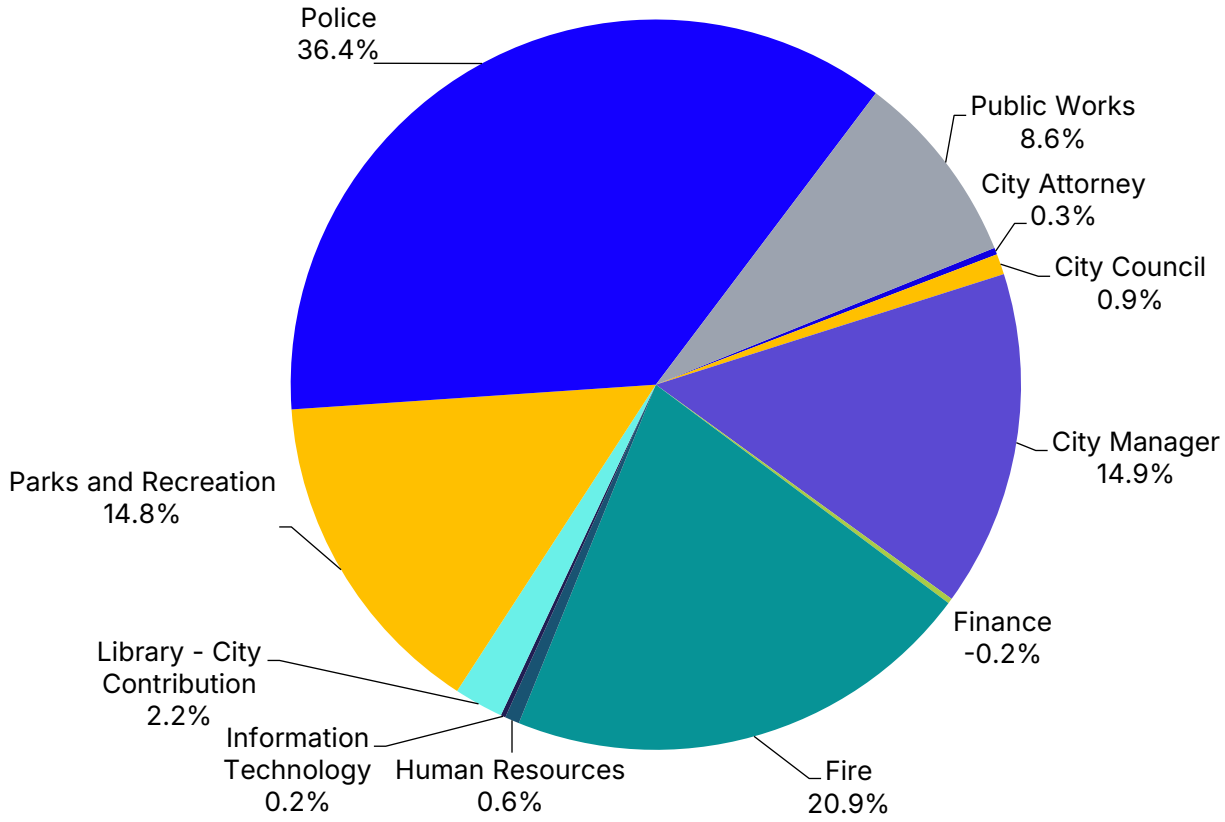
The Parking fund is undergoing a time of growth and expansion, which is resulting in the loss of revenue in the short-term, but offer a larger revenue base than before. Under some consideration at this time is a potential update to the Downtown Parking District rates, which would provide a more sustainable revenue source for the enterprise and provide a more secure future for the fund.

Primary General Fund Budget and General Reserves

The pages that follow present different perspectives for the Primary General Fund. First are charts that present the distribution of expenditure sources by department, then the sources of revenues the City receives.
After this presentation of General Fund revenue and expenditures is a section that focuses on the impact of the departments' expenditures and current year revenues, and how their combined result impacts the General Fund's fund balance. The "Net of Program Revenues" provides a table that analyzes the degree to which departments of the City recover the costs they incur through program revenues or through cost allocation. A table presenting all tax and other revenues in the budget are presented, and the General Fund's estimated ending fund balance is calculated. Lastly, in this section, four graphs are provided that focus on the historical trend of major revenue sources: property taxes, sales taxes, utility taxes, and Lodging Occupancy Taxes (TOT).

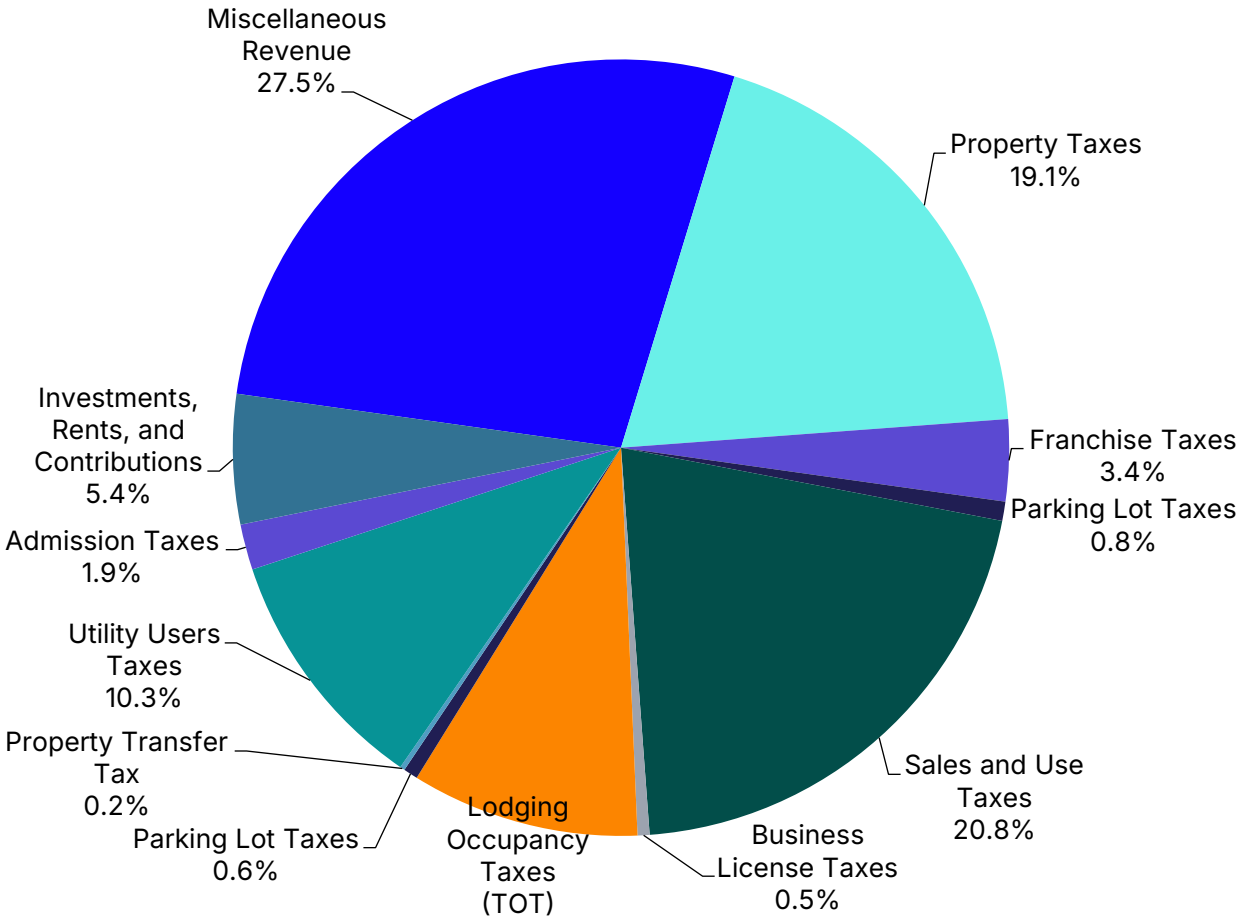
Net General Fund Operating Budget

The chart below 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 more than half of the spending in the fund at 52.3%.



Discretionary General Fund Revenues

The chart below 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 39.9% combined.



Primary General Fund Budget Net of Program Revenues

General Fund Departments/Programs

The table below shows the expenditure for every department in the General Fund budget for FY 2027. This first column provides the entire operating budget for the year. The next two columns present the program revenues and interfund or interagency revenue sources that are generated by the department or received to offset the cost of the department. Finally, a column that shows the net cost (if the amount is in parenthesis) or revenue balance of the department is provided. Of note, the "internal service departments," which include part of the City Manager's

Office, the Human Resources, Finance, and Information Technology Department, and the Facilities Operation of the Public Works Department receive revenues from the other departments and funds of the City to cover the cost of the services provided. The Central Service Allocation Plan is calculated each year, based on actuals from the prior year and utilizing a methodology that relates usage to costs, to determine how much every department and fund are charged for the upcoming budget year.

Department	Expenditures and Other Uses	Program Revenues	Interfund, Interagency Revenue sources	Net (Expenditure) Revenue and Changes in Fund Balance	% of Net General Fund Cost
City - Non-Department	7,483,475	-	-	(7,483,475)	6.1%
City Attorney	641,500	-	305,754	(335,746)	0.3%
City Council	1,016,278	-	-	(1,016,278)	0.8%
City Manager	22,074,542	201,646	5,338,332	(16,534,564)	13.6%
Community Development	10,484,066	6,647,380	-	(3,836,686)	3.1%
Finance	5,604,186	-	5,860,558	256,373	-0.2%
Fire	29,715,882	-	6,460,104	(23,255,778)	19.1%
Human Resources	2,964,524	-	2,250,864	(713,660)	0.6%
Information Technology	8,071,196	-	7,835,566	(235,630)	0.2%
Library - City Contribution	3,303,600	874,967	-	(2,428,633)	2.0%
Parks and Recreation	20,988,827	4,581,344	-	(16,407,483)	13.5%
Police	41,774,574	1,335,921	-	(40,438,653)	33.2%
Public Works	15,634,344	2,290,929	3,785,774	(9,557,641)	7.8%
Total	$169,756,993	$15,932,187	$31,836,952	$(121,987,854)	100%

A notable change in the net cost of departments on the General Fund is the restructuring of the Economic Development and Housing Department with Economic Development becoming a part of the City Manager's Office and the Affordable Housing division becoming a part of Community Development. As a result, the budgets of both these departments are increased compared to FY 2026.

The City Attorney Department's costs above represent static support the City Attorney provides and some retirement contribution costs the City has. The legal fees that are incurred throughout the year by departments are charged directly to departments and the prior year actuals are used to set the anticipated budget for the revenues to cover those charges. The charges are allocated in each departments' budget, under the first "expenditure" column in the table above.

General Revenues and Other Unallocated Sources

Taxes	Revenue Amount
Property Taxes	32,432,912
Sales and Use Taxes	35,249,697
Business License Taxes	818,428
Franchise Taxes	5,745,039
Utility Users Taxes	17,516,817
Lodging Occupancy Taxes (TOT)	16,191,435
Parking Lot Taxes	1,086,995
Admission Taxes	3,164,234
Cannabis Business Tax and Retail Licenses	1,324,848
Property Transfer Tax	393,886
Total Taxes	**$113,924,292**

Other Revenue Sources

Source	Revenue Amount
Intergovernmental	1,074,454
Investments, Rents, and Contributions	9,219,789
Fines and Forfeitures	1,536,997
Charges for Services and Other Financing	44,001,675
Total Other Sources	**$55,832,915**

Fund Balance Determination

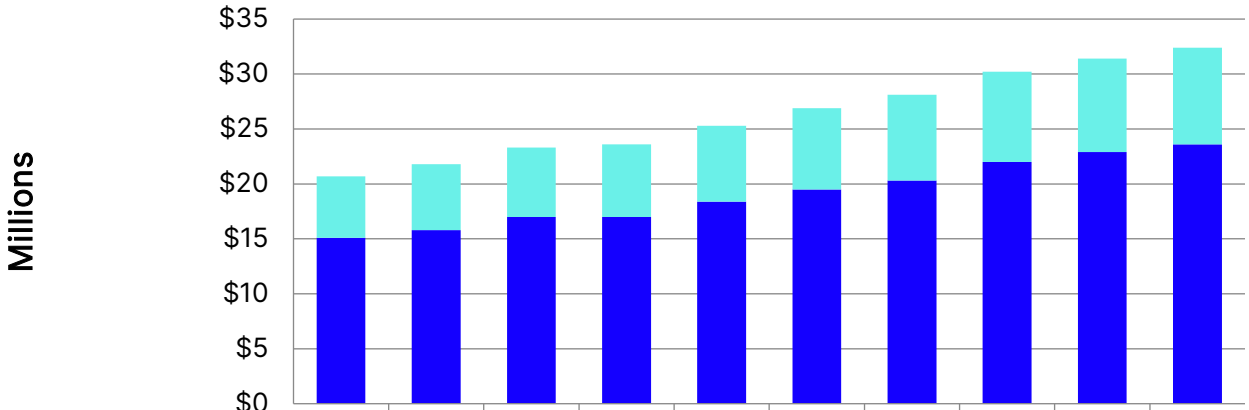
Estimated Fund Balance- Beginning of Year	**15,119,254**
Total General Fund Expenditures	169,756,993
Total General Fund Revenues	169,757,207
(Negative) Change in Fund Balance	214
Estimated Fund Balance- End of Year	**$15,119,468**

Historical Trends for Major General Fund Revenue Sources

Property and Sales Tax

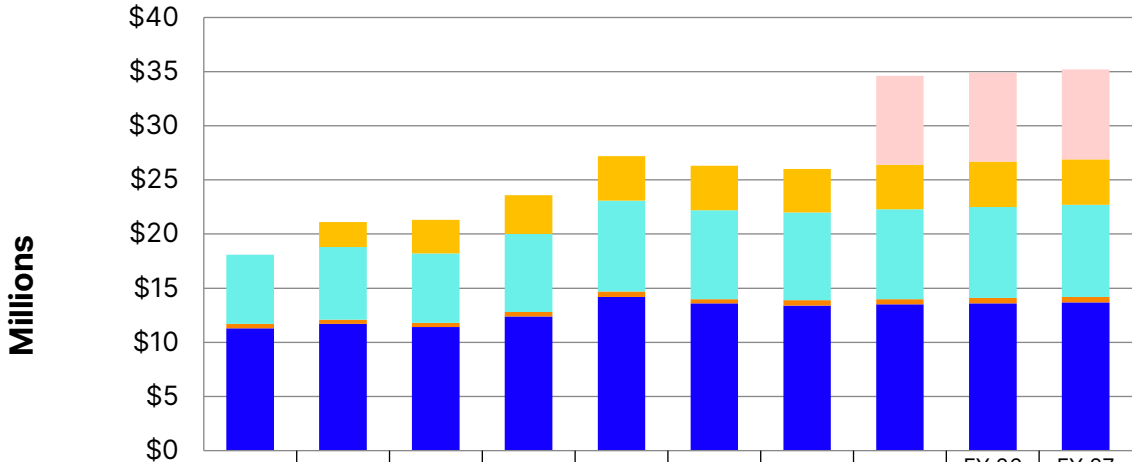
Property and sales tax are the two largest sources of tax revenue for the city's primary General Fund. Property taxes and sales taxes account for approximately 19.1% and 20.8%, respectively, of the fund's total proposed tax revenues for FY 2027.

Property Tax Trend



	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26 Est	FY 27 Prop
Prop Tax in Lieu of VLF	$5.6	$6.0	$6.3	$6.6	$6.9	$7.4	$7.8	$8.2	$8.5	$8.8
Property Tax	$15.1	$15.8	$17.0	$17.0	$18.4	$19.5	$20.3	$22.0	$22.9	$23.6

Sales Tax Trend



	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26 Est	FY 27 Prop
1/4% Local Trans. and Use	$-	$-	$-	$-	$-	$-	$-	$8.2	$8.2	$8.3
1/4% Local Trans. and Use	$-	$2.3	$3.1	$3.6	$4.1	$4.1	$4.0	$4.1	$4.2	$4.2
Local Trans. & Use	$6.4	$6.7	$6.4	$7.2	$8.4	$8.2	$8.1	$8.3	$8.4	$8.5
Prop 172	$0.4	$0.4	$0.4	$0.4	$0.5	$0.4	$0.5	$0.5	$0.5	$0.5
Sales Tax	$11.3	$11.7	$11.4	$12.4	$14.2	$13.6	$13.4	$13.5	$13.6	$13.7

Sales taxes saw a spike in FY 2025 with the introduction of Measure L revenues, a 0.50% use and transaction tax approved by voters in March, 2024.

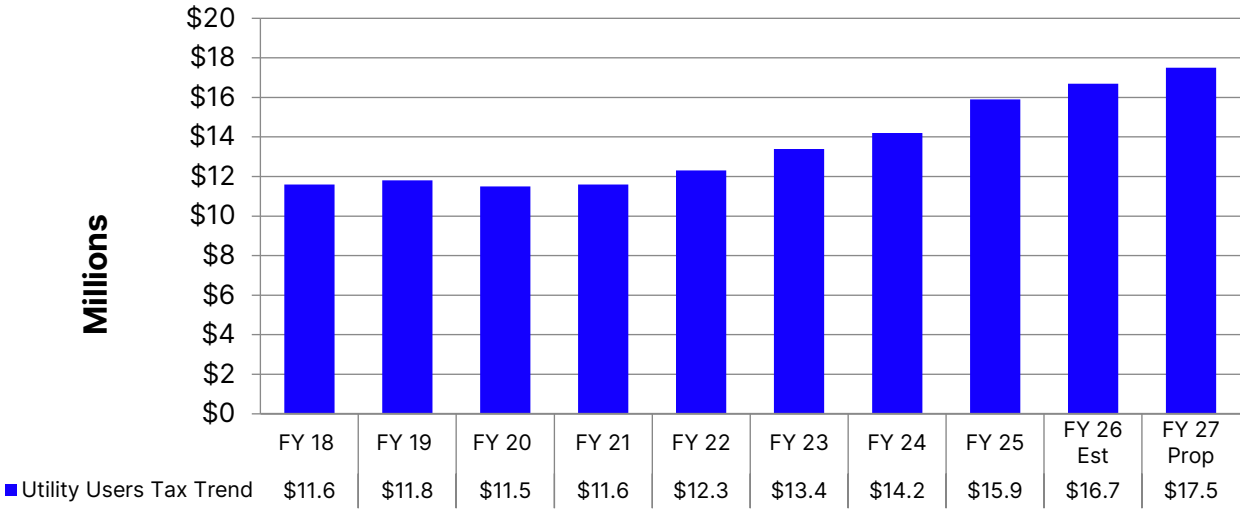
Utility Users Tax Trend

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



Lodging Occupancy Tax (TOT) Trend

As of January 1, 2023, the Lodging Occupancy Tax (TOT) rates are 12% for commercial accommodations (such as hotels, motels, inns, and bed and breakfasts) and 14% for permitted residential short-term rentals, including single-family homes and apartments.



In FY 2027, it is expected that Lodging Occupancy Taxes will increase due to La Bahia, a large hotel that opened in the latter part of calendar year 2025, entering its first summer season.

Citywide Strategic Plan 2023-2028

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 high-level focus areas that identify the outcomes intended 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.

A VIBRANT, HEALTHY, AND RESILIENT COMMUNITY FOR ALL.

Overview of the Development 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.



Strategic Plan Framework

The strategic plan is a living document, featuring a framework that balances the needs of the community and the City's resource capacity. It is a policy document that reflects the policy priorities of the City Council. It informs budgeting and annual staff work plans. After adoption, the staff integrates the policy focus areas into its operations and workplans.



The vision sets the focus for the future. It is an aspirational statement of where the City wants to be. Focus areas will guide the direction and focus of the City for the next several years. They are closely aligned with the vision and state the desired outcomes to be achieved. They help City leaders decide on which of the many worthy projects should be done and when, within available resources. Goal statements elaborate on what is to be achieved in each focus area. Strategies express how the City plans to accomplish its goals. They articulate the means to achieve desired outcomes for each strategic focus area. Strategies generally include broad areas to pursue, rather than individual projects.

A workplan is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to ensure that the goals and strategies are achieved. Workplans are developed and used by staff to provide a framework for determining specific timelines, assignments, and resource allocations. They are a management tool to help the organization assure that goals are attained and are well-suited to periodic check-in about progress, changes, or challenges.

Focus Areas and Strategies

The selected strategic areas of focus were informed by the strengths, challenges, opportunities, and threats identified through engagement activities. Seven multi-year focus areas were established. These identify intended outcomes to be achieved through an associated set of strategies.

Further details on the strategies set forth to achieve the goals of the Citywide Strategic Plan can be found here.

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.

How the Strategic Plan is Incorporated into the Annual Budget

The decision making that occurs within the budget process centers on how the upcoming year's budget advances the City in meeting its strategic plan goals.

The City Manager's Message lays out the annual budget's themes and the connection between the budget direction and the City's strategic plan.

In addition, the department summaries in the Annual Budget provide specific links between the current year's accomplishments, the upcoming year's goals, current workload indicators and performance measures and the focus areas in the Citywide Strategic Plan. The titles in the boxes in the chart above are used to reference the focus area.

Progress on the Strategic Plan

The City Manager's Office published an a Strategic Plan Annual Report for Fiscal Year 2025 to provide an update on the progress of the City in moving the strategies behind each strategic plan goal forward. Here are the highlights of the progress and accomplishments detailed in that report:

Focus Area 1: Fiscal Sustainability and Transparency

1. Improved cost recovery with 3% credit card service fees added to online tax and parking payments
2. Completion of a Public Safety Impact Fee (PSIF) Nexus Study
3. Passage of new, 5-year Wastewater rates
4. Advancement of water infrastructure by utilizing grants and low-interest loans
5. Introduction of an online interactive budget tool for the public
6. Launching of a new Utility Customer Assistance Program (UCAP) to provide bill credits to qualifying low-income water customers
7. Passage of the Sugar-Sweetened Beverage Tax (SSBT) general fund revenue
8. Implementation of Measure Q funding to support wildlife prevention, habitat restoration, forestry, watershed protection, and open space management

Focus Area 2: Strong Business Communities and a Vibrant Downtown

1. Construction is underway for the Downtown Plan and Paseos project
2. Expansion of the Downtown (DT) Pops! Program through the activation of three new locations
3. Establishment of an Enhanced Infrastructure Financing District to aid infrastructure projects and incentivize investments in the Downtown Plan Expansion area
4. Completion of the Downtown Design Standards and Improvements project
5. Progression on the Ocean Street Beautification project
6. Relocation and expansion of the Farmers' Market
7. Support for the Seabright and Harbor businesses during the Murray Street Bridge Construction project
8. Strengthening infrastructure on the Wharf
9. Streamlining of plan approvals for commercial tenant improvements

Focus Area 3: Housing

1. Completion of the Downtown Expansion Plan

2. Pacific Station North expected completion in Fall 2026
3. Settlement agreement reached with owners of St. George Apartments to preserve affordability for tenants
4. Progress on the Regional Housing Needs Assessment (RHNA)
5. Groundbreaking on the Downtown Library Affordable Housing Project (DTLHAP)
6. Kicked off 100% affordable development project at 136 River Street
7. Continued implementation of the Housing Element Workplan

Focus Area 4: Homelessness Response

1. Received $4.03M Encampment Resolution Fund (ERF) Grant to respond to encampment challenges in the Harvey West neighborhood
2. Granted $3.98M in ERF funding to Housing Matters to acquire the Santa Cruz Inn for interim housing units
3. Decrease in homelessness as measured by the latest point-in-time count by 40% in the last three years
4. Activated the extreme/severe weather shelter across 18 nights
5. Supported 180 shelter and safe-sleeping spaces and received a $2M grant to provide operational support for the shelter at the Santa Cruz Armory facility



6. Received a $30M Behavioral Health Continuum Infrastructure Project (BHCIP) grant to construct a 50-bed adult residential substance abuse treatment center
7. Supported the maintenance of Day Services after the closure of Housing Matters' drop-in services
8. Expanded the Homelessness Response Outreach Team (HRT) with additional limited-term personnel

Focus Area 5: Public Safety and Community Well-Being

1. Added a new Type 6 Wildland Fire Engine
2. Expanded Marine Safety with two full-time equivalent Marine Safety Officers
3. Began Street Sweeping Pilot Program
4. Undergoing Police Staffing study
5. Expanded Parks and Recreation community programming
6. Introduced technology-driven policing tools
7. Extended Fire Service agreement with UCSC

8. Renewed youth-focused public safety grants
9. Implementing a Fire Department drone program
10. Creating a new Fire Explorer Program for local youth
11. Implementing a City Wildfire Resiliency Plan
12. Began an emotional support K-9 program
13. Citizen Academy program in English and Spanish languages

Focus Area 6: Natural and Built Infrastructure

1. Murray Street Bridge Construction Project began
2. Park and park facility planning and modernization began
3. Coastal Rail Trail Segments 8 and 0 project began
4. Water Supply Augmentation Implementation Plan (WSAIP) projects began
5. 2025-2030 Local Hazard Mitigation and Climate Adaptation Plan approved by FEMA and City Council
6. 5-Year Roadmap for West Cliff adopted
7. Expanded citywide tree planting and vegetation management
8. Resilient Coast Santa Cruz 2.0 projects began
9. Opened Harvey West Pool to the public
10. Bethany Curve Culvert mosaic project underway
11. Advanced a unified, long-term water reliability strategy

Focus Area 7: Thriving Organization

1. Launched a 12-week Supervisor and Manager Academy
2. Modernizing City's core business systems with kick off of Project NATE
3. Implementing Enterprise Permitting and Licensing (EPL) system to modernize permitting tools
4. Updated and streamlined Injury and Illness Prevention Program (IIPP)
5. Completed 2025 Compensation Study
6. Awarded $2M to launch Monterey Bay Green Youth Service Corps
7. Hosted the inaugural Youth Liaisons Program
8. Launched a refresh of the City website
9. Introduced Engage Santa Cruz, a framework and toolkit for public engagement
10. Citywide labor negotiations completed with the City's eight bargaining groups



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, and adopted the final version of the plan, entitled "Resilient Together," in September, 2022.

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. In order to 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, the plan seeks to reduce greenhouse Gas (GHG) emissions through a series of measurable actions in the realms of sustainable government,



climate mitigation, climate economy, and climate restoration.

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 adopts a 3-year workplan and each department develops 1-year workplans to ensure execution of the CAP occurs on schedule. The workplans include mechanisms to institutionalize climate action into City processes, policies, and procedures.

2025-2030 Local Hazard Mitigation Plan - Climate Adaptation Plan

Background

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 City's 2018-2023 Climate Adaptation Plan was incorporated into its 2018-2023 Local Hazard Mitigation Plan (LHMP), resulting in the creation of a new document called the 2025-2030 City of Santa Cruz Local Hazard Mitigation Plan – Climate Adaptation Plan (2025-2030 LHMP-CAP) in 2025.

Like previous versions of the LHMP and CAP, natural and climate-related hazards are addressed and include coastal erosion, dam failure, drought, earthquake, extreme heat, flood (riverine flood, flash flood, and coastal flood), landslide, tsunami, sea level rise, and wildfire. In addition to a risk assessment, the 2025-2030 LHMP-CAP includes mitigation and climate adaptation strategies and sets goals.

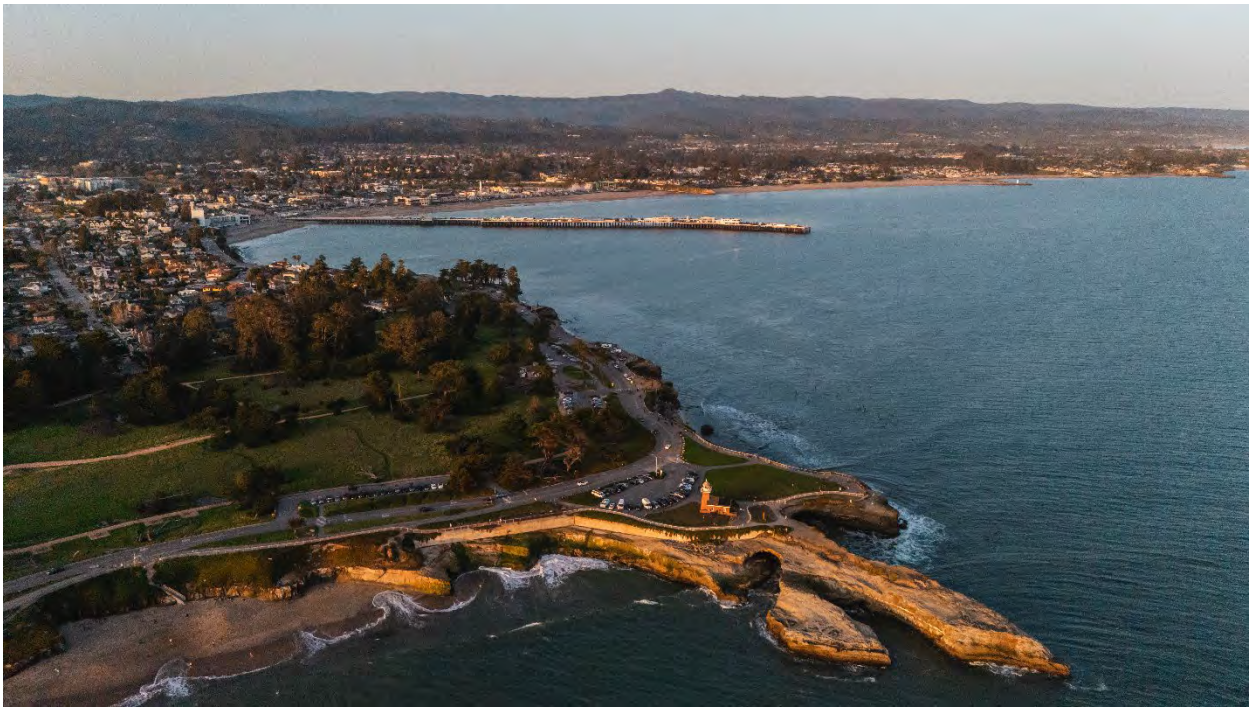


Mitigation and Climate Adaptation Goals

The 2025-2030 LHMP-CAP goals and objectives include the following:

1. Avoid or reduce the potential for loss of life, injury, and economic damage to Santa Cruz residents from hazard events.
2. Education and engage the community on preparedness for, and mitigation of, potential impacts from hazard events.

3. Increase the ability of the City government to communicate local emergency information and serve the community during and after hazard events.
4. Protect Santa Cruz's unique character and values; scenic beauty; quality of life; and historic, natural, and cultural resources from being compromised by hazard events.
5. Encourage mitigation activities and climate adaptation strategies to increase the disaster resilience of systems essential to a functioning Santa Cruz, critical facilities, infrastructure, other major assets, institutions, and private companies.



How CAP and LHMP-CAP are Incorporated into the Annual Budget

Every department summary has four sections on the current year and budget year activities, presented as their accomplishments and goals and workload indicators and performance measures. CAP workplan tasks are expected to be incorporated into departments' goals and accomplishments. A tree icon (🎄) representing sustainability has been added to these sections in the department summaries to clearly identify and connect these activities to the CAP and LHMP-CAP.

Connections to the Capital Improvement Program (CIP)

Capital Improvement Program (CIP) projects that implement the Climate Action Plan and the 2027-2031 LHMP-CAP are provided in a listing in the CIP section of this document.

Health in All Policies



Background

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.

Guided by a HiAP City Council Committee, the City adopts a HiAP workplan each year and staff report annually on the progress. Every agenda item submitted to City Council presents the way(s) in which the staff recommendation included supports HiAPs.

Community Well-Being Outcome Metrics

The HiAP program identified eight 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, starting in FY 2025 and since, in budgeting for capital investments.

How HiAP is Incorporated into the Annual Budget

The HiAP program has been incorporated into the accomplishment, goal, workload indicator, and performance measure sections of each department summary in the budget document. The accomplishments, goals, workload indicators, and performance measures that support the objective of HiAPs are labeled with icons to identify easily and clearly which pillar they support. Specifically, if they support public health, they are marked with a heart icon (💓) and if they support equity, they are marked with a justice balance icon (⚖️).



The Capital Investment Program (CIP) section of the Annual 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 2027, 36% of these projects are in the City's opportunity zones.

The CIP section also contains a write-up of the prioritization scores that are given to projects requesting General Fund funding. Part of the scoring system is a consideration of the degree to which the project at hand supports the HiAP goals. The projects with the greatest impact receive the highest scores and become more likely to be chosen as a CIP project to receive the scarce General Fund funds available.

CITY OF SANTA CRUZ





BUDGET IN BRIEF





Fiscal Year
July 1, 2026-
June 30, 2027

Citywide Operating Expenditures

What spending is done by the City?

Total = $377.5M



General Fund
$170.0M
General tax dollars that pay for recreation, public safety, community development, and administration.

Special Revenue
$11.4M
These funds, such as Gas Tax and Affordable Housing fund, can only be used for specific purposes.

Water
$57.0M
100% of the Water utility bill is reinvested into operations and maintenance of the City's water system.

Storm Water
$1.8M
The City storm drain system collects storm water runoff from City streets.

Wastewater
$31.9M
The City of Santa Cruz wastewater treatment facility treats more than 7 million gallons of wastewater each day.

Refuse Recovery
$30.6M
The Refuse Recovery Division collects all refuse, recycling and green waste in the City.

Parking
$9.5M
Provides all parking enforcement in the City.

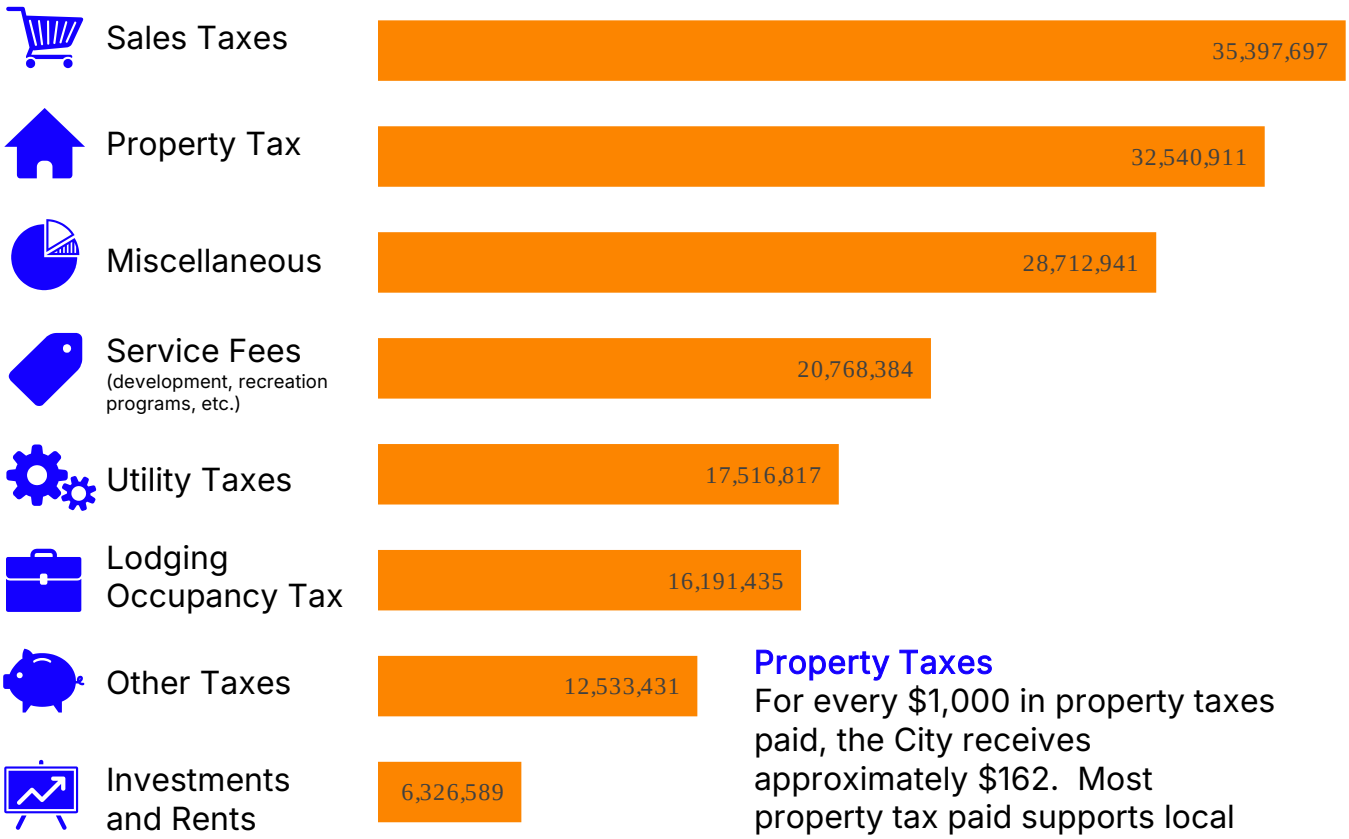
Other Funds
$65.4M
Includes all non-primary General funds.

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.

Lodging Occupancy Tax (TOT)

Tourists pay an additional tax (rate in parentheses) when staying at local hotels (12%) or short-term rentals (14%).

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. Most property tax paid supports local schools.

Sales Taxes

For every $100 in taxable purchases, $9.75 is collected in sales tax. Of this amount, the City receives $2.25. Most of the sales tax collected goes to the state of California.

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 owed property and investment earnings.

Property and Sales Tax

Where does the tax get allocated?

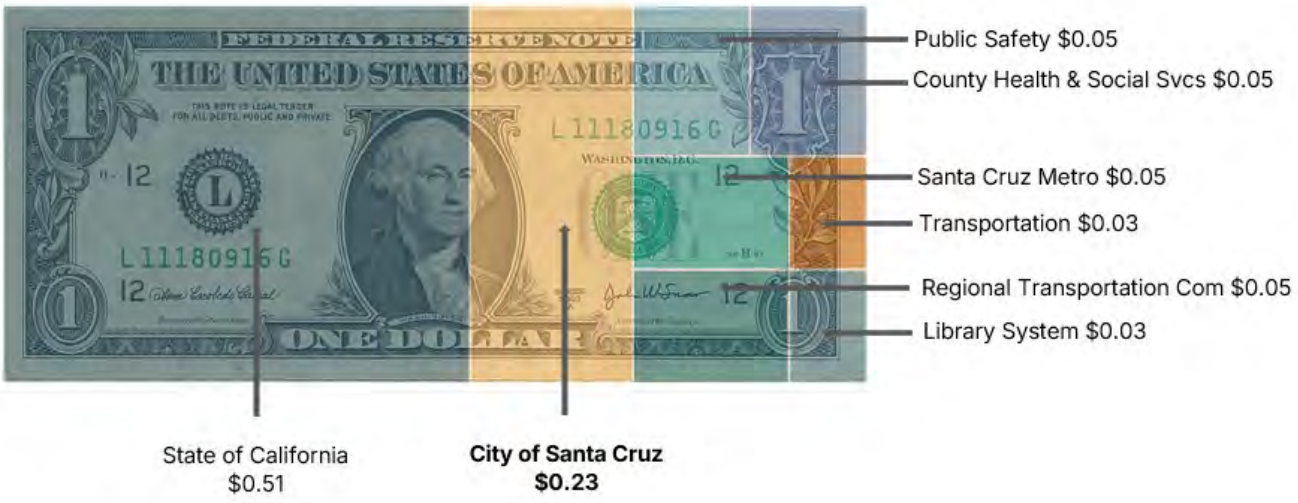
Property Taxes

For every $100 paid in property taxes...



Sales Taxes

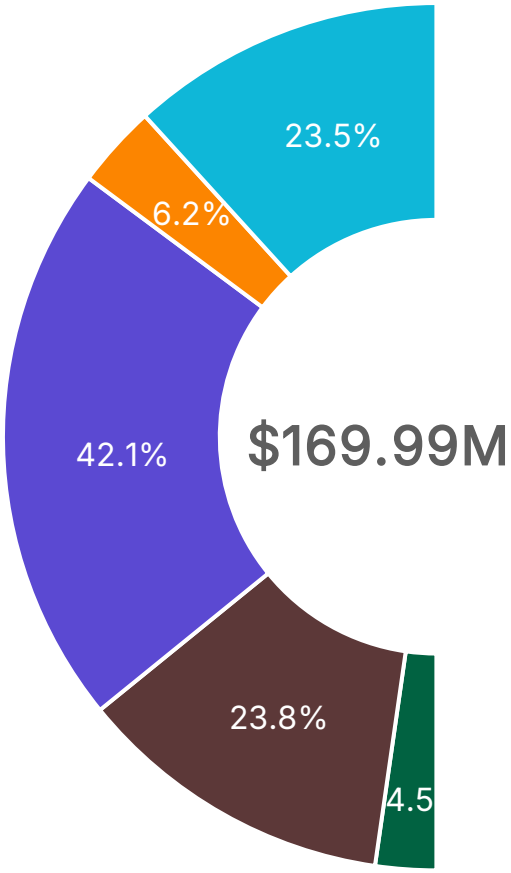
For every $1 paid in sales taxes...



General Fund Expenditures

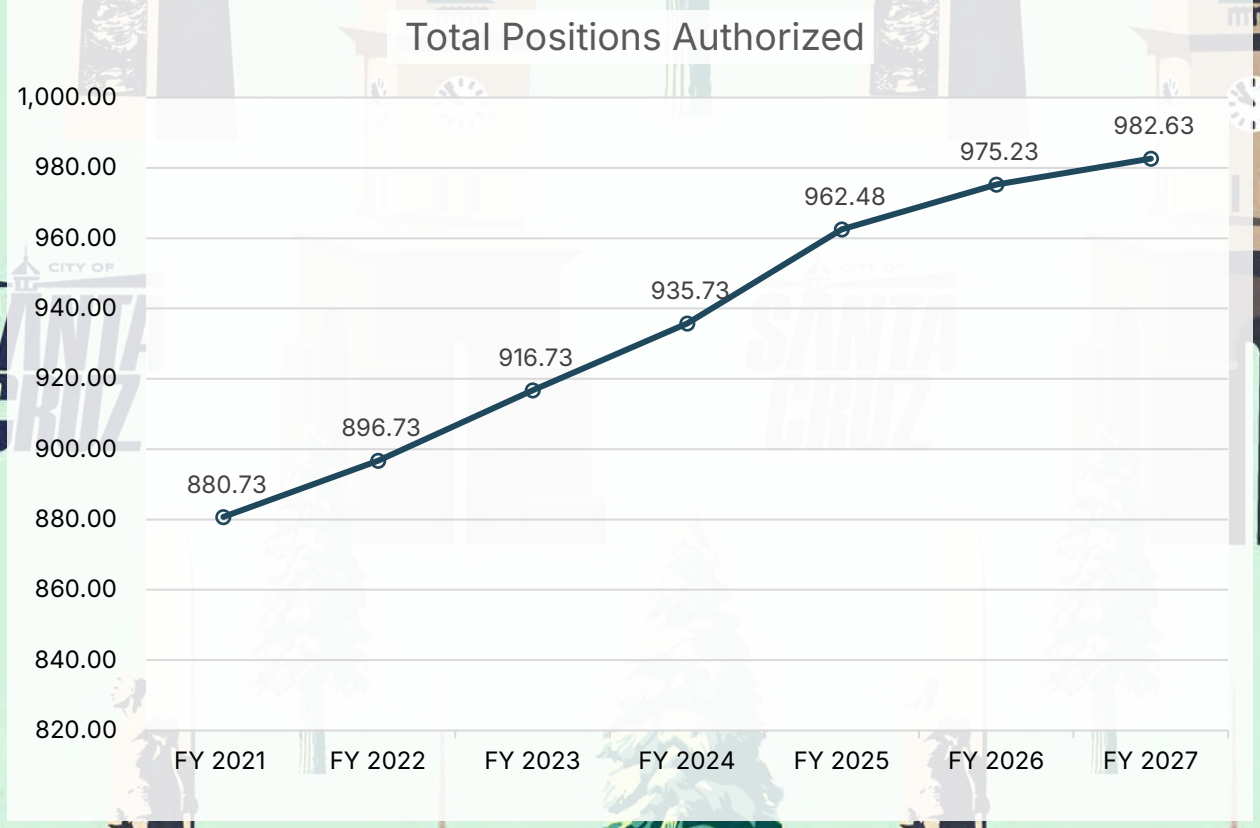
Where does the City's money for general operations go?

Community Services & Sustainable Infrastructure	**23.5%**
Parks & Recreation	$20.99M
Library	$3.30M
Public Works	$15.63M
Community Development	**6.2%**
Community Development	$10.48M
Public Safety	**42.1%**
Fire	$29.72M
Police	$41.76M
Leadership & Support Services	**23.8%**
City Council	$1.02M
City Manager	$22.07M
Administrative Services	$16.64M
Debt Service and Transfers	**4.5%**
Debt payments	$1.76M
Transfers	$5.97M





Citywide Staffing

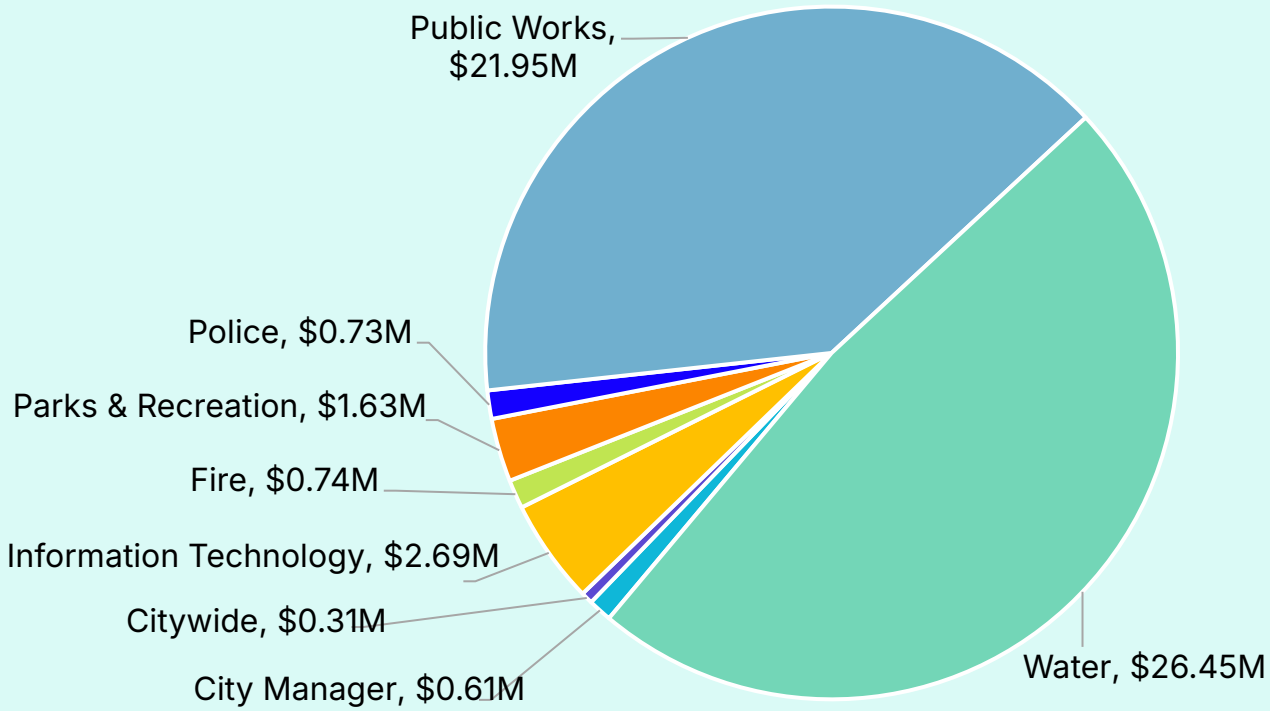


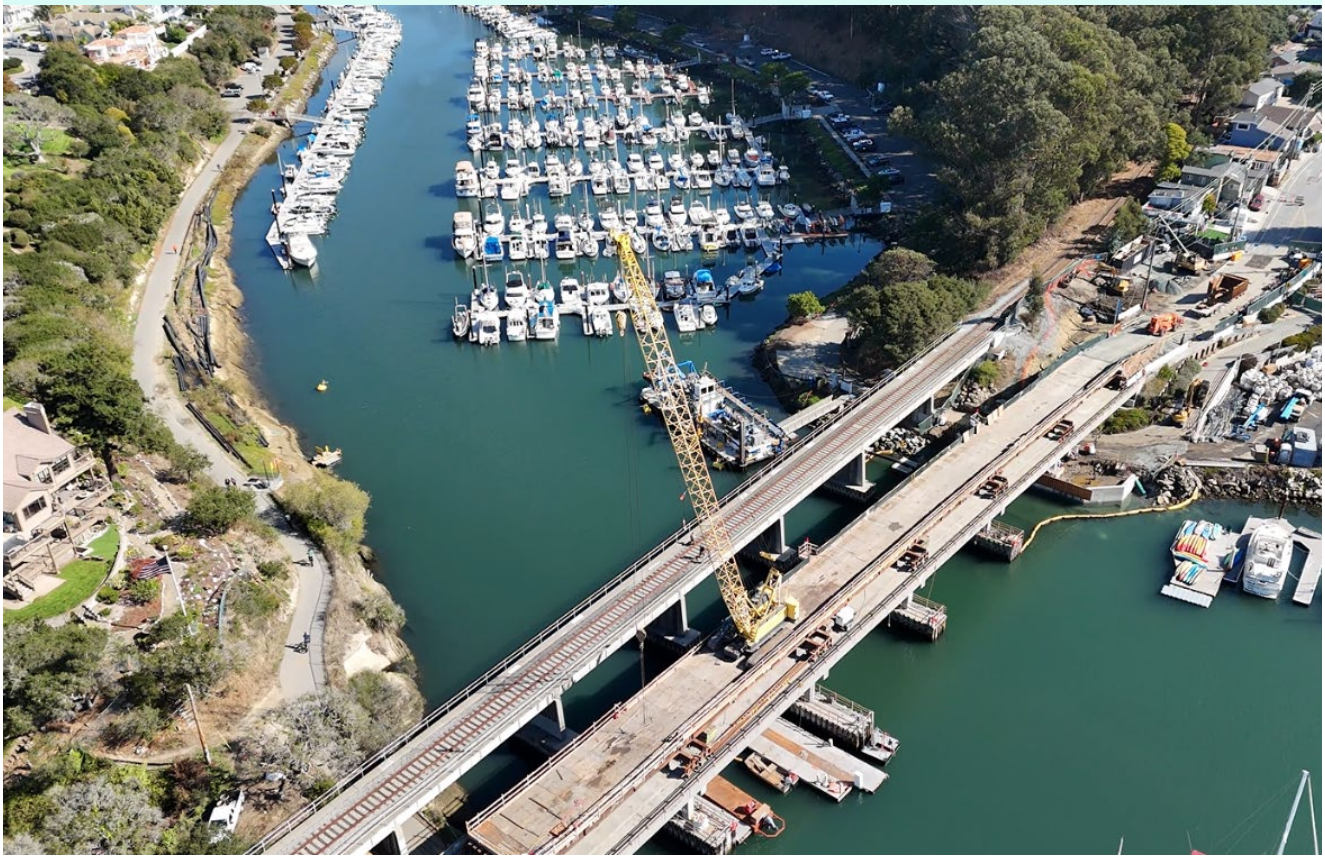
Positions Authorized by Department

City Manager	39.50
Community Development	41.00
Finance	35.00
Fire	72.00
Human Resources	16.00
Information Technology	28.00
Library	116.48
Parks and Recreation	91.00
Police	136.00
Public Works	280.40
Water	127.25
Total Positions Authorized	982.63

Capital Investment Program

Total = $55.11M





City of Santa Cruz- Numbers at-a-Glance

Data as of 2025

General Info

- Total square miles- 15.83
- Population - 62,956
- Median household income- $115,475
- Average persons per household- 2.33
- Median home value- $1.2M
- Households- 21,713

Parks & Rec

- Acres of land- 1,700
- Number of parks- 36
- Number of facilities- 12
- Number of recreation programs, classes, and events- 113,984
- Number of facility, field, court and picnic reservations- 14,476
- Special events produced- 14

Utilities

- Active Water accounts- >21,000
- Miles of Water mains- 294
- Gallons of drinking water produced - 2.40B
- Wastewater treated daily- 8.0M
- Miles of sewer pipes- >200

Public Safety

- Number of Police stations- 1
- Police calls for service- 63,725
- Number of citations- 2,973
- Number of Fire stations- 4
- Fire emergency calls- 9,070
- Fire project inspections- 445

CITY OF SANTA CRUZ







RESUPUESTO EN RESUMEN



Año Fiscal
Julio 1, 2026-
Junio 30, 2027

Gastos Operativos de Toda la Ciudad

¿En qué gasta la ciudad?

Total = $377.5M



Fondo General $170.0M
Dólares de impuestos generales que pagan por recreación, seguridad pública, desarrollo comunitario y administración.

Ingresos Especiales $11.4M
Estos fondos, como el Impuesto a la Gasolina y el fondo de Vivienda Asequible, solo pueden usarse para fines específicos.

Agua $57.0M
El 100% de la factura de servicios de agua se reinvierte en las operaciones y el mantenimiento del sistema de agua de la Ciudad.

Aguas Pluviales $1.8M
El sistema de drenaje pluvial de la Ciudad recolecta la escorrentía de las aguas pluviales de las calles de la Ciudad.

Aguas Residuales $31.9M
La instalación de tratamiento de aguas residuales de la Ciudad de Santa Cruz trata más de 7 millones de galones de aguas residuales cada día.

Recollección de Residuos $30.6M
La División de Recolección de Residuos recolecta todos los residuos, el reciclaje, y los desechos verdes en la Ciudad.

Estacionamiento $9.5M
Proporciona todo el cumplimiento de las normas de estacionamiento en la Ciudad.

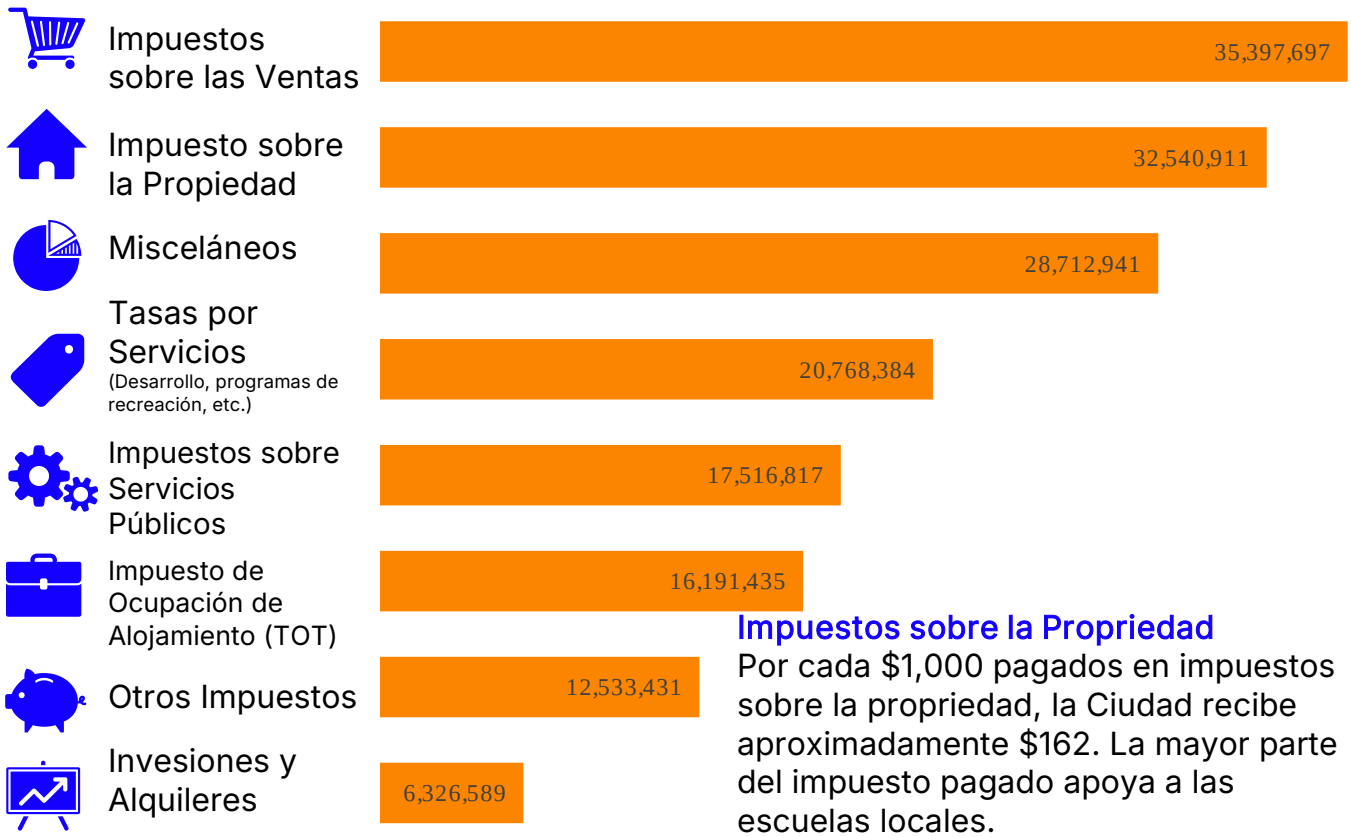
Otros Fondos $65.4M
Incluye todos los fondos generales no primarios.

Ingresos del Fondo General

¿De dónde viene el dinero?

Una mirada a las principales fuentes de ingresos de la Ciudad

El gráfico a continuación destaca las principales fuentes de ingresos de la Ciudad para el Fondo General.



Tasas por Servicios

Las tasas, principalmente de Recreación y Planificación, se recaudan para las operaciones generals del gobierno.

Impuestos de Ocupación de Alojamiento (TOT)

Los turistas pagan un impuesto adicional cuando se hospedan en hoteles locales (12%) o alquileres a corto plazo (14%).

Miscelános

Incluye subvenciones, multas, decomisos, y tranferencias entre fondos.

Otros Impuestos

Incluye la licencia commercial, fanquicia, y otros impuestos.

Impuestos sobre la Propiedad

Por cada $1,000 pagados en impuestos sobre la propriedad, la Ciudad recibe aproximadamente $162. La mayor parte del impuesto pagado apoya a las escuelas locales.

Impuestos sobre las Ventas

Por cada $100 en compras gravables, se recuadan $9.75 en impuestos sobre las ventas. De esta cantidad, la Ciudad recibe $2.25. La mayor parte del impuesto recaudado va al estado de California.

Impuestos sobre Servicios Públicos

Se imponen impuestos a las empresas de servicios públicos por el uso de las calles y el derecho de vía de la Ciudad.

Invesiones y Alquileres

Los fondos recaudados incluyen alquileres de propiedades de la Ciudad y ganancias de inversions.

Impuesto sobre la Propiedad y las Ventas

¿A dónde se asigna el impuesto?

Impuesto sobre la Propiedad

Por cada $100 pagados en impuestos sobre la propriedad...



Impuestos sobre las Ventas

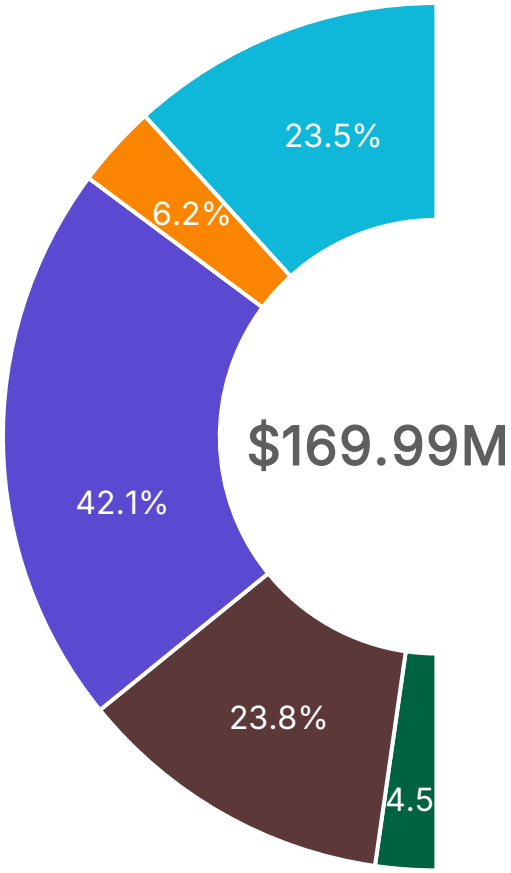
Por cada $1 pagado en impuestos sobre las ventas...



Gastos del Fondo General

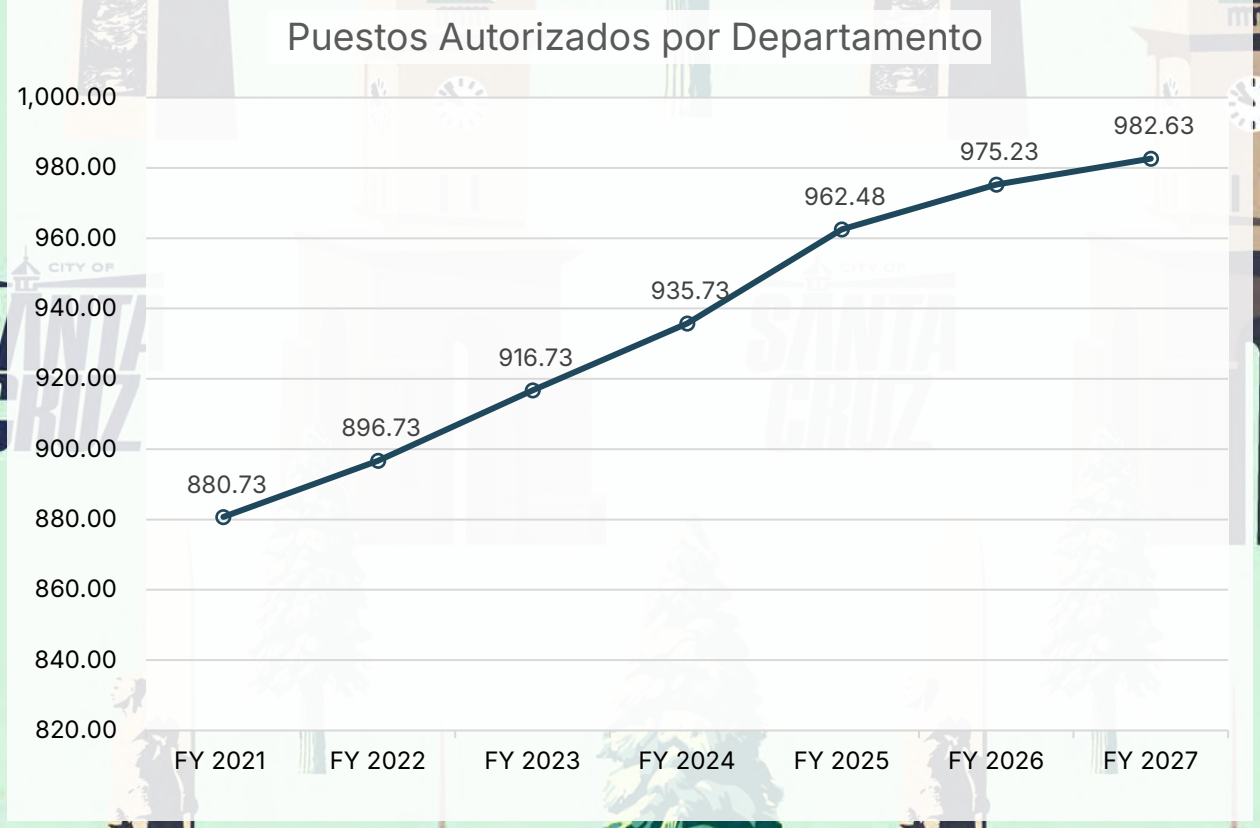
¿A dónde va el dinero de la Ciudad para las operaciones generales?

Servicios Comunitarios e infraestructura Sostenible	**23.5%**
Parques y Recreación	$20.99M
Biblioteca	$3.30M
Obras Públicas	$15.63M
Desarrollo Comunitario	**6.2%**
Desarrollo Comunitario	$10.48M
Seguridad Pública	**42.1%**
Bomberos	$29.72M
Policía	$41.76M
Liderazgo y Servicios de Apoyo	**23.8%**
Concejo Municipal	$1.02M
Administrador de la Ciudad	$22.07M
Servicios Administrativos	$16.64M
Servicio de la Dueda y Transferencias	**4.5%**
Pagos de dueda	$1.76M
Transferencias	$5.97M





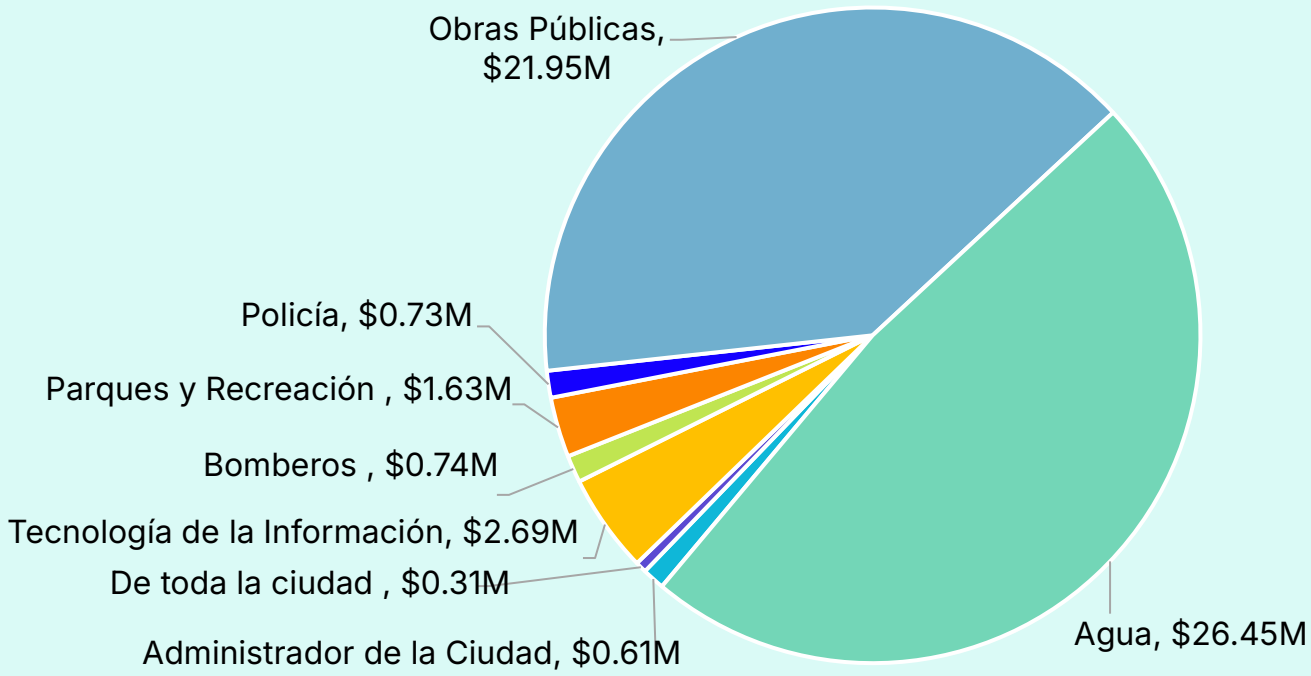
Personal de Toda La Ciudad

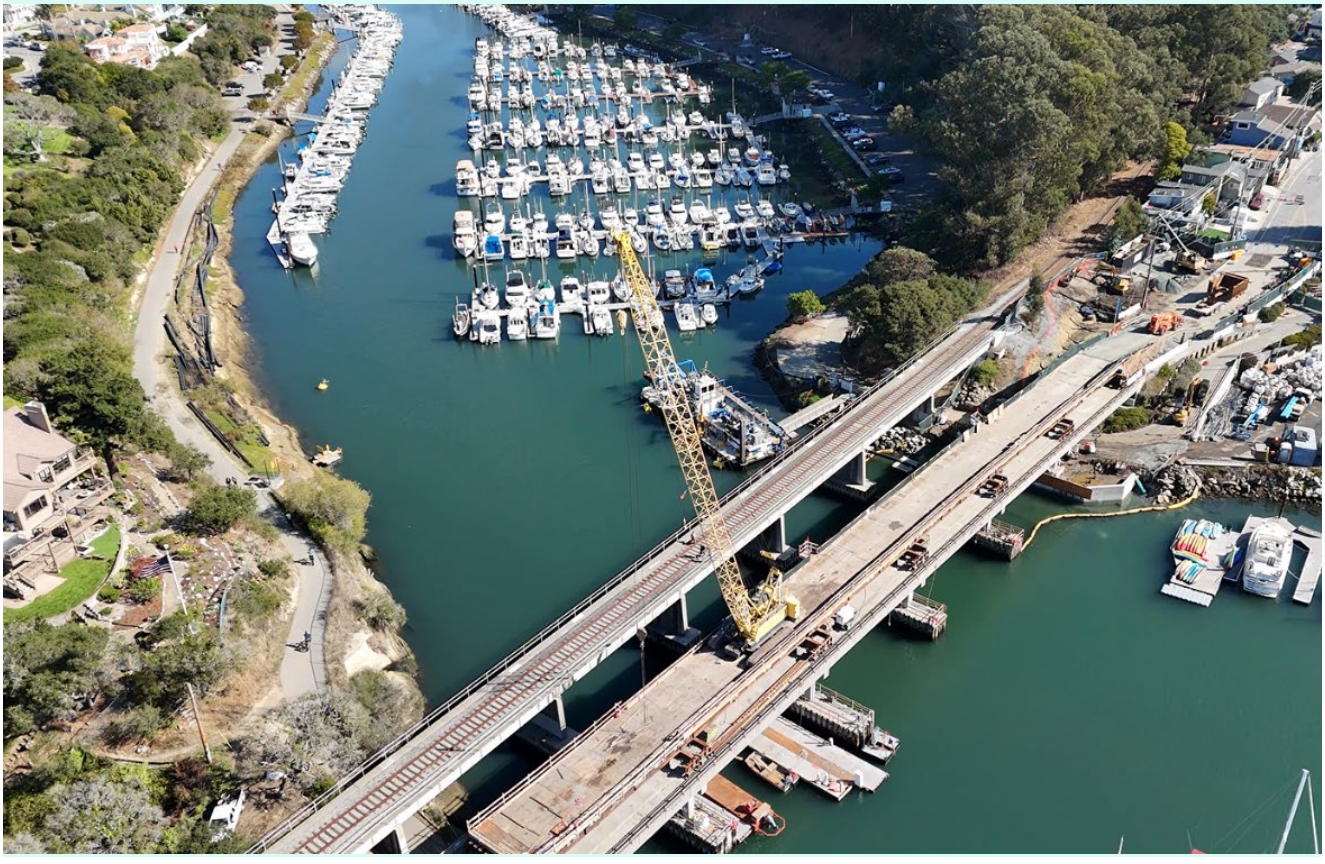


Puestos Autorizados por Departamento	
Administrador de la Ciudad	39.50
Desarrollo Comunitario	41.00
Finanzas	35.00
Bomberos	72.00
Recursos Humanos	16.00
Tecnología de la Información	28.00
Biblioteca	116.48
Parques y Recreación	91.00
Policía	136.00
Obras Públicas	280.40
Agua	127.25
Total de Puestos Autorizados	982.63

Programa de Inversión de Capital

Total = $55.11M





Ciudad de Santa Cruz: Cifras de un Vistazo

Datos a partir de 2025

Información General

- Total de millas caudradas - 15.83
- Población - 62,956
- Ingreso medio por hogar - $115,475
- Promedio de personas por hogar - 2.33
- Valor medio de la vivienda - $1.2M
- Hogares - 21,713

Parques y Recreación

- Acres de tierra - 1,700
- Número de parques - 36
- Número of instalaciones - 12
- Número de programas, clases, y eventos de recreación - 113,984
- Número de reservaciones de instalaciones, campos, canchas y áreas de picnic - 14,476
- Eventos especiales producidos - 14

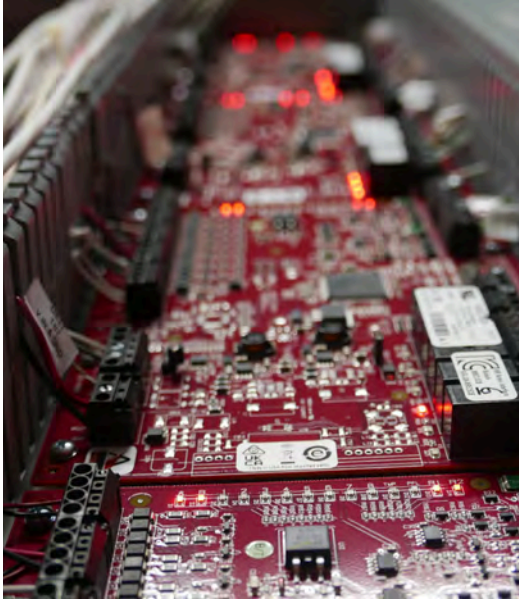
Servicios Públicos

- Cuentas de agua activas - >21,000
- Millas de tuberías principales de agua - 294
- Galones de agua potable producidos - 2.40B
- Aguas residuales tratadas diariamente - 8.0M
- Millas de tuberías de alcantarillado - >200

Seguridad Pública

- Número de estaciones de Policía - 1
- Llamadas de servicio a la Policía - 63,725
- Número de citaciones- 2,973
- Número de estaciones de Bomberos- 4
- Llamadas de emergencia de Bomberos- 9,070
- Inspecciones de proyectos de Bomberos - 445

CITY OF SANTA CRUZ







FINANCIAL SUMMARIES



Fiscal Year
July 1, 2026-
June 30, 2027

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Recap of Funds- Fund Balance Projections



		FY 2027 Proposed Budget				
	Estimated Starting Fund Balance July 1, 2026	Revenue & Other Requirements	Expenditures & Other Requirements	Surplus (Deficit)	Estimated Ending Fund Balance* June 30, 2027	Change in Fund Balance**
Primary General Fund	15,119,254	169,757,206	(169,756,993)	213	15,119,467	0%
Other General Funds	35,948,751	10,408,315	(12,018,925)	(1,610,610)	34,338,141	4%
Public Safety Special Revenue Funds	2,386,796	922,763	(1,090,600)	(167,837)	2,218,959	7%
Gasoline Tax Fund	891,154	3,125,028	(2,476,760)	648,268	1,539,423	73%
Transportation Measure D Fund	2,446,194	3,555,087	(1,099,282)	2,455,806	4,901,999	100%
Traffic Impact Fee-Citywide Fund	1,627,186	830,566	(192,111)	638,455	2,265,641	39%
Road Maintenance Rehab Account	1,732,201	1,820,745	(500,000)	1,320,745	3,052,946	76%
Clean River, Beaches Fund	1,983,685	694,105	(867,126)	(173,021)	1,810,665	9%
Wildlife Protection Initiative-Measure Q	374,426	572,485	(569,567)	2,918	377,344	1%
Parks and Recreation Funds	4,318,555	577,548	(1,537,169)	(959,621)	3,358,934	22%
Housing and Community Development Funds	16,030,835	4,232,676	(2,491,712)	1,740,963	17,771,799	11%
Other Special Revenue Funds	2,427,777	1,441,400	(2,829,467)	(1,388,067)	1,039,709	57%
Capital Projects Funds	19,032,308	11,178,744	(10,874,496)	304,248	19,336,556	2%
Debt Service Funds	896,745	938,285	(943,795)	(5,510)	891,235	1%
Internal Service Funds	15,458,216	52,432,534	(51,967,894)	464,641	15,922,857	3%
Total	**120,674,084**	**262,487,487**	**(259,215,897)**	**3,271,590**	**123,945,674**	**3%**

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

** Absolute values provided. 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 best fiscal 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 2025 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%

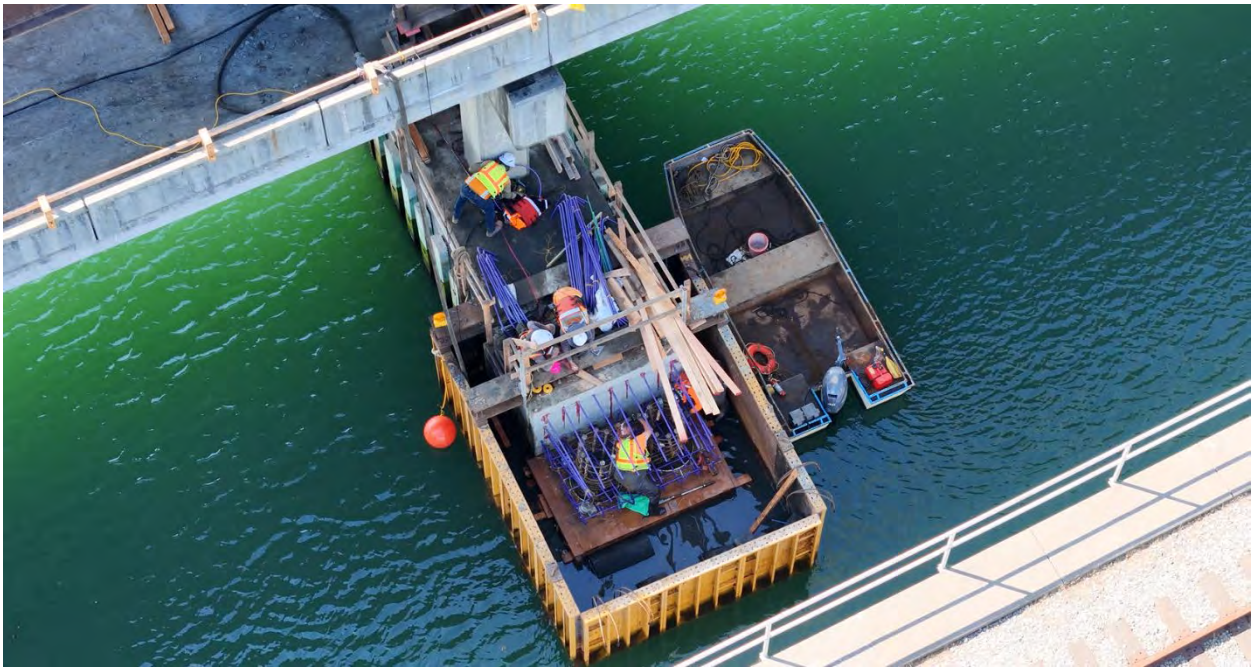
It is considered best practice to provide an explanation of the change in fund balance if this change is greater than 10%. As can be seen on the previous page, the following funds are anticipating a greater than 10% change, so an explanation for this is as follows:

The Gasoline Tax Fund has a planned 73% increase in fund balance in FY 2027. The expenditures are less than revenues for the upcoming fiscal year to account for the project expenditure budgets that will carry forward from FY 2026 into FY 2027. There are several large projects associated with Gas Tax with budgets that are carrying forward, such as the Murray Street Bridge construction project and the projects along West Cliff, so the Public Works department did not commit as much of the new Gas Tax revenues in FY 2027 to ensure those projects would be fully covered.

Transportation Measure D Fund will have a 100% increase in fund balance as Measure D funds are being set aside to fund construction of the remaining Monterey Bay Sanctuary Scenic Trail (Rail Trail) segments within the City limits.

The Traffic Impact Fee- Citywide Fund will have a 39% increase in its fund balance in FY 2027. The expenditures are less than revenues for the upcoming fiscal year to account for the project expenditure budgets that will carry forward from FY 2026 into FY 2027 that show the Traffic Impact Fee as a funding source.

The fund balance of the Road Maintenance Rehab Account is expected to increase by 76% in the upcoming fiscal year. This buildup of the fund balance is intentional to allow for the Public Works department to have a funding source for several projects in the foreseeable future. While the Murray Street Bridge construction project is currently on schedule and within budget, if extra funds do end up needed, this fund can assist in covering some of that gap. Additionally, as a number of projects downtown are completed, it is anticipated that paving projects will be needed, in which case RMRA funds will be used.



The Parks and Recreation Funds are projected to have a 22% decrease in its fund balance in FY 2027. The fund balance built up over the years will be utilized to fund critical Parks and Recreation projects in the upcoming fiscal year as a method of reducing the under- and unfunded CIP project list that the department has.

The fund balance for the Housing and Community Development Funds will increase by 10% due to an infusion of $2.8M in revenues related to the sale of the City's property that will be acquired by the Cruz Hotel.

Other Special Revenue Funds will see a 57% decrease in fund balance at the end of FY 2027 due to the planned use of Opioid Settlement Funds, which are required to be used for opioid remediation programs or activities. These funds have been received by the City in past years, but not yet used, so that built-up fund balance is now being programmed in FY 2027, in part to cover Homeless Response Specialist II positions in the City Manager's Office.

Audited Net Position of the Enterprise Funds

For the Year Ended June 30, 2025

	Beginning of Year Net Position for the Year Ended June 30, 2025	Total Operating Revenues	Total Operating Expenses	Total Nonoperating Revenues (Expenses)	Total Transfers	End of Year Net Position for the Year Ended June 30, 2025
Water	122,237,134	60,445,230	43,817,733	(1,157,169)	(521,923)	137,185,539
Wastewater	80,167,263	29,904,122	31,816,491	2,193,422	(193,163)	80,255,153
Refuse	18,537,813	25,059,462	29,099,699	2,027,828	(494,945)	16,030,459
Parking	4,411,928	6,691,251	7,748,160	73,241	(170,919)	3,257,341
Storm Water	7,835,428	917,638	2,590,371	(67,216)	(125,868)	5,969,611
Total Enterprise Funds	**233,189,556**	**123,017,703**	**115,072,454**	**3,070,106**	**(1,506,818)**	**242,698,103**

Further details on the information in the table above can be found in the City of Santa Cruz's 2025 Annual Comprehensive Financial Report, beginning on page 46.



Differences Between ACFR and Budget Actuals

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.

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 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.

The next section provides a reconciliation between the ACFR and the Budget for all our Enterprise Funds for fiscal year 2025.

Water

Reconciliation of FY 2025 ACFR to FY 2025 Expenditures Reported in FY 2027 Budget

FY 2025 ACFR		Differences		FY 2025 Actuals Reported in FY 2027 Budget	
Personnel Services	**19,439,488**	GASB 68/75 & Compensated Absences	(1,263,293)	**18,176,195**	**Personnel Services**
Services	12,481,715	GASB 87	283,657	12,765,372	Services
Supplies	3,967,633	GASB 96 Subscription	46,750	4,014,383	Supplies
Other supplies & Services	1,558,052	Capitalized expenditures	(190,292)	1,367,760	Other materials & services
Capital Outlay	-	Capital assets	343,149	343,149	Capital Outlay
Total Services, Supplies, & Other Charges	**18,007,400**	**Total Services, Supplies, & Other Charges**	**483,264**	**18,490,664**	**Total Services, Supplies, & Other Charges**
Depreciation and Amortization	**6,370,845**	Non-budgetary items	(6,370,845)	**-**	**Depreciation and Amortization**
Total Operating Expenses	**43,817,733**	**Total Operating Expenses**	**(7,150,874)**	**36,666,859**	**Total Operating Expenses**
Interest/fiscal charges on debt	**5,064,358**	Principal offset & deferred issuance costs	1,640,491	**6,704,849**	**Interest/fiscal charges on debt**
Transfers	**521,923**	Intra Entity Transfers	8,164,767	**8,686,690**	**Transfers**
TOTAL	**49,404,014**	**Total**	**2,654,384**	**52,058,398**	**Total**



Reconciliation of FY 2025 ACFR to FY 2025 Expenditures Reported in FY 2027 Budget

FY 2025 ACFR		Differences		FY 2025 Actuals Reported in FY 2027 Budget	
Personnel Services	**11,645,066**	GASB 68/75 & Compensated Absences	(666,285)	**10,978,781**	**Personnel Services**
Services	7,707,142	GASB 87 Leases	84,625	7,791,767	Services
Supplies	4,067,991			4,067,991	Supplies
Other materials & Services	3,321,674	Capitalized expenditures	(2,840,528)	48,146	Other materials & services
Capital Outlay	-	Capital assets	12,204,009	12,204,009	Capital Outlay
Total Services, Supplies, & Other Charges	**15,096,807**	**Total Services, Supplies, & Other**	**(2,755,903)**	**12,340,904**	**Total Services, Supplies, & Other Charges**
Depreciation and Amortization	**5,074,618**	Non-budgetary items	(5,074,618)	-	Depreciation and Amortization
Total Operating Expenses	**31,816,491**	**Total Operating Expenses**	(8,496,806)	**23,319,685**	**Total Operating Expenses**
Interest/fiscal charges on debt	**628,560**	Principal offset & deferred issuance costs	(1,474)	**627,086**	**Interest/fiscal charges on debt**
Transfers	**193,163**	Intra Entity Transfers	21,635	**214,798**	**Transfers**
TOTAL	**32,638,214**	**Total**	**(8,476,645)**	**24,161,569**	**Total**



Refuse

Reconciliation of FY 2025 ACFR to FY 2025 Expenditures Reported in FY 2027 Budget

FY 2025 ACFR		Differences		FY 2025 Actuals Reported in FY 2027 Budget	
Personnel Services	**14,686,605**	GASB 68/75 & Compensated Absences	(707,922)	**13,978,683**	**Personnel Services**
Services	9,243,571	GASB 87 leases	18,752	9,262,323	Services
Supplies	762,665			762,665	Supplies
Other supplies & Services	1,841,046	Capitalized expenditures	(616,538)	1,224,508	Other materials & services
Capital Outlay	-	Capital assets	3,967,570	3,967,570	Capital Outlay
Total Services, Supplies, & Other Charges	**11,847,282**	**Total Services, Supplies, & Other Charges**	**(597,786)**	**11,249,496**	**Total Services, Supplies, & Other Charges**
Depreciation and Amortization	2,565,812	Non-budgetary items	(2,565,812)	-	**Depreciation and Amortization**
Total Operating Expenses	**29,099,699**	**Total Operating Expenses**	**(3,871,520)**	**25,228,179**	**Total Operating Expenses**
Interest/fiscal charges on debt	**11,225**	GASB 87 lease interest	(177)	**11,048**	**Interest/fiscal charges on debt**
Transfers	**494,945**	Intra Entity Transfers	291,745	**786,690**	**Transfers**
TOTAL	**29,605,869**	**Total**	**(3,579,952)**	**26,025,917**	**Total**



Parking

Reconciliation of FY 2025 ACFR to FY 2025 Expenditures Reported in FY 2027 Budget

FY 2025 ACFR		Differences		FY 2025 Actuals Reported in FY 2027 Budget	
Personnel Services	**3,714,259**	Compensated Absences, OPEB	17,760	**3,732,019**	**Personnel Services**
Services	2,802,016	GASB 87	92,553	2,894,569	Services
Supplies	220,562			220,562	Supplies
Other supplies & Services	256,236	Capitalized expenditures	(26,306)	229,930	Other materials & services
Capital Outlay	-	Capital assets	694,801	694,801	Capital Outlay
Total Services, Supplies, & Other Charges	**3,278,814**	**Total Services, Supplies, & Other Charges**	**761,048**	**4,039,862**	**Total Services, Supplies, & Other Charges**
Depreciation and Amortization	755,087	Non-budgetary items	(755,087)	-	Depreciation and Amortization
Total Operating Expenses	**7,748,160**	**Total Operating Expenses**	**23,721**	**7,771,881**	**Total Operating Expenses**
Interest/fiscal charges on debt	**256,503**	Principal offset & deferred issuance costs	6,483	**262,986**	**Interest/fiscal charges on debt**
Transfers	**170,919**	Intra Entity Transfers	1,717	**172,636**	**Transfers**
TOTAL	**8,175,582**	**Total**	**31,921**	**8,207,503**	**Total**



Stormwater

Reconciliation of FY 2025 ACFR to FY 2025 Expenditures Reported in FY 2027 Budget

FY 2025 ACFR		Differences		FY 2025 Actuals Reported in FY 2027 Budget	
		GASB 68/75 & Compensated Absences	(66,160)		
Personnel Services	302,332			236,172	Personnel Services
Services	55,223		-	55,223	Services
Supplies	13,900		-	13,900	Supplies
Other supplies & Services	1,416,908	Capitalized expenditures	(974,666)	442,242	Other materials & services
Capital Outlay	-	Capital assets	974,666	974,666	Capital Outlay
Total Services, Supplies, & Other Charges	1,486,031	**Total Services, Supplies, & Other Charges**	-	1,486,031	**Total Services, Supplies, & Other Charges**
Depreciation and Amortization	802,008	Non-budgetary items	(802,008)	-	Depreciation and Amortization
Total operating expenses	2,590,371	**Total Operating Expenses**	**(868,168)**	1,722,203	**Total Operating Expenses**
		Principal offset & deferred issuance costs	(26,921)		
Interest/fiscal charges on debt	69,021			42,100	**Interest/fiscal charges on debt**
Transfers	229,232	Intra Entity Transfer	2,164	231,395	**Transfers**
TOTAL	2,888,624	**Total**	**(892,925)**	1,995,698	**Total**



Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
General Funds					
Primary General Fund					
Taxes	91,903,139	104,562,442	104,562,442	103,425,397	106,405,785
Licenses and Permits	1,478,987	1,668,500	1,997,075	1,832,467	2,042,300
Grants	1,582,252	1,179,053	13,138,864	1,240,436	461,515
Charges for Services	34,695,355	34,678,690	34,815,019	35,608,663	40,210,462
Fines and Forfeitures	1,587,396	1,492,147	1,568,147	1,312,937	1,202,947
Rents, & Misc Revenues	6,075,191	6,314,231	6,942,578	6,407,519	6,464,351
Transfers In & Other Financing Sources	9,197,096	1,525,415	3,900,216	2,815,074	94,000
Total Primary General Fund	146,519,416	151,420,478	166,924,341	152,642,492	156,881,360
General Fund - Assigned & Committed for Special Programs					
Taxes	407,732	410,000	410,000	410,000	454,310
Grants	12,000	-	17,989,211	1,608,807	-
Charges for Services	1,498,862	1,489,800	1,706,300	1,605,366	1,652,289
Fines and Forfeitures	16,216	12,000	16,000	17,150	18,000
Rents, & Misc Revenues	4,688,850	1,942,440	3,968,170	3,084,875	2,063,616
Transfers In & Other Financing Sources	2,564,812	1,769,969	2,067,395	399,781	2,979,465
Total General Fund - Assigned & Committed for Special Programs	9,188,473	5,624,209	26,157,076	7,125,978	7,167,680
City Public Trust					
Rents, & Misc Revenues	120,596	64,954	108,954	167,008	116,748
Transfers In & Other Financing Sources	273,610	300,000	300,000	-	300,000
Total City Public Trust	394,206	364,954	408,954	167,008	416,748
Total General Funds	156,102,095	157,409,641	193,490,371	159,935,478	164,465,788
Special Revenue Funds					
Police Special Revenue Funds					
Grants	308,153	200,000	200,000	200,000	200,000
Charges for Services	37,944	-	-	32,422	35,000
Fines and Forfeitures	12,312	-	-	271,964	10,000
Rents, & Misc Revenues	48,820	23,028	23,028	49,797	25,729
Total Police Special Revenue Funds	407,229	223,028	223,028	554,183	270,729
Impact Fee Funds					
Rents, & Misc Revenues	68,315	137,328	237,328	414,905	302,607
Total Impact Fee Funds	68,315	137,328	237,328	414,905	302,607

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
State Highway Funds					
Grants	4,288,449	25,481,524	26,002,088	1,758,905	5,047,509
Rents, & Misc Revenues	126,846	27,335	27,335	119,198	30,615
Transfers In & Other Financing Sources	153,983	450,000	5,740,362	-	1,350,000
Total State Highway Funds	4,569,278	25,958,859	31,769,785	1,878,103	6,428,124
Measure D Transportation Fund					
Grants	1,741,954	1,760,000	1,760,000	-	1,760,000
Rents, & Misc Revenues	83,785	81,825	81,825	85,461	91,644
Total Measure D Transportation Fund	1,825,739	1,841,825	1,841,825	85,461	1,851,644
Traffic Impact Funds					
Rents, & Misc Revenues	197,706	271,141	271,141	836,342	823,678
Total Traffic Impact Funds	197,706	271,141	271,141	836,342	823,678
Clean River, Beaches & Ocean Tax Fund					
Taxes	630,479	635,000	635,000	630,000	635,000
Grants	-	85,000	1,741,619	1,656,619	1,633,500
Rents, & Misc Revenues	63,527	32,247	32,247	64,798	36,117
Total Clean River, Beaches & Ocean Tax Fund	694,006	752,247	2,408,866	2,351,417	2,304,617
Parks and Recreation Funds					
Taxes	574,836	515,000	515,000	515,000	515,000
Charges for Services	-	-	-	577,062	-
Rents, & Misc Revenues	120,558	59,848	59,848	116,382	58,753
Total Parks and Recreation Funds	695,394	574,848	574,848	1,208,444	573,753
Housing & Community Development Funds					
Grants	7,348,295	2,870,942	20,683,568	9,766,217	1,145,250
Charges for Services	18,900	12,000	12,000	12,000	12,000
Rents, & Misc Revenues	667,547	139,703	139,703	891,950	158,468
Transfers In & Other Financing Sources	1,589,351	-	-	224,500	2,400,000
Total Housing & Community Development Funds	9,624,094	3,022,645	20,835,271	10,894,667	3,715,718

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
City Low & Mod Income Housing Funds					
Grants	989	-	-	975	1,000
Charges for Services	25,000	25,000	25,000	27,500	27,500
Rents, & Misc Revenues	189,368	103,682	133,682	106,752	122,099
Transfers In & Other Financing Sources	460,000	-	-	-	-
Total City Low & Mod Income Housing Funds	675,357	128,682	158,682	135,227	150,599
Transportation Development Funds					
Grants	1,313,240	1,200,000	1,200,000	-	1,200,000
Total Transportation Development Funds	1,313,240	1,200,000	1,200,000	-	1,200,000
American Rescue Plan Funds					
Grants	1,267,873	-	-	-	-
Total American Rescue Plan Funds	1,267,873	-	-	-	-
State Homeless Response Program Funds					
Total State Homeless Response Program Funds	-	-	-	-	-
General and Other Capital Improvement Funds					
Total General and Other Capital Improvement Funds	-	-	-	-	-
Total Special Revenue Funds	21,338,231	34,110,603	59,520,774	18,358,749	17,621,469
Capital Improvement Funds					
General and Other Capital Improvement Funds					
Taxes	1,961,009	1,955,611	1,955,611	1,672,136	20,000,000
Grants	14,500,104	11,582,200	75,040,519	4,418,082	6,963,000
Rents, & Misc Revenues	5,275,471	3,850,146	5,874,093	799,863	3,474,568
Transfers In & Other Financing Sources	25,097,904	7,572,698	35,918,273	25,162,859	55,853,125
Total General and Other Capital Improvement Funds	46,834,488	24,960,655	118,788,496	32,052,940	86,290,693
Debt Service Funds					
Government Obligation and Lease Revenue Bond Funds					
Taxes	547,523	550,000	550,000	-	550,000
Rents, & Misc Revenues	93,804	457,169	388,737	411,339	391,790
Total Government Obligation and Lease Revenue Bond Funds	641,327	1,007,169	938,737	411,339	941,790

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
Enterprise Funds					
Water Enterprise Funds					
Licenses and Permits	5,549	2,000	2,000	5,000	5,000
Grants	1,351,473	5,637,290	15,772,434	-	10,890,000
Charges for Services	49,045,125	58,353,312	58,353,312	59,134,357	62,945,037
Fines and Forfeitures	(13)	-	-	-	-
Rents, & Misc Revenues	2,000,676	1,113,216	1,121,349	2,575,495	2,351,455
Transfers In & Other Financing Sources	129,686	459,037	459,037	174,708	853,494
Total Water Enterprise Funds	52,532,496	65,564,855	75,708,132	61,889,560	77,044,986
Wastewater Enterprise Funds					
Grants	1,927,470	4,247,059	9,502,377	9,267	4,261,175
Charges for Services	27,488,415	24,473,500	24,473,500	24,911,500	29,542,389
Rents, & Misc Revenues	662,586	347,061	347,061	645,367	392,538
Transfers In & Other Financing Sources	37,570	21,694	21,694	21,694	8,698
Total Wastewater Enterprise Funds	30,116,041	29,089,314	34,344,632	25,587,828	34,204,800
Refuse Enterprise Funds					
Grants	377,710	164,000	1,281,011	18,201	-
Charges for Services	24,931,608	22,700,000	22,700,000	23,120,400	23,500,000
Fines and Forfeitures	700	-	-	-	-
Rents, & Misc Revenues	846,930	576,471	576,471	787,150	614,047
Transfers In & Other Financing Sources	436,365	78,034	86,076	78,034	41,699
Total Refuse Enterprise Funds	26,593,313	23,518,505	24,643,558	24,003,785	24,155,746
Parking Enterprise Funds					
Taxes	326,414	81,763	81,763	-	81,763
Grants	307	-	41,215	-	-
Charges for Services	6,859,423	4,656,875	4,656,875	4,974,411	7,278,370
Rents, & Misc Revenues	223,232	149,873	149,873	215,907	161,026
Transfers In & Other Financing Sources	13,650	1,717	51,717	1,717	-
Total Parking Enterprise Funds	7,423,027	4,890,228	4,981,443	5,192,035	7,521,159

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
Storm Water Enterprise Funds					
Grants	614,060	15,000,000	27,750,000	-	2,500,000
Charges for Services	893,624	900,000	900,000	896,000	901,000
Fines and Forfeitures	145	-	-	-	-
Rents, & Misc Revenues	11,522	29,339	29,339	37,868	47,830
Transfers In & Other Financing Sources	279,321	252,164	2,857,164	2,164	-
Total Storm Water Enterprise Funds	1,798,672	16,181,503	31,536,503	936,032	3,448,830
Total Enterprise Funds	118,463,549	139,244,405	171,214,268	117,609,240	146,375,521
Internal Service Funds					
Equipment Operations Internal Service Fund					
Charges for Services	4,643,843	4,865,715	4,861,026	4,872,727	4,984,645
Rents, & Misc Revenues	(54,356)	32,000	32,000	36,349	37,000
Transfers In & Other Financing Sources	290	15,000	15,000	5,000	10,000
Total Equipment Operations Internal Service Fund	4,589,776	4,912,715	4,908,026	4,914,076	5,031,645
Group Health Insurance Internal Service Fund					
Charges for Services	20,307,362	24,404,198	24,404,198	24,809,588	24,404,198
Rents, & Misc Revenues	(10,225)	4,333	4,333	-	4,853
Total Group Health Insurance Internal Service Fund	20,297,137	24,408,531	24,408,531	24,809,588	24,409,051
Liability Insurance Internal Service Fund					
Charges for Services	8,088,253	9,970,884	9,970,884	9,970,884	8,667,003
Rents, & Misc Revenues	418,852	161,035	161,035	619,230	166,057
Total Liability Insurance Internal Service Fund	8,507,105	10,131,919	10,131,919	10,590,114	8,833,060
Unemployment Internal Service Fund					
Charges for Services	941,757	989,480	989,480	989,480	989,480
Rents, & Misc Revenues	189,224	83,365	83,365	193,008	93,369
Total Unemployment Internal Service Fund	1,130,980	1,072,845	1,072,845	1,182,488	1,082,849
Workers' Compensation Insurance					
Charges for Services	4,383,447	6,922,998	6,922,998	6,922,998	8,667,003
Rents, & Misc Revenues	193,094	304,782	304,782	611,070	313,771
Transfers In & Other Financing Sources	-	270,123	270,123	270,123	270,123
Total Workers' Compensation Insurance	4,576,541	7,497,903	7,497,903	7,804,191	9,250,897

Summary of Projected Revenues and Other Financing Sources

BY FUND TYPE	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
Total Internal Service Funds	39,101,540	48,023,913	48,019,224	49,300,457	48,607,502
Total Expenditures:	**382,481,231**	**404,756,386**	**591,971,870**	**377,668,204**	**464,302,763**

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026			Fiscal Year 2027 Proposed Budget
		Adopted Budget	Amended Budget	Year End Estimate	
General Funds					
Primary General Fund					
Personnel Services	87,758,317	97,240,508	98,638,086	90,188,583	106,586,067
Salary Savings	-	(5,643,985)	(5,643,985)	-	(5,713,590)
Services, Supplies, & Other Charges	60,473,636	59,185,054	69,586,924	63,085,591	60,490,168
Capital Outlay	467,744	316,343	3,257,433	261,222	661,097
Debt Service	2,424,852	1,224,652	2,300,617	3,910,708	1,766,725
Other Financing Uses	9,827,755	6,607,286	8,047,534	5,989,081	5,966,525
Total Primary General Fund	160,952,305	158,929,858	176,186,609	163,435,186	169,756,993
General Fund - Assigned & Committed for Special Programs					
Personnel Services	4,186,946	4,690,582	4,770,013	4,531,151	4,870,176
Salary Savings	-	(179,536)	(179,536)	-	(226,647)
Services, Supplies, & Other Charges	6,638,127	2,951,274	15,251,125	3,174,080	3,168,396
Capital Outlay	38,065	-	81,014	36,748	40,000
Other Financing Uses	443,562	240,000	12,332,139	-	4,043,500
Total General Fund - Assigned & Committed for Speci	11,306,700	7,702,320	32,254,755	7,741,979	11,895,425
City Public Trust					
Services, Supplies, & Other Charges	58,856	113,000	113,000	38,500	123,500
Other Financing Uses	2,082,616	1,100,000	2,786,246	-	-
Total City Public Trust	2,141,472	1,213,000	2,899,246	38,500	123,500
Total General Funds	174,400,477	167,845,178	211,340,610	171,215,664	181,775,918
Special Revenue Funds					
Police Special Revenue Funds					
Services, Supplies, & Other Charges	204,541	535,888	535,888	5,888	400,000
Other Financing Uses	18,143	-	65,663	-	190,600
Total Police Special Revenue Funds	222,684	535,888	601,551	5,888	590,600
Impact Fee Funds					
Services, Supplies, & Other Charges	122	-	-	-	-
Other Financing Uses	-	-	527,676	-	-
Total Impact Fee Funds	122	-	527,676	-	-

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
State Highway Funds					
Personnel Services	62,356	60,417	61,125	69,394	73,808
Salary Savings	-	(9,206)	(9,206)	-	(9,010)
Services, Supplies, & Other Charges	914,125	835,529	874,289	851,460	822,420
Capital Outlay	138,219	10,935,000	20,703,148	2,331,382	1,439,542
Other Financing Uses	270,316	1,906,000	6,155,835	-	150,000
Total State Highway Funds	1,385,016	13,727,740	27,785,191	3,252,236	2,476,760
Measure D Transportation Fund					
Personnel Services	97,958	107,953	109,508	108,859	115,423
Salary Savings	-	(27,749)	(27,749)	-	(16,141)
Other Financing Uses	1,655,310	-	1,650,000	-	1,000,000
Total Measure D Transportation Fund	1,753,268	80,204	1,731,759	108,859	1,099,282
Traffic Impact Funds					
Personnel Services	174,052	198,948	201,922	187,598	207,074
Salary Savings	-	(14,981)	(14,981)	-	(14,963)
Other Financing Uses	7,000	1,200,000	2,048,000	-	-
Total Traffic Impact Funds	181,052	1,383,967	2,234,941	187,598	192,111
Clean River, Beaches & Ocean Tax Fund					
Personnel Services	313,391	367,595	373,664	302,468	332,554
Salary Savings	-	(17,549)	(17,549)	-	(19,095)
Services, Supplies, & Other Charges	401,631	740,942	1,295,484	725,896	1,098,234
Capital Outlay	-	-	1,189,302	-	-
Other Financing Uses	1,456,132	1,656,619	1,656,619	-	525,000
Total Clean River, Beaches & Ocean Tax Fund	2,171,154	2,747,607	4,497,520	1,028,364	1,936,693
Parks and Recreation Funds					
Other Financing Uses	826,883	1,055,000	2,588,571	-	1,537,169
Total Parks and Recreation Funds	826,883	1,055,000	2,588,571	-	1,537,169
Housing & Community Development Funds					
Services, Supplies, & Other Charges	7,135,740	1,428,847	15,600,331	9,247,929	2,116,389
Other Financing Uses	3,344,360	256,414	1,839,438	-	135,416
Total Housing & Community Development Funds	10,480,100	1,685,261	17,439,769	9,247,929	2,251,805

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
City Low & Mod Income Housing Funds					
Services, Supplies, & Other Charges	138,406	146,000	235,784	136,000	362,767
Other Financing Uses	-	-	1,000,000	-	-
Total City Low & Mod Income Housing Funds	138,406	146,000	1,235,784	136,000	362,767
Transportation Development Funds					
Services, Supplies, & Other Charges	1,197,541	1,200,000	1,292,737	-	1,200,000
Other Financing Uses	44,737	-	797,956	-	5,000
Total Transportation Development Funds	1,242,279	1,200,000	2,090,693	-	1,205,000
American Rescue Plan Funds					
Total American Rescue Plan Funds	-	-	-	-	-
State Homeless Response Program Funds					
Total State Homeless Response Program Funds	-	-	-	-	-
General and Other Capital Improvement Funds					
Services, Supplies, & Other Charges	26,473	-	542,631	434,000	972,784
Total General and Other Capital Improvement Funds	26,473	-	542,631	434,000	972,784
Total Special Revenue Funds	18,427,435	22,561,667	61,276,086	14,400,874	12,624,971
Capital Improvement Funds					
General and Other Capital Improvement Funds					
Personnel Services	40,631	49,595	-	25,013	53,814
Services, Supplies, & Other Charges	6,025,124	31,850	517,117	92,039	117,376
Capital Outlay	46,240,835	64,665,367	178,906,441	51,540,509	9,674,100
Debt Service	358,462	226,217	226,217	218,438	221,477
Other Financing Uses	2,433,777	20,000,000	23,472,818	1,859,880	807,729
Total General and Other Capital Improvement Funds	55,098,828	84,973,029	203,122,593	53,735,879	10,874,496
Debt Service Funds					
Government Obligation and Lease Revenue Bond Funds					
Debt Service	792,611	929,863	929,863	924,275	943,795
Total Government Obligation and Lease Revenue Bond Funds	792,611	929,863	929,863	924,275	943,795

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026			Fiscal Year 2027 Proposed Budget
		Adopted Budget	Amended Budget	Year End Estimate	
Enterprise Funds					
Water Enterprise Funds					
Personnel Services	19,189,820	22,918,971	23,262,543	19,772,722	24,076,756
Salary Savings	-	(2,489,213)	(2,489,213)	-	(1,852,241)
Services, Supplies, & Other Charges	18,054,047	21,719,999	23,042,867	20,699,732	23,861,734
Capital Outlay	27,639,824	19,615,371	80,967,097	53,269,814	26,454,000
Debt Service	6,681,078	12,340,263	18,740,263	9,864,653	10,774,108
Other Financing Uses	521,923	2,088,981	3,007,212	-	376,946
Total Water Enterprise Funds	72,086,692	76,194,372	146,530,769	103,606,921	83,691,303
Wastewater Enterprise Funds					
Personnel Services	11,845,348	12,681,573	13,004,504	11,535,048	13,141,957
Salary Savings	-	(928,926)	(928,926)	-	(917,441)
Services, Supplies, & Other Charges	15,186,680	16,829,876	17,648,492	16,516,527	17,757,173
Capital Outlay	9,266,913	9,455,969	43,982,401	23,443,523	10,464,200
Debt Service	703,782	175,629	1,819,682	1,819,967	1,698,507
Other Financing Uses	193,163	1,035,800	1,098,732	-	224,183
Total Wastewater Enterprise Funds	37,195,886	39,249,921	76,624,885	53,315,065	42,368,578
Refuse Enterprise Funds					
Personnel Services	14,820,768	15,692,880	15,926,967	14,769,609	16,759,770
Salary Savings	-	(540,934)	(540,934)	-	(524,834)
Services, Supplies, & Other Charges	11,861,461	13,288,200	13,983,671	9,908,617	14,076,409
Capital Outlay	3,339,438	5,373,000	10,677,196	6,644,657	5,213,000
Other Financing Uses	494,945	864,215	988,742	-	289,458
Total Refuse Enterprise Funds	30,516,611	34,677,361	41,035,642	31,322,883	35,813,803
Parking Enterprise Funds					
Personnel Services	3,709,073	4,206,866	4,261,527	4,147,573	4,474,177
Salary Savings	-	(94,668)	(94,668)	-	(148,699)
Services, Supplies, & Other Charges	3,278,815	3,439,139	3,534,891	3,123,441	3,483,818
Capital Outlay	264,962	1,216,220	23,446,458	3,181,833	246,100
Debt Service	666,498	349,011	1,357,306	1,356,183	1,520,713
Other Financing Uses	170,919	21,905,204	22,221,264	-	128,606
Total Parking Enterprise Funds	8,090,268	31,021,772	54,726,778	11,809,030	9,704,715

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
Storm Water Enterprise Funds					
Personnel Services	284,904	307,403	310,415	278,784	316,983
Salary Savings	-	(13,342)	(13,342)	-	(13,436)
Services, Supplies, & Other Charges	1,486,612	619,332	670,563	636,479	1,048,843
Capital Outlay	-	2,600,000	17,452,090	2,746,941	50,000
Debt Service	396,679	395,552	395,552	397,240	396,025
Other Financing Uses	229,232	186,665	199,954	-	30,554
Total Storm Water Enterprise Funds	2,397,427	4,095,610	19,015,232	4,059,444	1,828,970
Total Enterprise Funds	150,286,885	185,239,036	337,933,306	204,113,343	173,407,368
Internal Service Funds					
Equipment Operations Internal Service Fund					
Personnel Services	1,464,856	1,625,274	1,650,821	1,659,158	1,827,516
Salary Savings	-	(105,822)	(105,822)	-	(93,372)
Services, Supplies, & Other Charges	3,291,270	3,878,579	4,019,616	3,795,067	4,185,475
Capital Outlay	209,033	360,000	308,340	360,000	60,000
Other Financing Uses	86,148	3,365	14,228	-	3,365
Total Equipment Operations Internal Service Fund	5,051,308	5,761,396	5,887,183	5,814,225	5,982,983
Group Health Insurance Internal Service Fund					
Personnel Services	178,373	352,249	357,761	344,385	-
Services, Supplies, & Other Charges	20,712,064	22,588,783	22,588,783	22,103,795	25,955,142
Total Group Health Insurance Internal Service Fund	20,890,437	22,941,032	22,946,544	22,448,180	25,955,142
Liability Insurance Internal Service Fund					
Personnel Services	622,498	645,942	656,233	627,056	671,944
Salary Savings	-	(81,569)	(81,569)	-	(86,248)
Services, Supplies, & Other Charges	8,318,407	10,436,231	10,743,851	8,914,031	11,874,093
Other Financing Uses	134,311	-	543,793	-	-
Total Liability Insurance Internal Service Fund	9,075,217	11,000,604	11,862,308	9,541,087	12,459,789
Unemployment Internal Service Fund					
Services, Supplies, & Other Charges	180,386	282,400	282,400	-	2,400
Total Unemployment Internal Service Fund	180,386	282,400	282,400	-	2,400

Summary of Projected Expenditures and Other Financing Uses

BY FUND TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
Workers' Compensation Insurance					
Personnel Services	302,068	441,667	449,235	411,058	453,029
Salary Savings	-	(20,718)	(20,718)	-	(26,449)
Services, Supplies, & Other Charges	3,557,364	6,851,000	6,851,000	6,773,170	7,141,000
Debt Service	570	-	-	-	-
Total Workers' Compensation Insurance	3,860,002	7,271,949	7,279,517	7,184,228	7,567,580
Total Internal Service Funds	39,057,350	47,257,381	48,257,952	44,987,719	51,967,894
Total Expenditures:	**438,063,586**	**508,806,154**	**862,860,410**	**489,377,754**	**431,594,442**

Revenues and Other Financing Sources - Primary General Fund

BY REVENUE TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
Taxes					
Property Tax	30,231,244	30,194,856	30,194,856	31,440,494	32,432,911
Sales and Use Tax	34,598,810	33,413,092	33,413,092	34,771,804	35,249,697
Utility Users Tax	15,887,281	15,060,180	15,060,180	16,680,554	17,516,817
Transient Occupancy Tax	13,320,994	15,897,678	15,897,678	15,830,842	16,191,435
Franchise Tax	5,210,920	4,865,325	4,865,325	5,471,466	5,745,039
Admission Tax	3,086,488	3,102,190	3,102,190	3,102,190	3,164,234
Business License Tax	772,434	755,910	755,910	774,409	818,428
Parking Lot Tax	1,086,995	694,105	694,105	792,385	1,086,995
Other Taxes	1,619,190	2,422,449	1,422,449	1,422,449	1,718,734
Total Taxes	105,814,355	106,405,785	105,405,785	110,286,594	113,924,290
Licenses and Permits					
Construction Permits	1,920,411	1,576,000	1,586,000	2,286,800	2,432,000
Other Permits	345,561	466,300	466,300	377,600	461,200
Licenses	1,967	-	-	-	-
Total Licenses and Permits	2,267,939	2,042,300	2,052,300	2,664,400	2,893,200
Grants and Intergovernmental					
Federal	581,635	27,020	1,405,292	828,859	221,647
State	5,481,162	344,000	6,868,555	362,405	792,807
Local	200,716	90,495	259,350	112,847	60,000
Total Grants and Intergovernmental	6,263,513	461,515	8,533,197	1,304,111	1,074,454
Charges for Services					
General Government	2,380,151	2,184,837	2,683,153	2,748,987	2,884,885
Public Safety	7,067,270	7,299,160	7,299,160	7,876,985	8,131,445
Culture and Recreation	3,727,905	3,608,500	3,609,500	3,920,600	3,717,500
Public Works	2,487,890	2,433,850	2,433,850	2,041,636	2,266,387
Library	576,352	605,170	658,367	602,287	874,967
Interfund and Interagency charges	20,496,964	24,078,470	24,078,470	23,478,471	23,432,306
Miscellaneous Charges for Services	32	475	475	75	140
Total Charges for Services	36,736,564	40,210,462	40,762,975	40,669,041	41,307,630
Fines and Forfeitures					
Fines and Forfeits	1,453,736	1,202,947	1,207,947	1,487,017	1,536,997
Total Fines and Forfeitures	1,453,736	1,202,947	1,207,947	1,487,017	1,536,997

Revenues and Other Financing Sources - Primary General Fund

BY REVENUE TYPE	Fiscal Year 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Year End Estimate	Fiscal Year 2027 Proposed Budget
Rents & Misc Revenues					
Investment Earnings	30,367	297,791	297,791	244,275	150,338
Rents and Royalties	5,303,133	5,487,858	5,384,553	5,609,460	5,699,788
Contr & Donations-Private Sources	3,244	22,500	87,500	21,243	30,000
Miscellaneous Operating Revenues	472,338	656,202	2,246,179	2,054,950	446,463
Total Rents & Misc Revenues	5,809,081	6,464,351	8,016,023	7,929,928	6,326,589
Other Financing Sources					
Loan Principal Receipts	-	-	-	-	-
Interfund Transfers In	2,419,018	92,500	1,122,824	285,826	2,692,545
Other Miscellaneous Revenues	32,750	1,500	75,746	1,500	1,500
Total Other Financing Sources	2,451,768	94,000	1,198,570	287,326	2,694,045
Total Revenues	**160,796,957**	**156,881,360**	**167,176,797**	**164,628,416**	**169,757,206**

Operating Expenditures by Department - Primary General Fund

BY DEPARTMENT	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
City Attorney					
Personnel Services	25,890	22,123	22,123	17,465	22,123
Services, Supplies, & Other Charges	2,429,789	1,591,987	2,530,475	1,541,987	1,591,987
Total City Attorney	2,455,679	1,614,110	2,552,598	1,559,452	1,614,110
City Council					
Personnel Services	349,486	409,949	435,428	435,450	494,830
Services, Supplies, & Other Charges	510,499	197,982	551,660	206,722	203,922
Total City Council	859,985	607,931	987,088	642,172	698,752
City Manager					
Personnel Services	4,088,385	4,540,610	4,429,603	4,656,174	4,610,787
Services, Supplies, & Other Charges	10,457,382	11,013,352	14,403,345	11,133,507	11,525,157
Capital Outlay	-	-	4,032,184	-	-
Total City Manager	14,545,767	15,553,962	22,865,133	15,789,681	16,135,944
City - Non-Departmental					
Debt Service	1,875,820	2,752,046	2,752,046	2,745,652	1,209,339
Other Financing Uses	10,695,912	5,247,850	11,328,727	9,428,475	6,607,286
Total City - Non-Departmental	12,571,732	7,999,896	14,080,773	12,174,127	7,816,625
Economic Development					
Personnel Services	2,763,209	2,611,801	2,611,801	3,215,394	2,650,645
Services, Supplies, & Other Charges	2,177,840	2,618,992	3,392,029	2,918,658	2,984,523
Capital Outlay	-	-	28,627	27,230	-
Total Economic Development	4,941,049	5,230,793	6,032,458	6,161,282	5,635,168
Finance					
Personnel Services	3,774,214	4,530,518	3,888,405	3,617,274	4,262,434
Services, Supplies, & Other Charges	1,052,233	1,065,346	1,044,315	215,881	1,132,987
Capital Outlay	-	-	39,771	-	-
Total Finance	4,826,447	5,595,864	4,972,492	3,833,155	5,395,421
Fire					
Personnel Services	20,971,337	22,491,420	22,659,606	23,636,102	23,858,013
Services, Supplies, & Other Charges	3,828,523	4,399,569	4,410,711	4,430,458	4,913,208
Capital Outlay	259,806	-	136,760	124,280	-
Total Fire	25,059,665	26,890,989	27,207,077	28,190,840	28,771,221

Operating Expenditures by Department - Primary General Fund

BY DEPARTMENT	Fiscal Year 2024 Actuals	Fiscal Year 2025 Adopted Budget	Fiscal Year 2025 Amended Budget	Fiscal Year 2025 Year End Estimate	Fiscal Year 2026 Adopted Budget
Human Resources					
Personnel Services	1,140,390	1,490,074	1,360,074	1,484,788	1,505,413
Services, Supplies, & Other Charges	585,557	686,633	1,185,415	124,903	656,158
Total Human Resources	1,725,948	2,176,707	2,545,489	1,609,691	2,161,571
Information Technology					
Personnel Services	3,684,834	4,004,665	4,245,181	4,099,085	4,731,903
Services, Supplies, & Other Charges	2,705,706	2,763,753	2,824,451	2,812,528	2,734,004
Capital Outlay	73,748	120,000	120,000	109,000	120,000
Total Information Technology	6,464,288	6,888,418	7,189,632	7,020,613	7,585,907
Library (City)					
Services, Supplies, & Other Charges	2,214,546	2,452,089	2,452,089	-	2,452,089
Total Library (City)	2,214,546	2,452,089	2,452,089	0	2,452,089
Parks and Recreation					
Personnel Services	9,366,821	10,538,399	10,798,161	10,202,913	10,685,047
Services, Supplies, & Other Charges	8,780,248	8,433,481	10,253,381	9,362,222	9,301,871
Capital Outlay	169,250	95,000	146,559	147,230	95,000
Debt Service	25,065	15,313	15,313	16,707	15,313
Total Parks and Recreation	18,341,384	19,082,193	21,213,414	19,729,072	20,097,231
Planning and Community Development					
Personnel Services	4,992,977	5,538,573	5,687,899	4,823,651	5,795,403
Services, Supplies, & Other Charges	3,482,509	3,156,763	3,405,182	3,245,185	3,473,610
Total Planning and Community Development	8,475,485	8,695,336	9,093,081	8,068,835	9,269,013
Police					
Personnel Services	23,722,602	24,863,051	25,192,797	25,811,422	25,280,209
Services, Supplies, & Other Charges	10,009,562	10,172,655	10,363,973	10,508,995	11,305,362
Capital Outlay	64,966	-	613,172	-	-
Debt Service	13,428	11,190	11,190	11,190	-
Total Police	33,810,557	35,046,896	36,181,132	36,331,607	36,585,571
Public Works					
Personnel Services	6,154,740	7,247,098	7,003,814	7,070,386	7,699,716
Services, Supplies, & Other Charges	5,164,610	6,243,396	6,798,874	6,349,004	6,910,176
Capital Outlay	207,337	94,800	314,014	297,330	101,343
Total Public Works	11,526,687	13,585,294	14,116,702	13,716,720	14,711,235
Total Expenditures	**147,819,219**	**151,420,478**	**171,489,157**	**154,827,247**	**158,929,858**

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
Expenditures						
1 - General Funds						
Primary General Fund	**101**	**10,081,479**	**6,607,286**	**8,047,534**	**5,989,081**	**5,855,615**
To General Capital Improvement Fund		2,438,472	2,152,532	3,459,349	2,152,532	1,202,319
To CIP-Street Maint & Rehab Fund		517,305	1,000,000	1,000,000	1,000,000	500,000
To Municipal Wharf fund		2,237,964	1,500,000	1,500,000	2,000,000	2,000,000
To Storm Water fund		-	-	-	-	-
To Carbon Reduction fund		12,345	25,520	25,520	25,520	25,520
To Stormwater Overlay Fund		103,364	-	251,636	-	-
To Economic Development Trust Fund		-	1,000,000	1,000,000	-	500,000
To CIP Public Art Fund		118,306	106,529	106,529	106,529	135,292
To Information Technology Fund		4,000,000	-	-	-	977,514
To General Fund CIP Reserve Fund		400,000	450,000	450,000	450,000	250,000
Intra-entity fund transfer out		253,724	372,705	254,500	254,500	264,970
Municipal Wharf	**104**	**-**	**-**	**-**	**-**	**-**
To General Capital Improvement Fund		-	-	-	-	-
City Public Trust Fund	**130**	**2,082,616**	**1,100,000**	**2,786,246**	**-**	**-**
To General Capital Improvement Fund		2,082,616	1,100,000	2,786,246	-	-
City Stabilization Reserve	**132**	**183,265**	**-**	**748,053**	**-**	**1,500,000**
To General Fund		-	-	-	-	1,500,000
To General Capital Improvement Fund		183,265	-	748,053	-	-
Energy Efficient Equipment Fund	**133**	**34,094**	**-**	**113,187**	**-**	**-**
To General Fund		34,094	-	72,445	-	-
To Gas Tax Fund		-	-	15,000	-	-
To Refuse Fund		-	-	16,042	-	-
To Municipal Wharf fund		-	-	9,700	-	-
To Parking fund		-	-	-	-	-
Economic Development Trust Fund	**136**	**219,203**	**200,000**	**4,673,668**	**-**	**18,500**
To General Fund		78,515	-	41,116	-	18,500
To General Capital Improvement Fund		140,688	200,000	4,632,552	-	-
IIG-AHSC	**137**	**-**	**40,000**	**6,797,231**	**-**	**2,525,000**
To General Capital Improvement Fund		-	40,000	440,000	-	2,525,000
To Gas Tax Fund		-	-	4,107,231	-	-
To Stormwater Overlay Fund		-	-	2,250,000	-	-

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
1 - General Funds		**12,600,657**	**7,947,286**	**23,165,919**	**5,989,081**	**9,899,115**
2 - Special Revenue Funds						
Traffic Offender	**212**	**-**	**-**	**-**	**-**	**340,000**
To General Fund		-	-	-	-	140,000
To General Capital Improvement Fund		-	-	-	-	200,000
Police Asset Seizure	**214**	**18,143**	**-**	**65,663**	**-**	**50,600**
To General Fund		18,143	-	65,663	-	50,600
Public Safety Impact Fee - Police Fund	**215**	**-**	**-**	**257,910**	**-**	**300,000**
To General Fund		-	-	257,910	-	-
To General Capital Improvement Fund		-	-	-	-	300,000
Public Safety Impact Fee - Fire Fund	**217**	**-**	**-**	**49,048**	**-**	**-**
To General Fund		-	-	49,048	-	-
Childcare Impact Fee Fund	**218**	**-**	**-**	**220,718**	**-**	**-**
To General Capital Improvement Fund		-	-	220,718	-	-
Gasoline Tax	**221**	**270,316**	**1,906,000**	**6,155,835**	**-**	**150,000**
To General Capital Improvement Fund		270,155	106,000	2,555,835	-	150,000
To CIP-Street Maint & Rehab Fund		-	1,800,000	1,800,000	-	-
To CIP-Arterial Streets and Roads fund		-	-	1,800,000	-	-
To Carbon Reduction fund		161	-	-	-	-
2016 Transportation Measure D	**224**	**1,655,310**	**-**	**1,650,000**	**-**	**1,000,000**
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		1,513,170	-	1,650,000	-	450,000
To Gas Tax Fund		50,000	-	-	-	550,000
To CIP-Arterial Streets and Roads fund		92,140	-	-	-	-
To Parking fund		-	-	-	-	-
Traffic Impact Fee-Citywide Fund	**226**	**7,000**	**1,200,000**	**2,048,000**	**-**	**-**
To General Capital Improvement Fund		-	-	555,000	-	-
To Gas Tax Fund		7,000	1,200,000	1,493,000	-	-
Road Maintenance Rehab Account	**228**	**1,455,788**	**1,656,619**	**1,656,619**	**-**	**500,000**
To CIP-Street Maint & Rehab Fund		-	-	-	-	500,000
To CIP-Arterial Streets and Roads fund		1,455,788	1,656,619	1,656,619	-	-
Clean River, Beaches & Ocean Tax Fund	**235**	**344**	**-**	**-**	**-**	**-**

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
To Carbon Reduction fund		344	-	-	-	-
Wildlife Protection Initiative Fund	**236**	**-**	**-**	**-**	**-**	**25,000**
To General Fund		-	-	-	-	25,000
Northwest-Parks & Rec Fee	**241**	**674**	**-**	**-**	**-**	**-**
To General Capital Improvement Fund		674	-	-	-	-
Southwest-Parks & Rec Fee	**242**	**6,325**	**125,000**	**295,000**	**-**	**312,093**
To General Capital Improvement Fund		6,325	125,000	295,000	-	312,093
Northeast-Parks & Rec Fee	**243**	**-**	**-**	**-**	**-**	**-**
To General Capital Improvement Fund		-	-	-	-	-
Southeast-Parks & Rec Fee	**244**	**-**	**-**	**106,836**	**-**	**106,826**
To General Capital Improvement Fund		-	-	106,836	-	106,826
Parks & Recreation Tax Combined Fund	**249**	**819,884**	**930,000**	**2,186,735**	**-**	**1,882,493**
To General Fund		-	-	50,000	-	-
To General Capital Improvement Fund		819,884	930,000	2,136,735	-	1,882,493
HOME Investment Partnership	**253**	**-**	**-**	**-**	**-**	**-**
To General Capital Improvement Fund		-	-	-	-	-
Community Development Block Grant	**261**	**109,524**	**256,414**	**905,081**	**-**	**-**
To General Fund		44,666	45,000	45,000	-	-
To General Capital Improvement Fund		64,858	211,414	860,081	-	-
Grant Loan Programs	**277**	**3,065,643**	**-**	**934,357**	**-**	**-**
To General Capital Improvement Fund		3,065,643	-	934,357	-	-
Affordable Housing Trust Fund	**279**	**169,193**	**-**	**-**	**-**	**135,416**
To General Fund		169,193	-	-	-	135,416
Transportation Development Act	**291**	**44,737**	**-**	**797,956**	**-**	**5,000**
To General Fund		-	-	-	-	5,000
To General Capital Improvement Fund		-	-	250,000	-	-
To Gas Tax Fund		44,737	-	273,007	-	-
To CIP-Street Maint & Rehab Fund		-	-	274,949	-	-
American Rescue Plan Act	**292**	**-**	**-**	**-**	**-**	**-**
To General Fund		-	-	-	-	-
State Homelessness Response Pgm	**293**	**-**	**-**	**-**	**-**	**-**

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		-	-	-	-	-
Opioid Settlement Fund	**294**	**-**	**-**	**-**	**-**	**10,300**
To General Fund		-	-	-	-	10,300
2 - Special Revenue Funds		**7,622,880**	**6,074,033**	**17,329,759**	**-**	**4,817,728**
3 - Capital Improvement						
General Capital Improvement Proj	**311**	**-**	**-**	**-**	**-**	**-**
To General Fund		-	-	-	-	-
1% for Public Art - CIP	**313**	**22,408**	**-**	**-**	**-**	**-**
To General Fund		22,408	-	-	-	-
CIP-Sidewalk Const In-Lieu	**315**	**-**	**-**	**40,000**	**-**	**-**
To General Fund		-	-	40,000	-	-
To General Capital Improvement Fund		-	-	-	-	-
CIP-Street Maintenance & Rehab	**317**	**-**	**-**	**-**	**-**	**-**
To General Capital Improvement Fund		-	-	-	-	-
Information Technology	**341**	**2,000,000**	**-**	**-**	**-**	**-**
To General Fund		2,000,000	-	-	-	-
To Water Fund		-	-	-	-	-
General Fund CIP Reserve	**350**	**411,368**	**-**	**1,893,788**	**-**	**807,729**
To General Fund		-	-	392,644	-	807,729
To General Capital Improvement Fund		411,368	-	1,501,144	-	-
3 - Capital Improvement		**2,433,777**	**-**	**1,933,788**	**-**	**807,729**
7 - Enterprise Funds						
Water	**711**	**521,903**	**1,435,487**	**2,152,218**	**-**	**346,317**
To General Fund		-	-	49,498	-	-
To General Capital Improvement Fund		274,473	18,085	685,318	-	71,344
To Carbon Reduction fund		4,019	8,308	8,308	-	8,308
To CIP Public Art Fund		54,903	17,831	17,831	-	10,210
To Information Technology Fund		188,508	1,391,263	1,391,263	-	256,455
Water - 2% for Public Art	**714**	**-**	**-**	**201,500**	**-**	**-**
To CIP Public Art Fund		-	-	201,500	-	-

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
Water System Development Fees	**715**	**20**	**-**	**-**	**-**	**-**
To CIP Public Art Fund		20	-	-	-	-
Wastewater	**721**	**193,163**	**1,027,102**	**1,090,034**	**-**	**220,670**
To General Fund		29,500	-	-	-	-
To General Capital Improvement Fund		79,985	309,975	372,907	-	39,322
To Carbon Reduction fund		1,224	2,530	2,530	-	2,530
To CIP Public Art Fund		7,212	2,899	2,899	-	1,171
To Information Technology Fund		75,242	711,698	711,698	-	177,647
Refuse	**731**	**494,945**	**857,516**	**982,043**	**-**	**279,313**
To General Fund		2,500	-	-	-	-
To General Capital Improvement Fund		384,790	5,763	130,290	-	22,731
To Carbon Reduction fund		12,767	26,392	26,392	-	26,392
To CIP Public Art Fund		9,345	2,233	2,233	-	3,382
To Information Technology Fund		85,543	823,128	823,128	-	226,808
Parking	**741**	**170,919**	**21,905,204**	**22,221,264**	**-**	**128,606**
To General Fund		20,000	2,500	2,500	-	-
To General Capital Improvement Fund		112,254	21,605,205	21,921,265	-	20,542
To Carbon Reduction fund		622	1,286	1,286	-	1,286
To CIP Public Art Fund		572	-	-	-	-
To Information Technology Fund		37,471	296,213	296,213	-	106,778
Storm Water	**751**	**226,141**	**159,445**	**172,734**	**-**	**20,431**
To General Fund		-	-	-	-	-
To General Capital Improvement Fund		221,889	127,106	140,395	-	8,293
To CIP Public Art Fund		721	-	-	-	-
To Information Technology Fund		3,531	32,339	32,339	-	12,138
Storm Water Overlay	**752**	**3,091**	**27,220**	**27,220**	**-**	**10,123**
To CIP Public Art Fund		-	-	-	-	-
To Information Technology Fund		3,091	27,220	27,220	-	10,123
7 - Enterprise Funds		**1,610,182**	**25,411,974**	**26,847,014**	**-**	**1,005,460**
8 - Internal Service Funds						
Equipment Operations	**811**	**86,148**	**3,365**	**14,228**	**-**	**3,365**
To General Capital Improvement Fund		84,520	-	10,863	-	-
To Carbon Reduction fund		1,628	3,365	3,365	-	3,365

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
Liability Insurance	**842**	**134,311**	**-**	**543,793**	**-**	**-**
To General Capital Improvement Fund		134,311	-	276,450	-	-
To Disaster Recovery Fund		-	-	267,343	-	-
Group Health Insurance	**843**	**-**	**-**	**-**	**-**	**-**
To General Fund		-	-	-	-	-
To Wastewater Fund		-	-	-	-	-
To Refuse Fund		-	-	-	-	-
To Water Fund		-	-	-	-	-
To Storm Water fund		-	-	-	-	-
To Parking fund		-	-	-	-	-
8 - Internal Service Funds		**220,459**	**3,365**	**558,021**	**-**	**3,365**
Expenditures Totals:		**24,487,954**	**39,436,658**	**69,834,501**	**5,989,081**	**16,533,397**
Revenues						
1 - General Funds						
Primary General Fund	**101**	**2,419,018**	**92,500**	**1,122,824**	**285,826**	**2,692,545**
From Capital Improvement Projects Fund		2,000,000	-	-	-	-
From Group Health Insurance Fund		-	-	-	-	-
From Parks and Rec. Facilities Tax Fund		-	-	50,000	-	-
From Water Fund		-	-	49,498	-	-
From Wastewater Fund		29,500	-	-	-	-
From Refuse Fund		2,500	-	-	-	-
From Parking Fund		20,000	2,500	2,500	-	-
From Storm Water Fund		-	-	-	-	-
From Public Art Fund		22,408	-	-	-	-
From Affordable Housing Trust Fund		169,193	-	-	-	135,416
From CDBG Fund		44,666	90,000	90,000	90,000	-
From Sidewalk In-lieu fund		-	-	40,000	40,000	-
From Economic Development Trust Fund		78,515	-	41,116	41,115	18,500
From Carbon Reduction Fund		34,094	-	84,445	-	-
From 2016 Trnsp Measure D		-	-	-	-	-
From City Stabilization Reserve Fund		-	-	-	-	1,500,000
From American Rescue Plan Act		-	-	-	-	-
From CA14 Homelessness Action Plan		-	-	-	-	-
From General Fund CIP Reserve Fund		-	-	392,644	-	807,729
From PS Impact Fee - Police Fund		-	-	257,910	-	-
From Police Asset Seizure Fund		18,143	-	65,663	65,663	50,600

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
From Public Safety Impact Fee -Fire Fund		-	-	49,048	49,048	-
From CIP - Information Technology Fund		-	-	-	-	-
From Transportation Development Account		-	-	-	-	5,000
From Traffic Offender Fund		-	-	-	-	140,000
From Water & Wildlife Protection Fund		-	-	-	-	25,000
From Opioid Settlements Fund		-	-	-	-	10,300
Municipal Wharf	**104**	**2,237,964**	**1,500,000**	**1,509,700**	**2,000,000**	**2,000,000**
From General Fund		2,237,964	1,500,000	1,500,000	2,000,000	2,000,000
From Carbon Reduction Fund		-	-	9,700	-	-
Energy Efficient Equipment Fund	**133**	**33,110**	**67,401**	**67,401**	**-**	**67,401**
From General Fund		12,345	25,520	25,520	-	25,520
From Equipment Fund		1,628	3,365	3,365	-	3,365
From Water Fund		4,019	8,308	8,308	-	8,308
From Wastewater Fund		1,224	2,530	2,530	-	2,530
From Refuse Fund		12,767	26,392	26,392	-	26,392
From Parking Fund		622	1,286	1,286	-	1,286
From Gas Tax Fund		161	-	-	-	-
From Clean River, Beaches & Ocean Fund		344	-	-	-	-
Cannabis Children's Fund	**134**	**253,724**	**372,705**	**254,500**	**372,655**	**264,970**
Intra-entity fund transfer in		253,724	372,705	254,500	372,655	264,970
Economic Development Trust Fund	**136**	**-**	**1,000,000**	**1,000,000**	**1,000,000**	**500,000**
From General Fund		-	1,000,000	1,000,000	1,000,000	500,000
Disaster Recovery	**170**	**-**	**-**	**267,343**	**-**	**-**
From Liability Insurance Fund		-	-	267,343	-	-
1 - General Funds		**4,943,815**	**3,032,606**	**4,221,768**	**3,658,481**	**5,524,916**
2 - Special Revenue Funds						
Gasoline Tax	**221**	**51,737**	**1,200,000**	**5,735,231**	**5,000**	**550,000**
From Traffic Impact Fee - City wide fund		7,000	1,200,000	1,493,000	5,000	-
From Carbon Reduction Fund		-	-	15,000	-	-
From 2016 Trnsp Measure D		-	-	-	-	550,000
From IIG - AHSC Fund		-	-	4,107,231	-	-
From Transportation Development Account		44,737	-	120,000	-	-
2 - Special Revenue Funds		**51,737**	**1,200,000**	**5,735,231**	**5,000**	**550,000**
3 - Capital Improvement						

Summary of Transfers

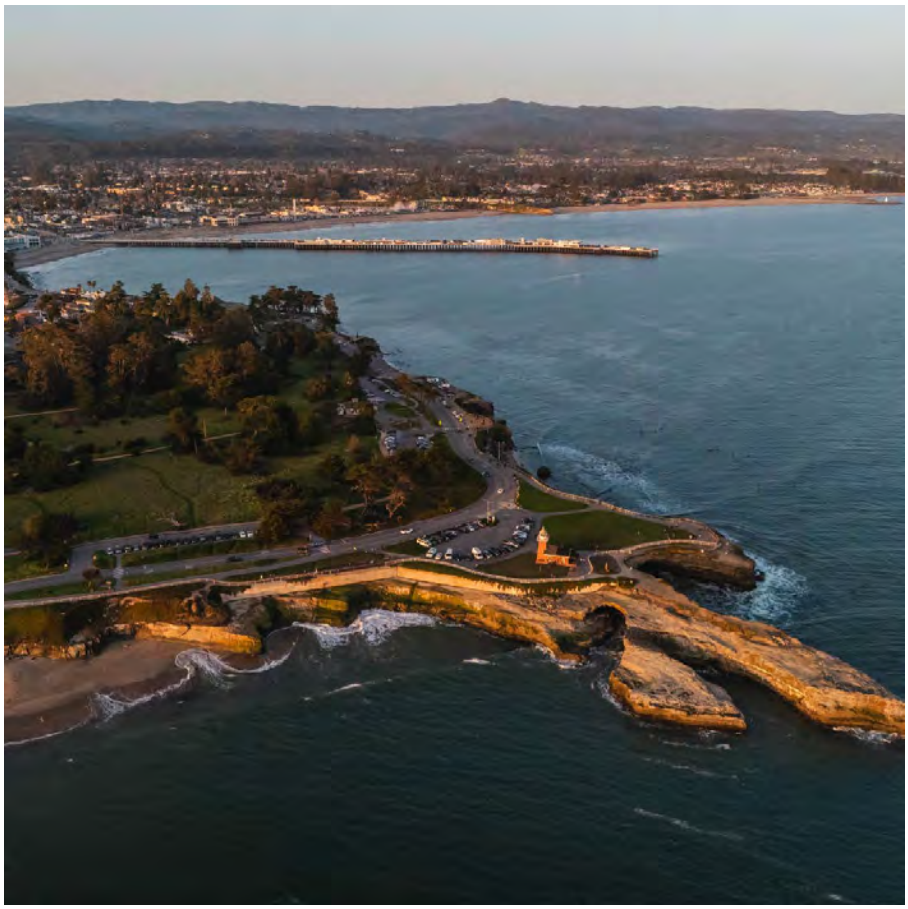
	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
General Capital Improvement Proj	**311**	**12,339,340**	**26,931,080**	**29,369,396**	**10,047,170**	**7,290,963**
From General Fund		2,438,472	2,152,532	3,359,349	1,689,859	1,202,319
From Equipment Fund		84,520	-	10,863	3,896	-
From Liability Insurance Fund		134,311	-	276,450	185,689	-
From City Public Trust Fund		2,082,616	1,100,000	2,786,246	186,468	-
From Parks and Rec. Facilities Tax Fund		819,884	930,000	2,136,735	1,156,503	1,882,493
From Water Fund		274,473	18,085	685,318	150,841	71,344
From Wastewater Fund		79,985	309,975	372,907	72,908	39,322
From Refuse Fund		384,790	5,763	130,290	67,332	22,731
From Parking Fund		112,254	21,605,205	321,265	43,850	20,542
From Storm Water Fund		221,889	127,106	140,395	15,395	8,293
From Traffic Impact Fee - City wide fund		-	-	555,000	300,000	-
From Affordable Housing Trust Fund		-	-	-	-	-
From CDBG Fund		64,858	211,414	860,081	498,227	-
From Gas Tax Fund		270,155	106,000	2,555,835	2,606,569	150,000
From Sidewalk In-lieu fund		-	-	-	-	-
From HOME Investment Partnership Fund		-	-	-	-	-
From Northwest Quadrant - P & R Fee Fund		674	-	-	-	-
From Southwest Quadrant - P & R Fee Fund		6,325	125,000	295,000	295,000	312,093
From Northeast Quadrant - P & R Fee Fund		-	-	-	-	-
From Southeast Quadrant - P & R Fee Fund		-	-	106,836	-	106,826
From Economic Development Trust Fund		140,688	200,000	4,632,552	357,277	-
From Municipal Wharf Fund		-	-	-	-	-
From 2016 Trnsp Measure D		1,563,170	-	1,650,000	155,000	450,000
From CIP-Street Maint and Rehab Fund		-	-	-	-	-
From Storm Water Overlay Fund		-	-	-	100,000	-
From City Stabilization Reserve Fund		183,265	-	748,053	5,525	-
From American Rescue Plan Act		-	-	-	-	-
From CA14 Homelessness Action Plan		-	-	-	-	-
From IIG - AHSC Fund		-	40,000	4,840,000	400,000	2,525,000
From General Fund CIP Reserve Fund		411,368	-	1,501,144	572,474	-
From PS Impact Fee - Police Fund		-	-	-	-	300,000
From Transportation Development Account		-	-	250,000	250,000	-
From Infrastructure Grants and Loans		3,065,643	-	934,357	934,357	-
From Childcare Impact Fee Fund		-	-	220,718	-	-
From Traffic Offender Fund		-	-	-	-	200,000
1% for Public Art - CIP	**313**	**191,079**	**129,492**	**330,992**	**129,492**	**150,055**

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
From General Fund		118,306	106,529	106,529	106,529	135,292
From Water Fund		54,903	17,831	17,831	17,831	10,210
From Wastewater Fund		7,212	2,899	2,899	2,899	1,171
From Refuse Fund		9,345	2,233	2,233	2,233	3,382
From Parking Fund		572	-	-	-	-
From Storm Water Fund		721	-	-	-	-
From Water Public Art Fund		-	-	201,500	-	-
From Storm Water Overlay Fund		-	-	-	-	-
From Water System Develop Fund		20	-	-	-	-
CIP-Street Maintenance & Rehab	**317**	**2,065,233**	**4,456,619**	**5,583,137**	**1,656,619**	**1,000,000**
From General Fund		517,305	1,000,000	1,000,000	-	500,000
From Gas Tax Fund		-	1,800,000	1,800,000	-	-
From 2016 Trnsp Measure D		92,140	-	-	-	-
From Road Maintenance Rehab Account		1,455,788	1,656,619	2,080,232	1,656,619	500,000
From Transportation Development Account		-	-	702,905	-	-
Information Technology	**341**	**4,393,386**	**3,281,861**	**3,281,861**	**3,281,861**	**1,767,463**
From General Fund		4,000,000	-	-	-	977,514
From Water Fund		188,508	1,391,263	1,391,263	1,391,263	256,455
From Wastewater Fund		75,242	711,698	711,698	711,698	177,647
From Refuse Fund		85,543	823,128	823,128	823,128	226,808
From Parking Fund		37,471	296,213	296,213	296,213	106,778
From Storm Water Fund		3,531	32,339	32,339	32,339	12,138
From Storm Water Overlay Fund		3,091	27,220	27,220	27,220	10,123
General Fund CIP Reserve	**350**	**400,000**	**450,000**	**450,000**	**450,000**	**250,000**
From General Fund		400,000	450,000	450,000	450,000	250,000
3 - Capital Improvement		**19,389,038**	**35,249,052**	**39,015,386**	**15,565,142**	**10,458,481**
7 - Enterprise Funds						
Water	**711**	**-**	**-**	**-**	**-**	**-**
From Group Health Insurance Fund		-	-	-	-	-
From CIP - Information Technology Fund		-	-	-	-	-
Wastewater	**721**	**-**	**-**	**-**	**-**	**-**
From Group Health Insurance Fund		-	-	-	-	-
Refuse	**731**	**-**	**-**	**16,042**	**-**	**-**
From Group Health Insurance Fund		-	-	-	-	-

Summary of Transfers

	Fund #	Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year End Estimate*	Fiscal Year 2027 Proposed*
From Carbon Reduction Fund		-	-	16,042	-	-
Parking	**741**	**-**	**-**	**-**	**-**	**-**
From Group Health Insurance Fund		-	-	-	-	-
From Carbon Reduction Fund		-	-	-	-	-
From 2016 Trnsp Measure D		-	-	-	-	-
Storm Water	**751**	**-**	**-**	**-**	**-**	**-**
From General Fund		-	-	-	-	-
From Group Health Insurance Fund		-	-	-	-	-
Storm Water Overlay	**752**	**103,364**	**-**	**2,501,636**	**2,250,000**	**-**
From General Fund		103,364	-	251,636	-	-
From IIG - AHSC Fund		-	-	2,250,000	2,250,000	-
7 - Enterprise Funds		**103,364**	**-**	**2,517,679**	**2,250,000**	**-**
Revenues Totals:		**24,487,954**	**39,481,658**	**51,490,063**	**21,478,623**	**16,533,397**
Grand Total (Exp)/Rev:		**-**	**45,000**	**(18,344,438)**	**15,489,542**	**-**



CITY OF SANTA CRUZ







PERSONNEL



Fiscal Year
July 1, 2026-
June 30, 2027

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Personnel Profile – Overview of Changes

The following Personnel Listing changes and compensation and classification system changes are proposed for Fiscal Year 2027. Citywide, this will result in a net decrease in full-time equivalent (FTE) positions of 3.50.

City Manager's Office

The City Manager's Office proposed the following position changes:

1) Add one (1) Limited-Term Homeless Response Specialist I/II (840/841) 1.0 FTE Position

The City continues to experience a significant unsheltered homeless population, with an increase of 203 individuals identified in the most recent point-in-time count. While efforts to reduce large encampments have been effective, this has resulted in a greater dispersion of smaller encampments across the City, increasing the need for broader and more responsive outreach. The addition of 1.0 FTE Homelessness Response Shelter and Outreach Specialist will allow for two-person teams to be deployed simultaneously, which is necessary for employee safety and to effectively serve multiple locations.

Finance

The Finance Department proposed the following position changes:

1) Add one (1) Management Analyst (702) 1.0 FTE Position

In November 2025, voters approved Measure C, establishing new and complex responsibilities for the Finance Department, including administration of new property and transfer taxes, processing exemption requests, collection of unpaid taxes, and financial management of a new fund with 13 eligible expenditure categories and associated projects. The addition of a Management Analyst will provide the capacity needed to administer these functions, ensure accurate financial tracking and reporting, and support coordination with the required oversight board. This position advances fiscal transparency by delivering clear reporting on revenues and expenditures, supports the City's Housing and Homelessness strategic goals through effective stewardship of Measure C funds, and ensures ongoing compliance with the regulatory and reporting requirements established by the measure.

Human Resources

The Human Resources Department proposed the following position changes:

1) Add one (1) Assistant HR Director 1.0 FTE Position
2) Delete one (1) Human Resources Manager 1.0 FTE Position

The addition of an Assistant Human Resources Director is recommended to support the growing scope, complexity, and strategic importance of the City's Human Resources function. HR serves as a compliance and governance arm of the City, ensuring adherence to federal, state, and local laws, labor agreements, and internal policies, while also advancing the City's mission to attract, support, and grow a thriving and diverse workforce. The volume and complexity of work has increased significantly, including expanded legal requirements (e.g., evolving leave laws, employee relations standards, and new legislation such as AB 1484 and AB 339), major organizational initiatives (e.g., enterprise-wide ERP implementation, citywide training program, classification and compensation studies), and heightened service demands in employee and labor relations. The addition of an Assistant Director will strengthen executive-level oversight, improve responsiveness and consistency in decision-making, and provide dedicated leadership for critical functions such as employee and labor relations, policy development, and organizational effectiveness. This position will also enhance risk management by ensuring timely, well-informed, and defensible actions, while allowing the HR Director to maintain focus on strategic initiatives, cross-departmental leadership, and long-term workforce planning. Overall, this role is essential to sustaining compliant operations, supporting departments effectively, and advancing a high-performing, accountable, and service-oriented organization.

Office of Economic Development

The Office of Economic Development proposed the following position changes:

1) Add one (1) Property Manager (770) 1.0 FTE Position

The addition of a Property Manager is recommended to address the expanded scope and complexity of the City's property management responsibilities following pandemic-related shifts in the retail environment and the growth of mixed-use developments. The Business Services Division now manages a significant increase in leasing activity, including securing new tenants for City-owned properties, renegotiating lease terms, and administering City support programs, all of which require dedicated and focused oversight. In addition, the City must conduct ongoing assessments of its real estate portfolio to ensure alignment with operational and long-term facility needs. Key sites, including the Tannery Arts Center, require enhanced management to address financial performance, tenant

relations, and underutilization of economic potential, particularly where current operations are not meeting financial obligations or community expectations. This position will support fiscal sustainability by increasing occupancy, generating sales tax revenue, and reducing City subsidy costs, while also improving conditions in high-impact areas such as the Tannery and downtown Riverwalk. Strengthened property management will contribute to a more vibrant, safe, and economically active environment, directly supporting City goals related to fiscal responsibility, public safety, and a thriving downtown.

Parks and Recreation

The Parks and Recreation Department proposed the following position changes:

1) Add one (1) Custodian (133) 0.5 FTE Position
2) Add one (1) Recreation Specialist (197) 0.5 FTE Position
3) Delete one (1) Administrative Assistant I/II 1.0 FTE Position

The addition of a 0.50 FTE Custodian is recommended to support increased use and demand at City community centers, which has placed additional strain on existing maintenance and operational capacity. This position will provide essential custodial support to ensure facilities remain clean, safe, and operational for expanded programming and public use. Increasing staffing in this area will help maintain service standards, extend the life of City facilities, and support a positive experience for community members utilizing these spaces.

The addition of a 0.50 FTE Recreation Specialist will improve operational efficiency by expanding coverage of essential program and administrative functions across assigned service areas. This position will support core duties including facility reservations, invoice and payment processing, event and activity coordination, in-field program delivery, and front-line customer service. Increasing capacity in these areas ensures more consistent service delivery, reduces delays in processing and program support, and enhances the department’s ability to meet community needs in a timely and responsive manner.

Police

The Police Department proposed the following position changes:

1) Delete one (1) Police Property and Evidence Specialist
2) Delete one (1) Police Records Technician

The proposed deletion of two positions reflects an internal reorganization of the Police Department’s operational structure to better align supervisory oversight with current service delivery needs.

Public Works

The Public Works Department proposed the following position changes:

1) Delete one (1) Administrative Assistant I/II 1.0 FTE Position

Administrative staff play a vital role in supporting the department's daily operations, which contribute to fiscal sustainability and transparency, strong business communities and a vibrant downtown, homelessness response, public safety and community well-being, and the maintenance of natural and built infrastructure. To strengthen coordination and oversight within the Administration Division, the proposal establishes an Administrative Assistant III lead position to provide higher-level direction, workflow management, and support to administrative staff. As part of this restructuring, one Administrative Assistant II position will be eliminated, with duties reassessed and streamlined under the lead structure to improve efficiency and consistency of service. This adjustment enhances lead capacity while maintaining core administrative functions and aligning resources with operational needs.

Water

The Water Department proposed the following position changes:

1) Add one (1) Water Treatment Supervisor Lead 1.0 FTE Position
2) Delete one (1) Environmental Program Analyst I/II 1.0 FTE Position

The addition of a Water Treatment Supervisor (Lead) is recommended to address increased operational complexity within the Water Department as it advances the City's ten-year Capital Improvement Program, including major upgrades to the Graham Hill Water Treatment Plant. These projects require enhanced coordination among operations staff, maintenance teams, engineers, contractors, and regulatory agencies while maintaining uninterrupted water treatment and compliance with regulatory standards. This lead-level position will provide essential frontline operational oversight, including daily coordination of staff, scheduling, work prioritization, and technical guidance during construction, commissioning, and ongoing operations. Establishing this role strengthens operational continuity, supports regulatory compliance, and ensures reliable delivery of safe drinking water during a critical period of infrastructure investment and system modernization.

The deletion of the Environmental Programs Analyst I/II (EPA) is due to the department meetings its conservation goals and no longer needing the EPA position.

Other Administrative Changes

Various departments proposed cost allocation changes based on changes in grant funding. Additionally, the following changes are also proposed.

1) Title Change only of Administrative Services Supervisor to Administrative Supervisor
2) Title Change only of Account Services Supervisor to Accounting Supervisor
3) Community Development cost allocations to Code Compliance Manager
4) Parks and Recreation cost allocation to varying positions related to the creation of a new parks unit
5) Police Department cost allocations of Community Service Officers and Police Officers to/from Homelessness Response Activity to reflect evolving coverage needs
6) Cost allocation change of Homeless Response Specialist II positions, for 50% of position costs to be funded by Opioid Settlement Fund, Fund 294. Additionally, 0.5 FTE Homeless Response Specialist II positions will move from grant funding to being funded by the General Fund.



Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
City Manager						
Administrative Assistant I/II (1)	1.00	1.00	1.00	1.00	2.00	1.00
Administrative Assistant III (1)	1.00	2.00	2.00	1.00	2.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00	-
Business Liaison (1)	-	-	-	-	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	3.50	3.50	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	-
Deputy Director of Economic Development (1)	-	-	-	-	1.00	1.00
Development Manager (1, 2)	-	-	-	-	5.00	5.00
Director of Homelessness Resp & Comm Serv	-	1.00	1.00	1.00	1.00	-
Economic Development Coordinator I/II (1)	-	-	-	-	1.00	1.00
Economic Development Manager (1)	-	-	-	-	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	-	-	-	-
Homelessness Response Specialist I/II	2.50	3.00	3.00	3.00	4.00	1.00
Homelessness Services Coordinator	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
Program Analyst II	-	-	-	1.00	1.00	-
Project Manager II	-	1.00	1.00	1.00	1.00	-
Property Manager (1)	-	-	-	-	1.00	1.00
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	-
	22.00	25.50	24.50	24.50	39.50	15.00
Community Development						
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	-
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	1.00	-
Deputy Building Official	1.00	1.00	1.00	1.00	1.00	-
Development Manager (1, 2)	-	-	-	-	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	-
Housing and Community Dev Manager (1, 3)	-	-	-	-	1.00	1.00
Housing Programs Specialist (1)	-	-	-	-	1.00	1.00
Management Analyst (1)	1.00	1.00	1.00	1.00	2.00	1.00
Planning and Community Dev Tech	2.00	2.00	2.00	2.00	2.00	-
Principal Management Analyst (1)	1.00	1.00	1.00	1.00	3.00	2.00
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	-
	35.00	35.00	35.00	35.00	41.00	6.00

Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Economic Development and Housing Department						
Administrative Assistant II (1)	1.00	1.00	1.00	1.00	-	(1.00)
Administrative Assistant III (1)	1.00	1.00	1.00	1.00	-	(1.00)
Business Liaison (1)	1.00	1.00	1.00	1.00	-	(1.00)
Deputy Director of Economic Development (1)	-	-	-	1.00	-	(1.00)
Development Manager (1)	5.00	6.00	6.00	6.00	-	(6.00)
Director of Economic Development	1.00	1.00	1.00	-	-	-
Economic Development Coordinator I/II (1)	1.50	1.00	1.00	1.00	-	(1.00)
Economic Development Manager (1)	1.00	1.00	1.00	1.00	-	(1.00)
Housing and Community Dev Manager (1)	1.00	1.00	1.00	1.00	-	(1.00)
Housing Programs Specialist (1)	1.00	1.00	1.00	1.00	-	(1.00)
Management Analyst (1)	1.00	1.00	1.00	1.00	-	(1.00)
Principal Management Analyst (1)	2.00	4.00	4.00	4.00	-	(4.00)
	16.50	19.00	19.00	19.00	-	(19.00)
Finance						
Accountant I/II	4.00	4.00	3.00	3.00	3.00	-
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	4.00	4.00	4.00	4.00	4.00	-
Accounting Technician-Limited Term	-	3.00	3.00	3.00	3.00	-
Administrative Assistant III	2.00	2.00	1.00	1.00	1.00	-
Assistant Director of Finance	1.00	1.00	1.00	1.00	1.00	-
Buyer I/II	2.00	2.00	2.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	1.00	1.00	-
Finance Manager	2.00	3.00	3.00	3.00	3.00	-
Management Analyst	1.00	1.00	1.00	1.00	2.00	1.00
Payroll Technician	2.00	2.00	2.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	-
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	1.00	1.00	-
Safety Officer	1.00	1.00	1.00	1.00	1.00	-
Senior Accountant	2.00	2.00	2.00	2.00	2.00	-
	31.00	36.00	34.00	34.00	35.00	1.00
Fire						
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 (4)	24.00	24.00	24.00	24.00	24.00	-
Marine Safety Officer	1.00	1.00	3.00	3.00	3.00	-
Principal Management Analyst	2.00	2.00	2.00	2.00	2.00	-
	70.00	70.00	72.00	72.00	72.00	-
Human Resources						
Administrative Assistant I/II	-	1.00	-	-	-	-
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00	-
Assistant Director of Human Resources	-	-	-	-	1.00	1.00
Chief People Officer	1.00	1.00	1.00	1.00	1.00	-
Human Resources Analyst I/II	5.00	5.00	5.00	6.00	6.00	-

Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Human Resources (continued)						
Human Resources Manager	-	2.00	2.00	2.00	1.00	(1.00)
Human Resources Technician	2.00	2.00	2.00	3.00	3.00	-
Human Resources Technician-Limited Term	-	1.00	1.00	1.00	1.00	-
Principal Human Resources Analyst	3.00	1.00	1.00	1.00	1.00	-
Program Analyst I/II	-	1.00	1.00	1.00	1.00	-
	12.00	15.00	14.00	16.00	16.00	-
Information Technology						
Administrative Assistant III	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 (5)	2.00	4.00	4.00	4.00	4.00	-
Director of Information Technology	1.00	1.00	1.00	1.00	1.00	-
GIS Analyst	-	-	1.00	1.00	1.00	-
GIS Manager	-	1.00	1.00	1.00	1.00	-
Information Technology Manager	3.00	3.00	3.00	3.00	3.00	-
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	-
Network and Systems Administrator (6)	4.00	5.00	5.00	5.00	5.00	-
Program Analyst I/II	-	1.00	1.00	1.00	1.00	-
Programmer Analyst I/II (7)	3.00	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	1.00	1.00	1.00	1.00	1.00	-
Systems Coordinator	1.00	-	-	-	-	-
	24.00	28.00	29.00	28.00	28.00	-
Library						
Accounting Assistant I	1.50	1.00	1.00	1.00	1.00	-
Accounting Assistant II	-	1.00	1.00	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	-
Bookmobile Library Assistant I/II	2.80	3.30	3.30	3.30	3.30	-
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	1.00	-
Director of Libraries	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Supervisor	-	-	1.00	1.00	1.00	-
Field Services Crew Leader	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	22.00	23.00	25.00	26.00	26.00	-
Librarian III	4.00	5.00	4.00	4.00	4.00	-
Library Assistant II	43.88	43.88	43.88	45.28	45.28	-
Library Assistant III	11.00	12.00	12.00	12.00	12.00	-
Library Assistant IV	2.00	2.00	2.00	2.00	2.00	-
Library Information Specialist	4.00	4.00	3.00	2.00	2.00	-
Library Specialist	2.00	2.00	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	-
Systems Coordinator	1.00	-	-	-	-	-
	112.08	115.08	115.08	116.48	116.48	-
Parks and Recreation						
Administrative Assistant I/II	4.00	4.00	4.00	4.50	3.00	(1.50)
Administrative Assistant III	0.50	0.50	0.50	-	-	-
Administrative Services Supervisor	1.00	1.00	1.00	1.00	1.00	-

Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Parks and Recreation (continued)						
Assistant Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00	-
Assistant Urban Forester-Limited Term	-	1.00	1.00	1.00	1.00	-
Associate Planner I/II	1.00	-	-	-	-	-
Box Office Representative	0.50	0.50	0.50	0.50	-	(0.50)
Building Maintenance Worker I/II	2.50	3.00	3.00	3.00	3.00	-
Custodian	3.00	3.00	3.00	3.00	3.50	0.50
Director of Parks and Recreation	1.00	1.00	1.00	1.00	1.00	-
Facility Attendant	2.00	2.50	2.50	1.50	-	(1.50)
Field Supervisor	3.00	4.00	4.00	4.00	4.00	-
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	3.00	3.00	3.00	-
Parks Maintenance Worker	28.00	28.00	28.00	29.00	29.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	1.00	-
Recreation Coordinator	7.00	7.00	7.00	7.00	7.00	-
Recreation Specialist	-	-	-	3.50	4.00	0.50
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	-
Recreation Supervisor	5.00	5.50	5.50	5.50	5.50	-
Senior Parks Maintenance Worker	7.00	7.00	7.00	7.00	7.00	-
Senior Planner	-	1.00	1.00	1.00	1.00	-
Service Field Crew Leader	2.00	3.00	3.00	3.00	3.00	-
Special Events Coordinator	1.00	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	-
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	-
	86.50	91.00	90.00	93.50	91.00	(2.50)
Police						
Administrative Assistant I/II	1.00	1.00	1.00	1.00	1.00	-
Administrative Assistant III	3.00	3.00	2.00	2.00	2.00	-
Administrative Services Supervisor	-	1.00	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	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 Digital Forensic Analyst	-	1.00	1.00	1.00	1.00	-
Police Lieutenant	5.00	5.00	5.00	5.00	5.00	-
Police Officer (8)	79.00	79.00	79.00	79.00	79.00	-
Police Property and Evidence Specialist	2.00	2.00	2.00	2.00	1.00	(1.00)
Police Property and Evidence Supervisor	-	1.00	1.00	1.00	1.00	-
Police Records Manager	1.00	1.00	1.00	1.00	1.00	-
Police Records Supervisor	-	1.00	1.00	1.00	1.00	-
Police Records Technician	7.00	7.00	7.00	7.00	6.00	(1.00)
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	-
	135.00	139.00	138.00	138.00	136.00	(2.00)
Public Works						
Administrative Services Supervisor	1.00	1.00	1.00	1.00	1.00	-
Administrative Assistant I/II	6.00	6.00	6.00	6.00	5.00	(1.00)
Administrative Assistant III	-	-	-	1.00	1.00	-
Assistant Engineer I/II	7.00	7.00	7.00	7.00	7.00	-

Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Public Works (continued)						
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 Director of Public Works/City Engineer	1.00	1.00	1.00	1.00	1.00	-
Building Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	-
Chemist I/II	1.80	1.80	1.80	1.80	1.80	-
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	2.00	2.00	2.00	2.00	2.00	-
Engineering Associate-Limited Term	-	1.00	1.00	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 II/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	8.00	8.00	8.00	8.00	-
Equipment Service Worker	3.00	3.00	4.00	4.00	4.00	-
Facilities Maintenance and Energy Project Coordinator	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	2.00	2.00	2.00	2.00	2.00	-
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	3.00	3.00	3.00	3.00	3.00	-
Landfill Gate Attendant	2.00	2.00	2.00	2.00	2.00	-
Lead Equipment Mechanic	2.00	2.00	2.00	2.00	2.00	-
Management Analyst	2.00	2.00	2.00	3.00	3.00	-
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	4.00	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	-
Principal Planner	-	1.00	1.00	1.00	1.00	-
Project Manager II (9)	-	-	-	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	21.00	21.00	21.00	21.00	-
Senior Environmental Compliance Inspector	1.00	1.00	1.00	1.00	1.00	-
Senior Homelessness Response Field Worker	1.00	1.00	1.00	1.00	1.00	-
Senior Professional Engineer	3.00	3.00	4.00	4.00	4.00	-
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	-
Senior Wastewater Collection Maint Tech	4.00	4.00	4.00	4.00	4.00	-
Senior Wastewater Plant Operator 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	6.00	6.00	6.00	6.00	6.00	-
Solid Waste Worker	42.00	42.00	43.00	43.00	43.00	-
Superintendent of Parking Services	1.00	1.00	1.00	1.00	1.00	-
Superintendent of RR Disposal	1.00	1.00	1.00	1.00	1.00	-

Personnel Authorization

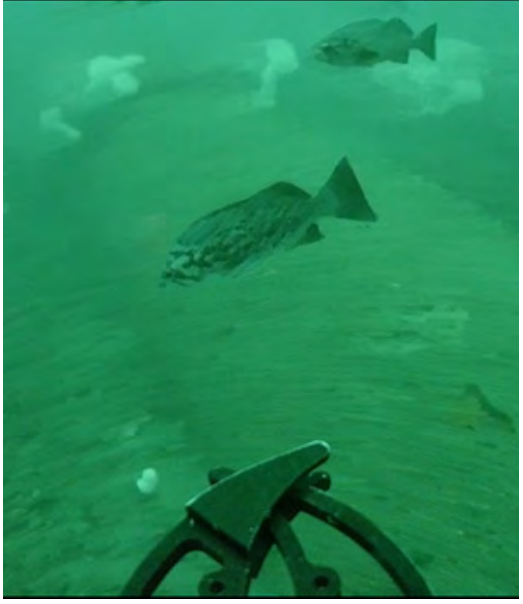
DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Public Works (continued)						
Superintendent of RR Collect Sweeping	1.00	1.00	1.00	1.00	1.00	-
Transportation Manager	1.00	1.00	1.00	1.00	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	3.50	3.50	3.50	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	6.00	6.00	6.00	6.00	6.00	-
Wastewater Collection Maint Tech Trainee I/II	-	-	-	-	-	-
Wastewater Collection Manager	1.00	1.00	1.00	1.00	1.00	-
Wastewater Collection Mechanical Technician I/II	1.00	1.00	1.00	1.00	1.00	-
Wastewater Facilities Electrical/Instrumental Tech I/II	2.00	2.00	2.00	2.00	2.00	-
Wastewater Facilities Electrical/Instrumental Supervisor	1.00	1.00	1.00	1.00	1.00	-
Wastewater Facilities Lead Electrical/Instrumental Technician	1.00	1.00	1.00	1.00	1.00	-
Wastewater Facilities Lead Mechanical Technician	2.00	2.00	2.00	2.00	2.00	-
Wastewater Facilities Mechanical Tech I/II	9.00	9.00	9.00	9.00	9.00	-
Wastewater Facilities Mech Supervisor	1.00	1.00	1.00	1.00	1.00	-
Wastewater Lab/Env Compliance Manager	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 Operations Manager	1.00	1.00	1.00	1.00	1.00	-
Wastewater Treatment Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-
	269.40	276.40	279.40	282.40	280.40	(2.00)
Water						
Administrative Assistant I/II	2.00	2.00	2.00	2.00	2.00	-
Administrative Assistant III	2.00	2.00	2.00	1.00	1.00	-
Administrative Assistant III Limited Term	-	1.00	1.00	1.00	1.00	-
Administrative Services Supervisor	-	-	-	1.00	1.00	-
Assistant Engineer I/II	4.00	5.00	5.00	5.00	5.00	-
Associate Planner I/II	4.00	4.00	4.00	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	-
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	2.00	2.00	2.00	-
Engineering Technician	3.00	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	3.00	1.00	1.00	1.00	-	(1.00)
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	-
Program Analyst	-	2.00	2.00	2.00	2.00	-
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	2.00	2.00	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	-

Personnel Authorization

DEPARTMENT / Positions	FY 2024 Amended Budget	FY 2025 Amended Budget	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2027 Proposed Budget	FY 2027 Proposed Change
Water (continued)						
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	2.00	2.00	-
Utility Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Chief Financial Officer/Assistant Finance Director	1.00	1.00	1.00	1.00	1.00	-
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 Distribution Operator	1.00	1.00	1.00	1.00	1.00	-
Water Facilities Electrical/Instr Tech II/III	1.00	2.00	2.00	2.00	2.00	-
Water Facilities Field Supervisor	2.00	2.00	1.00	1.00	1.00	-
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	1.00	1.00	-
Water Meter Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Meter Technician	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	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 Treatment Supervisor (Lead)	-	-	-	-	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	-
	123.25	128.25	127.25	127.25	127.25	-
Total Positions Authorized	**936.73**	**978.23**	**977.23**	**986.13**	**982.63**	**(3.50)**

(1) Position change in FY 2027 Proposed Budget column reflects positions moved from Economic Development and Housing Department to City Manager's Office and Community Development after undergoing a reorganization in FY 2027
(2) 0.75 FTE Development Manager is funded by City Manager's Office
(3) 0.25 FTE Housing & Community Development Manager is funded by City Manager's Office
(4) 3.00 FTE Firefighters unfunded
(5) 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
(6) 1.00 FTE IT Network and Systems Adminisrator is funded by the Water Department
(7) 1.00 FTE IT Programmer Analyst I/II is funded by the Water Department
(8) 8.00 FTE Police Officers unfunded
(9) 0.33 FTE Project Manager II is funded by City Manager's Office;
0.33 FTE Project Manager II is funded by the Water Department

CITY OF SANTA CRUZ







DEPARTMENT SUMMARIES



Fiscal Year
July 1, 2026-
June 30, 2027

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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 2026 accomplishments
- Fiscal Year 2027 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.

Legend: Item has the following icon(s) if it promotes HiAP goal of-
- Equity
- Sustainability
- Public Health

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.

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. These are functional organization charts and are meant to illustrate the work of the department and the approximate FTE devoted to completing that work. Please note that the FTE presented are based on reporting: at times, positions are funded beyond the department in which they are noted. For example, there are positions that report to the Information Technology department, but are funded by the Water department. In this case, their full FTE is presented in Information Technology.

New This Fiscal Year

City Attorney’s Office
The City has updated the Central Service Allocation Plan for the City Attorney’s Office. In FY 2025 and 2026, legal fees from the Atchinson, Barisone, and Condotti (ABC) law firm were recorded as expenditures in the City Attorney’s budget and then "offset" by charging other departments, which appeared as revenue.

Starting in FY 2027, these fees will be charged directly to the departments, and the City Attorney’s Office will receive a direct credit rather than recording "revenue." Consequently, the City Attorney’s budget shows a significant revenue drop, though this is simply an accounting change and not a loss of funding.

Components of the City Manager’s Office
Although the Homelessness Response Team and the Office of Economic Development are divisions of the City Manager’s Office, they are presented with their own Department Summaries in the Annual Budget for greater transparency. These summaries highlight their specific activities and costs; however, these figures are already included within the overarching budget for the City Manager’s Office (and Police and Public Works, in the case of Homelessness Response). To avoid double-counting, these sections should be viewed as a detailed breakdown of existing funds rather than additional appropriations.

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 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		26,857	22,123	22,123	10,282	-
Services, Supplies, and Other Charges		2,523,289	1,591,987	1,594,439	2,782,500	641,500
Total Expenditures		2,550,145	1,614,110	1,616,562	2,792,782	641,500
EXPENDITURES BY ACTIVITY:						
City Attorney	1220	2,550,145	1,614,110	1,616,562	2,792,782	641,500
Subtotal General Fund		2,550,145	1,614,110	1,616,562	2,792,782	641,500
Total Expenditures		2,550,145	1,614,110	1,616,562	2,792,782	641,500
RESOURCES BY FUND:						
General Fund	101	2,238,086	2,443,995	2,443,995	2,443,995	305,754
Total Resources		2,238,086	2,443,995	2,443,995	2,443,995	305,754
NET GENERAL FUND COST:		***(312,059)***	***829,885***	***827,433***	***(348,787)***	***(335,746)***

**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:

- Budget and Revenue Ad Hoc
- Community Workforce/Project Labor Agreements Ad Hoc
- Health in All Policies (Standing)
- Outdoor Dining Ad Hoc
- Public Safety (Standing)
- Wildfire 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.santacruzca.gov/Government/City-Council/Council-Meetings

Budget Summary - City Council

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		410,580	494,830	495,984	417,604	532,696
Services, Supplies, and Other Charges		513,851	203,922	268,837	272,672	483,582
Total Expenditures		924,431	698,752	764,821	690,276	1,016,278
EXPENDITURES BY ACTIVITY:						
City Council	1110	924,431	698,752	764,821	690,276	1,016,278
Subtotal General Fund		924,431	698,752	764,821	690,276	1,016,278
Total Expenditures		924,431	698,752	764,821	690,276	1,016,278
NET GENERAL FUND COST:		***924,431***	***698,752***	***764,821***	***690,276***	***1,016,278***

**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 Clerk
- Climate Action
- Community Programs
- Economic Development
- Health in All Policies
- Independent Police Auditor
- Homelessness Response
- Communications

Contact Us:

831-420-5010

www.santacruzca.gov/home

809 Center St., Room 10, Santa Cruz

View the City Manager's Weekly Updates here:

https://www.santacruzca.gov/Government/City-Newsroom-Press-Releases/City-Managers-Updates/CM-Updates-2026

Core Services

- Oversee all City departments and coordinate interdepartmental efforts
- 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
- Coordinate and facilitate Committees and Commissions, including the Children's Fund Oversight Committee, Commission for the Prevention of Violence Against Women, Health in All Policies Committee, Public Safety Committee, Sustainability and Resiliency Pilot Committee, Sugar-Sweetened Beverage Tax Ad Hoc Committee and Oversight Committee, Wildfire Ad Hoc Committee, Murray Street Bridge Ad Hoc Committee, and Revenue and Budget Ad Hoc Committee.
- Represent the City on external boards, commissions, and Joint Powers Authorities (JPAs), including the Library Facilities Financing Authority (LFFA), Santa Cruz County Housing for Health Partnership (H4HP) Policy Board, Monterey Bay Air Resources District, Central Coast Community Energy (3CE) Policy Board, Local Agency Formation Commission (LAFCO), Santa Cruz County Animal Services Authority JPA, Santa Cruz Public Libraries JPA, and Santa Cruz Regional 9-1-1
- Administer all City Manager's Office contracts, memoranda of understanding, and JPAs
- Coordinate Council ad hoc committees and coordinate all Council strategic planning efforts
- Implement special Council priorities, including citywide research, policy development, program implementation, and community engagement
- Provide administrative and strategic support to the Mayor and City Council
- Strengthen citywide communications through a centralized Communications Team, including public messaging, media relations, employee engagement, and community engagement.
- Fulfill City Clerk responsibilities for County and local elections
- Develop and publish Council agenda materials, including staff reports, proclamations, resolutions, and ordinances
- Manage public records requests, and coordinate citywide records management and retention training
- Secure and administer grants that support homelessness response, climate action, resiliency, sustainability, and community well-being initiatives

- Advance equity, public health, sustainability, and youth-based policies and programs
- Develop and implement strategies to enhance sustainability and resiliency while maintaining Santa Cruz's vibrancy and livability
- Administer community programs, including Downtown Outreach Worker (DOW), Collective of Results and Evidence-based funding program (CORE), Mental Health Liaison, Special Public Event Grant Program, and Tenant Legal Services
- Oversee the Independent Police Auditor program



FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Received American Planning Association (APA) of Northern CA Award of Excellence in Resilience and Sustainability – 50-year Community Vision for West Cliff 🌲⚖️💓					X	X	
Completed the Nature-Based Solutions and Sand Management Feasibility Study providing recommendations for sustainable shoreline protection 🌲⚖️💓					X	X	
Launched the development of three Blueprints for West Cliff, Main/Cowell Beaches, and East Cliff/Seabright to define 20 to 30-year projects and policies, meet SB 272 requirements, and guide future Local Coastal Program updates 🌲⚖️💓					X	X	
Established 40-person Advisory Committee for the shoreline adaptation blueprints and reached over 100 people in first round of community outreach 🌲⚖️💓					X	X	
Selected to participate in the California Coastal Accelerator—Santa Cruz is one of five cities statewide advancing local leadership in coastal adaptation and innovative infrastructure financing 🌲⚖️💓	X				X	X	
Launched and secured $1.5 million in continuation funding for the Monterey Bay Green Youth Service Corps 🌲⚖️💓	X				X	X	X
Put in place on call agreements for grant support and environmental review/permitting vendors for citywide use 🌲⚖️💓	X				X	X	
Launched Neighborhood Resiliency Workshops in partnership with Ecology Action 🌲⚖️💓					X	X	
Launched a Sustainability and Health in All Policies Employee Training Series 🌲⚖️💓					X	X	
Initiated and supported a fire service consolidation feasibility study, including Scotts Valley, Central Fire, and the Santa Cruz Fire Department, to improve resource sharing and operational alignment 🌲⚖️💓	X				X	X	
Supported City Council in adopting a policy framework to establish the Sugar Sweetened Beverage Tax and Oversight Committee ⚖️💓	X				X		

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Provided Staff Liaison support to numerous Advisory Bodies including Children's Fund Oversight Committee, Commission for the Prevention of Violence Against Women, Health in All Policies Committee, Public Safety Committee, Sustainability & Resiliency Pilot Committee, Sugar Sweetened Beverage Ad Hoc, Murray Street Bridge Ad Hoc, Revenue and Budget Ad Hoc, and the Wildfire Ad Hoc ⚖️ 💓	X				X		X
Administered over $370K in Children's Fund Oversight Committee grants ⚖️ 💓	X				X		X
Launched a free self-defense voucher program for Santa Cruz residents through the Commission for the Prevention of Violence Against Women ⚖️ 💓	X				X		X
Developed new multi-year workplans through the Health in All Policies, the Public Safety, and the Sustainability and Resiliency Committees ⚖️ 💓	X				X		X
The Health in All Policies Committee led the adoption of an ordinance banning the sale of filtered tobacco products following three years of research, community engagement, and collaboration with local stakeholders 🎄 ⚖️ 💓	X	X			X		X
Hosted the Youth Liaisons Program bringing high school youth into civic service culminating in a presentation to City Council ⚖️ 💓					X		X
Supported the successful presentation to League of California Cities (LOCC) Session: Investing in the Next Generation 🎄 ⚖️ 💓					X		
Launched a major Website Refresh Project to modernize its primary digital hub for residents, businesses, and visitors 🎄 ⚖️					X		X
Began implementation of 5-year Roadmap for West Cliff including the advancement of Revetment Repair work, the launch of Lighthouse Field Roadway Relocation initial design and review, evaluation of monitoring methods and consideration of tools for Coastal Change Monitoring, project scope work to launch a Financing Feasibility Study					X	X	

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Updated and expanded various Administrative Procedure Orders to improve Citywide efficiency and effectiveness ⚖️ ❤️‍🩹							X
Develop an Equitable Engagement Policy to ensure the City implements innovative outreach strategies across all departments with a focus on engaging diverse perspectives ⚖️ ❤️‍🩹							X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Support execution of Council goals by implementing multiyear workplan for the Public Safety Committee and by participating in the Wildfire Ad-Hoc Committee 🎄 ⚖️ ❤️‍🩹	X				X	X	X
Explore future CORE program structure options for Council consideration 🎄 ❤️‍🩹	X	X		X	X		
Lead a revenue measure feasibility study to explore additional revenue streams that can support the fiscal sustainability of the City's General Fund, including investing in our aging infrastructure, supporting essential city services, and increasing investment in our parks and open spaces 🎄 ⚖️ ❤️‍🩹	X				X	X	X
Complete the Coastal Infrastructure Financing Feasibility Study 🎄 ⚖️ ❤️‍🩹	X				X	X	
Explore funding and operational options for municipal facilities to serve as Community Resiliency Centers ⚖️ ❤️‍🩹					X	X	
Complete the 2025 Community-wide Greenhouse Gas Emissions Inventory 🎄 ⚖️ ❤️‍🩹					X	X	

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Oversee Youth Liaisons Program/Initiatives including liaison recruitment and coordination of the State of the Youth event 🎄⚖️💓					X		
Provide Staff Liaison support to numerous Advisory Bodies including Children's Fund Oversight Committee, Commission for the Prevention of Violence Against Women, Health in All Policies Committee, Public Safety Committee, Sustainability & Resiliency Pilot Committee, and Sugar-Sweetened Beverage Tax Oversight Committee ⚖️💓	X	X			X	X	
Complete A City Like Me: Santa Cruz 3.0 report on City Advisory Body representation and recommendations for equitable leadership ⚖️💓					X		X
Conduct the National Community Survey to provide the most accurate and meaningful insights into community sentiment 🎄⚖️💓					X		X
Develop a recommended approach for evaluating and streamlining the City's system of advisory bodies, commissions, standing committees, and ad hoc Council committees 💓	X				X		X
Launch the City's first podcast and expand use of digital content and social media platforms 🎄⚖️💓	X	X	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
Number of regular and special Council meetings 🎄⚖️💓	All	28	23	20	20	20
Number of public records requests ⚖️	All	379	420	500	430	400
Percent of Statement of Economic Interests processed by stated deadlines 🎄⚖️💓	All	98%	98%	98%	99%	99%

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Number of citywide employee communications meetings 🎄⚖️💓	Thriving Organization	3	3	4	4	4
On-going stewardship of key program areas in the form of recurring progress reports**	All	N/A*	4	7	7	7

* Data not 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, CORE Annual Report

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Residents that are satisfied or very satisfied with the quality of life in Santa Cruz* 🎄⚖️💓	All	N/A	20% (excellent) 55% (good) 25% (fair)	25% (excellent) 55% (good) 20% (fair)	N/A	N/A
Residents that are satisfied or very satisfied with the quality of City services* 🎄⚖️💓	All	N/A	55%	60%	N/A	N/A
Residents likely to recommend living in Santa Cruz to someone who asks* 🎄⚖️💓	All	N/A	65%	70%	N/A	N/A
Residents likely to remain in Santa Cruz for the next five years* 🎄⚖️💓	All	N/A	70%	75%	N/A	N/A

* Data comes from National Community Survey conducted in 2024/25, to be conducted again in 2027

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant I/II	1.00	1.00	1.00	2.00	1.00**
Administrative Assistant III	1.00	2.00	1.00	2.00	1.00**
Assistant City Manager	1.00	1.00	1.00	1.00	-
Business Liaison	-	-	-	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	3.50	3.50	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	
Deputy Director of Economic Development	-	-	-	1.00	1.00**
Development Manager	-	-	-	6.00	6.00**
Director of Homelessness Response and Community Services	-	1.00	1.00	1.00	-
Economic Development Coordinator I/II	-	-	-	1.00	1.00**
Economic Development Manager	-	-	-	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	-	-
Homelessness Response Specialist I/II	2.50	3.00	3.00	4.00	1.00
Homelessness Response Coordinator	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**
Program Analyst II	-	-	-	1.00	-
Project Manager II	-	1.00	1.00	1.00	-
Property Manager	-	-	-	1.00	1.00**
Records Coordinator	1.00	1.00	1.00	1.00	-
Sustainability and Resiliency Officer	1.00	1.00	1.00	1.00	-
Total	**22.00**	**25.50**	**24.50**	**40.50**	**16.00**

* "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

** Indicates positions moved from Economic Development and Housing Department to Office of Economic Development within the City Manager's Office after undergoing a reorganization in FY 2027

Budget Summary - City Manager

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		4,437,792	4,610,787	4,686,719	4,782,910	7,059,730
Services, Supplies, and Other Charges		11,566,972	11,897,862	17,027,429	11,710,145	18,232,971
Capital Outlay		2,060,649	-	1,971,535	-	10,300
Total Expenditures		18,065,413	16,508,649	23,685,683	16,493,054	25,303,001
EXPENDITURES BY ACTIVITY:						
City Manager	1210	2,904,513	3,301,286	3,371,863	2,897,496	3,267,354
CPVAW	1211	68,871	112,154	116,108	62,758	119,080
Police Auditor	1212	69,879	70,000	70,000	70,000	70,000
City Clerk	1214	1,609,185	985,261	1,042,571	1,009,026	1,730,191
Climate Action Plan	1217	1,069,088	262,827	4,699,590	668,978	704,880
Communications Team	1218	816,921	770,373	784,139	891,045	785,612
ED- Community Promotion-Arts Council-SC County	1503	-	-	-	-	81,025
City Membership, Dues and Fees	1910	154,315	170,275	170,275	171,253	167,175
Animal Control	2401	881,044	918,048	918,048	989,371	1,021,328
Animal Services - Other	2402	3,600	3,600	3,600	3,600	3,600
ED- Project Admin	5401	-	-	-	-	3,887,561
ED- Business Services	5590	-	-	-	-	596,000
ED- Property Management	5591	-	-	-	-	251,005
ED- City Arts	5592	-	-	-	-	58,350
Community Programs	6102	1,080,000	1,143,192	1,143,192	1,080,000	1,143,192
Community Programs & Services	6103	392,207	567,559	774,767	513,933	1,030,953
Homelessness Response	6105	8,638,216	7,831,369	10,218,825	7,762,940	7,157,235
Subtotal General Fund		17,687,839	16,135,944	23,312,978	16,120,399	22,074,542
City Manager	1210	391,831	372,705	372,705	372,655	265,363
ED- Cafe Extensions	1504	-	-	-	-	26,500
ED- Kiosks	1505	-	-	-	-	16,319
ED- Cooperative Retail Management	1506	-	-	-	-	467,722
ED- Business Services	5590	-	-	-	-	521,506
Subtotal Other General Funds		391,831	372,705	372,705	372,655	1,297,410
Housing & Community Development	5201	-	-	-	-	1,109,294
ED- Public Improvements-Other	5579	-	-	-	-	178,907
ED- Property Management	5591	-	-	-	-	122,860
ED- City Arts	5592	-	-	-	-	122,604

**Sums may have discrepancies due to rounding*

Budget Summary - City Manager

			Fiscal Year 2026			
		Fiscal Year 2025 Actuals*	Adopted Budget*	Amended Budget*	Year-End Estimate*	Fiscal Year 2027 Proposed*
ED- Low & Moderate Housing Production	5650	-	-	-	-	61,000
Homelessness Response	6105	-	-	-	-	336,383
Subtotal Other Funds		-	-	-	-	1,931,049
Total Expenditures		18,079,670	16,508,649	23,685,683	16,493,054	25,303,001
RESOURCES BY FUND:						
General Fund	101	8,978,434	4,842,420	11,800,762	6,490,433	5,539,978
Kiosk Maintenance	123	-	-	-	-	3,748
Carbon Reduction Fund	133	-	-	30,000	-	-
Affordable Housing Trust Fund	279	-	-	-	-	3,090,314
SA (H) LMIH-Merged 2-1-12	281	-	-	-	-	54,544
Total Resources		8,978,434	4,842,420	11,830,762	6,490,433	8,688,585
NET GENERAL FUND COST:		***(9,101,236)***	***(11,666,229)***	***(11,854,922)***	***(10,002,621)***	***(16,614,416)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	25.50	24.50	39.50

**Sums may have discrepancies due to rounding*

Organization Chart



CITY OF SANTA CRUZ

HOMELESSNESS RESPONSE TEAM

Administered by the City Manager's Office



The City of Santa Cruz is investing in transformative solutions to homelessness, meeting individual, family, and community needs along the full spectrum from prevention to long-term stable housing.

The activities of the homelessness response team focus on an organizational response to homelessness and housing instability. Santa Cruz is a leader in proactive and innovative approaches to expanding permanent affordable and supportive housing. The actions of the Homelessness Response Team (HRT) will advance the City's longstanding commitment to expand housing opportunities in our community.

Goals of the Homelessness Response Action Plan:

- Care & Support
- Community Safety
- Environmental Stewardship
- Building Capacity & Partnerships
- Permanent Affordable & Supportive Housing

Contact Us:

831-420-5365

https://www.santacruzca.gov/Government/City-Departments/City-Manager/Homelessness-Response/Impact-Report-and-Resources

Departments Collaborating on Homelessness Response:

- City Manager's Office
- Police Department
- Public Works

Core Services

- Collaborate and coordinate with state and county policy makers as well as community partners to enhance our regional approach to homelessness response
- Oversee the operation of two, 24/7 emergency shelters which provide access to basic services such as showers and cooking facilities, with staff providing daily oversight and support
- Oversee the operation of two safe parking programs providing long-term and overnight parking for oversized vehicles including hygiene services and refuse disposal
- Coordinate and align encampment response efforts and services across City departments
- Provide outreach to unhoused individuals to break the cycle of homelessness by providing connection to available regional services including mental health and substance use treatment.
- Maintain clean streets and open spaces, mitigating the impacts of encampments, with the goal of restoring and protecting our local natural resources
- Keep Santa Cruz a safe environment for all by creating new response models and developing and growing key partnerships with the County and local agencies

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Managed $4.03 M in Encampment Resolution Funding (ERF) in partnership with Housing Matters to provide outreach, case management, and interim housing for people experiencing unsheltered homelessness 🎄⚖️💗			X	X	X		
Partnered with the County and Housing Matters to acquire the Santa Cruz Inn, creating 20 interim housing units through a combination of City ERF funds, County Measure K funding, and private capital 🎄⚖️💗				X	X		

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Managed $500,000 through the Pro-Housing Initiative Program in partnership with the Community Action Board of Santa Cruz County to provide critical eviction prevention assistance and rapid rehousing to support the City's most vulnerable populations 🌲⚖️💓			X	X	X		
Completed a homelessness response annual progress report for the community 🌲⚖️💓				X	X		
Worked with countywide partners to expand capacity to connect people to services provided by the County and community-based organizations 🌲⚖️💓			X	X	X		
Implemented a seasonal Severe Weather Shelter Program in partnership with Santa Cruz County 🌲⚖️💓				X	X		
Allocated funding to expand public hygiene access citywide, in collaboration with the County of Santa Cruz, to improve health and sanitation for individuals experiencing homelessness 🌲⚖️💓				X	X		
Contracted with the Downtown Outreach Worker (DOW) program to provide outreach, evaluation, and connections to social and health services in the downtown area, reducing reliance on emergency and justice systems 🌲⚖️💓				X	X		

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Identify and secure sustainable funding to support the City's emergency sheltering programs and homelessness response services 🎄⚖️❤️	X			X	X		
Continue to oversee the operation of shelter, safe sleeping, and safe parking programs 🎄⚖️❤️				X	X		
Complete a homelessness response annual progress report for the community 🎄⚖️❤️			X	X	X		
Continue working with countywide partners to expand the region's homelessness response including expanded capacity to connect people to services provided by the County and community-based organizations 🎄⚖️❤️				X	X		
Continue to collaborate with the County in developing operational plans for the Substance Use Disorder Treatment Center at 125 Coral St. including program design, funding opportunities, and operating partners 🎄⚖️❤️	X		X	X	X		
Continue to identify sustainable funding to provide eviction prevention and rapid rehousing services to City residents 🎄⚖️❤️	X		X	X	X		
Expand the Homelessness Response Outreach Team to increase capacity to cover more areas citywide and better meet the growing needs of the community 🎄⚖️❤️				X	X		
Sustain and expand the Downtown Outreach Worker (DOW) program to provide targeted outreach and connections to health and social services downtown, reducing emergency room utilization, psychiatric hospitalizations, and justice system involvement 🎄⚖️❤️				X	X		
Continue to operate expanded public hygiene access in the City in collaboration with the County of Santa Cruz to support the unhoused community 🎄⚖️❤️				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 encampment debris removed by Operations division	Homelessness Response	475	500	525	440	N/A
Number of emergency shelter spots	Homelessness Response	165	165	165	165	165
Days of severe weather shelter	Homelessness Response	16	15	18	2	N/A
Number of long-term safe parking spots	Homelessness Response	N/A	15	15	15	15
Number of overnight-only safe parking spots	Homelessness Response	12	32	32	32	32
Number of public engagement webinars offered by year	Homelessness Response	N/A	2	2	2	2

Performance Measures

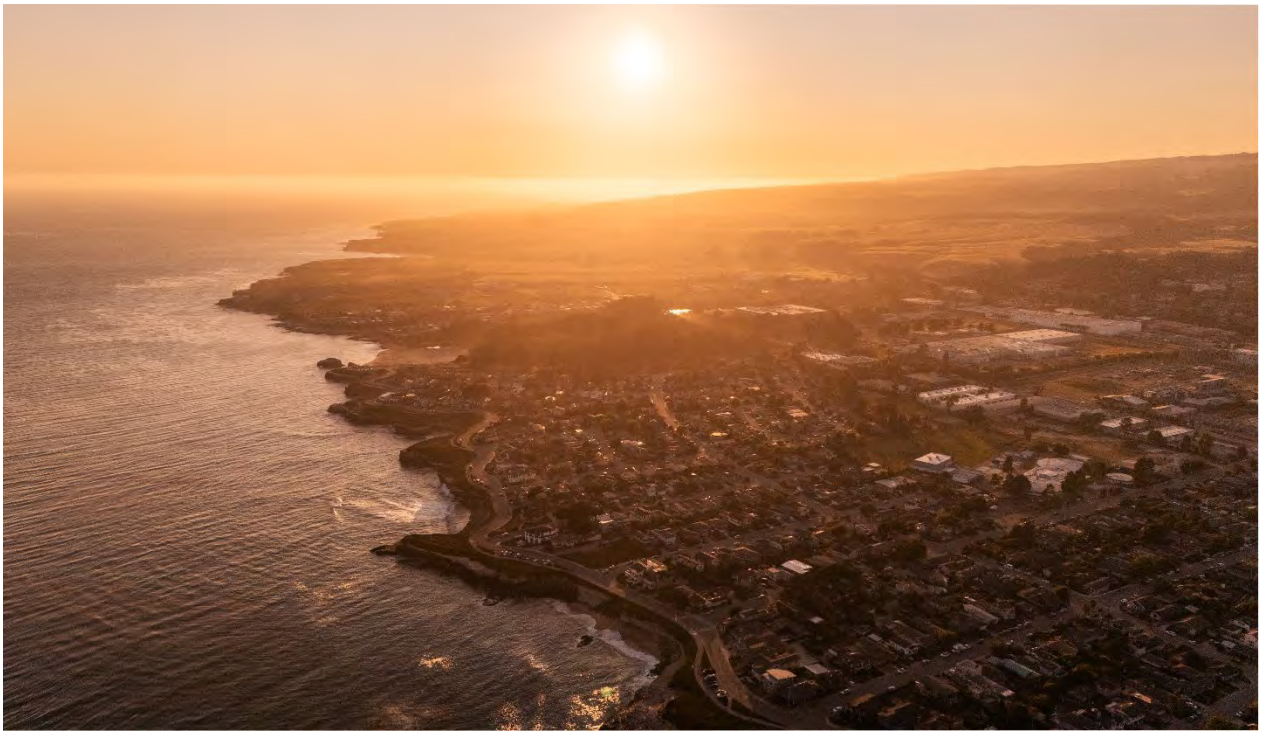
Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
# of individuals served in safe sleeping program	Homelessness Response	422	379	296	N/A	N/A
# of people served in safe sleeping who move into long-term housing	Homelessness Response	N/A	65	78	70	70
# of individuals served in the City's safe parking programs	Homelessness Response	52	120	61	N/A	N/A
Annual Point in Time (PIT) Count results for the City of Santa Cruz	Homelessness Response	1,028	659	862	*	*

** The PIT Count is conducted in January of each year and is therefore a calendar year, not Fiscal Year, metric. The 2026 PIT Count numbers have not yet been released.

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Community Service Officers (SCPD)	2.00	2.00	2.00	-	(2.00)
Director of Homelessness Response and Community Services (CMO)	-	1.00	1.00	1.00	-
Homelessness Response Coordinator (CMO)	1.00	1.00	1.00	1.00	-
Homelessness Response Field Crew Workers (PW)	3.00	3.00	3.00	3.00	-
Homelessness Response Manager (CMO)	1.00	-	-	-	-
Homelessness Response Specialist I/II (CMO)	2.50	3.00	3.00	4.00	1.00
Homelessness Response Field Crew Supervisor (PW)	1.00	1.00	1.00	1.00	-
Police Officer (SCPD)	1.00	1.00	1.00	3.00	2.00
Police Sergeant (SCPD)	1.00	1.00	1.00	1.00	-
Principal Management Analyst (CMO)	0.50	0.50	0.50	0.50	-
Total	**13.00**	**13.50**	**13.50**	**14.50**	**1.00**

* "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

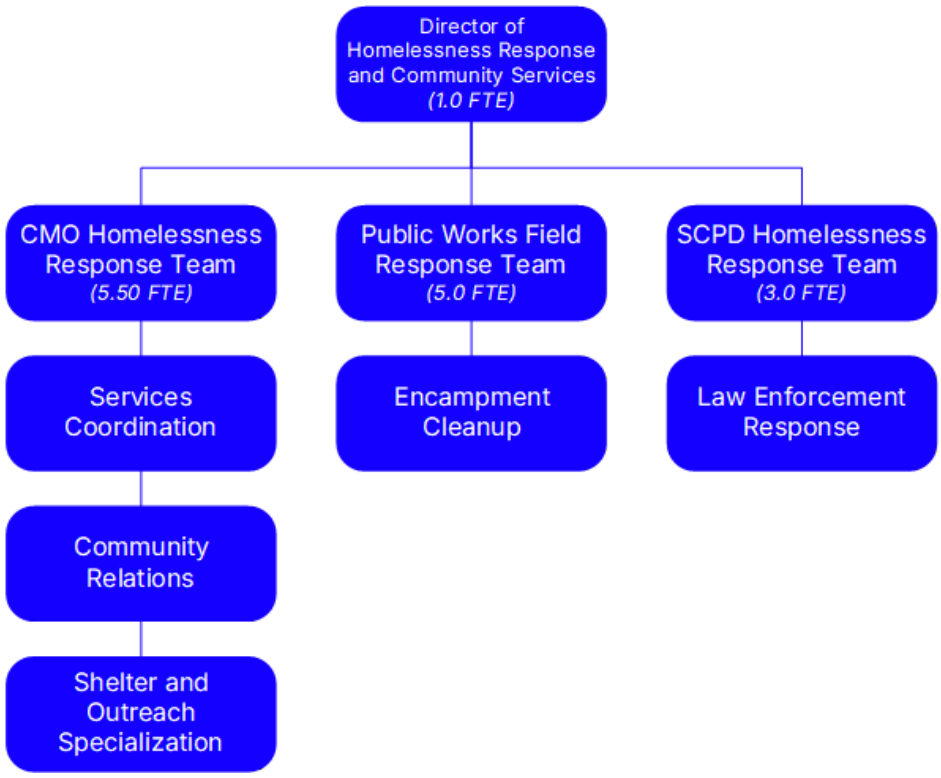


Budget Summary - Homelessness Response Team

		Fiscal Year* 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended* Budget	Fiscal Year 2026 Year-End Estimate	Fiscal Year 2027 Proposed
EXPENDITURES BY CHARACTER:						
Personnel Services		1,551,265	2,130,418	2,157,594	2,293,357	1,905,141
Services, Supplies, and Other Charges		7,194,566	8,299,256	9,125,164	7,557,995	7,320,783
Capital Outlay		2,060,649	-	1,971,535	-	10,300
Total Expenditures		10,806,479	10,429,674	13,254,293	9,851,352	9,236,224
EXPENDITURES BY DEPARTMENT:						
City Manager		8,638,216	10,421,773	7,831,369	7,762,940	7,157,235
Police		1,099,743	1,631,043	1,625,301	885,492	762,186
Parks and Recreation		39,600	-	-	-	-
Public Works		1,027,732	992,812	973,004	1,152,920	980,420
Subtotal General Fund		10,805,291	13,045,628	10,429,674	9,801,352	8,899,841
City Manager		-	-	-	-	336,383
Economic Development		5,610	208,664	-	50,000	-
Subtotal Other Funds		5,610	208,664	-	50,000	336,383
Total Expenditures		10,810,901	10,429,674	13,254,293	9,851,352	9,236,224
RESOURCES BY FUND :						
General Fund	101	4,078,144	17,495	2,489,030	-	-
Total Resources		4,078,144	17,495	2,489,030	-	-
Net General Fund Cost		**(6,732,757)**	**(10,412,179)**	**(10,765,263)**	**(9,851,352)**	**(9,236,224)**

*Sums may have discrepancies due to rounding

Organization Chart





CITY OF SANTA CRUZ

OFFICE OF ECONOMIC DEVELOPMENT



The mission of the Office of Economic Development is to increase and support viable, sustainable, and innovative economic activities and affordable housing development 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 heralds Santa Cruz as an economically healthy and arts-enriched community to live, work, play, and run a business.

Responsibilities Include:

- Affordable Housing Development
- Arts and Culture Programming and Projects
- Business Services
- Infrastructure and Property Development, including management of City Assets
- Management of Federal, State and Local Grants

Contact Us:

economicdevelopment@santacruzca.gov

831-420-5150

choosesantacruz.com

santacruzca.gov

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 Office of Economic Development includes four operational divisions, the Business Services Division, the Infrastructure and Property Development Division, the Affordable Housing Development Division and the Arts and Culture Division. 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 and promote a vibrant local economy
- Administer business support programs including Downtown Pops!, storefront beautification grants, and the Grow Santa Cruz loan program

The Infrastructure and Property Development Division manages and develops a diverse array of City-owned properties and community assets

- Provide real estate services across City departments, 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
- Manage City capital improvement projects

The Affordable Housing Development Division works with non-profit and for-profit housing developers to create affordable housing in the Santa Cruz community and supports the Affordable Housing Division in the Community Development Department to preserve affordable housing

- Provide financial and technical assistance for project and construction management;
- Manage various state and local funding sources to leverage investment in the community, including State Local Housing Trust Fund (LHTF), Affordable Housing and Sustainable Communities (AHSC) and Infill Infrastructure Grant (IIG), the local Affordable Housing Trust Fund (AHTF) and the newly approved Measure C funding.

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

- Solicit and contract with artists for public art projects on City projects and properties
- 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

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and a Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed process to determine feasibility of a Midtown Business Improvement District ⚖️	X	X			X		X
Continued to operate the Santa Cruzer Beach and Downtown Electric Shuttle Program 🎄 ❤️‍🩹		X					
Developed an Economic Vitality Business Incentive package, including a use extension ordinance, movie theater parking validation program, and building permit fee removal incentive ⚖️		X			X		
Activated three vacant commercial spaces and supported one retention business through Downtown Pops! ⚖️ ❤️‍🩹		X				X	
Created the Construction Mitigation Loan Program to support businesses through the Murray Street Bridge construction	X	X			X	X	
Successfully relocated the Farmers' Market to a temporary location that has generated a historic high level of sales 🎄 ❤️‍🩹		X			X		X
Following completion of several public hearings and the infrastructure financing plan analysis that determined the boundaries and financial plan, the Public Financing Authority adopted a resolution to form the Santa Cruz Enhanced Infrastructure Financing District, that will provide funding for infrastructure projects 🎄 ⚖️	X	X				X	
Started construction on phase one of the Downtown Library Affordable Housing Project 🎄 ⚖️		X	X			X	
Awarded a $4.5M grant from State Library for phase two for the new Downtown Library Affordable Housing Project 🎄 ⚖️	X	X	X			X	
Continued tenant lease negotiations, renewals, and extensions 🎄	X	X					X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and a Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete installation of public Wi-Fi at the Wharf 🎄		X			X		
Initiated engagement in the management of the Tannery commercial properties to more fully develop their economic potential 🎄					X		
Awarded a $30M grant to fund the Coral Street substance use disorder Navigation Center ⚖️ ❤️‍🩹	X			X	X	X	
Initiated planning and outreach of approximately $8.6M in state funds for Wharf resiliency improvements	X					X	X
Continued administration of state grants totaling ~$40M, which includes staff project management and budgeting for multiple affordable housing and infrastructure projects ⚖️ ❤️‍🩹			X			X	
Awarded ~$1.8M in LHTF grant funding for the 136 River Street Affordable Housing Project 🎄 ⚖️ ❤️‍🩹			X				
Allocated additional funding as available to the Emergency Rental Assistance and Landlord Incentive programs ⚖️ ❤️‍🩹			X				
Installed a six piece ceramic and steel sculpture public art installation, 'Feast of Flowers' by Jenni Ward, on the Rail Trail, at the intersection of Bay and California Streets ⚖️ ❤️‍🩹					X	X	
Awarded two Mural Matching Grants on the 418 Project Front Street wall and on the new business Alley Oop in iconic Jazz Alley 🎄 ⚖️ ❤️‍🩹		X				X	X
Completed a partnership community build contract for a new public art mosaic installation supporting water education on the Bethany Curve Culvert Bridge ⚖️ ❤️‍🩹	X				X	X	
Funded the Chinatown Gate Signage Project to create a greater sense of place, led by a woman artist and providing a mentorship opportunity for a Chinese American art student 🎄 ⚖️ ❤️‍🩹		X			X	X	
Funded a woman artist to lead the new Ripple Effect Art Festival which supported over 80 artists with the center of the festival activities located Downtown ⚖️ ❤️‍🩹		X			X		X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and a Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Continued a full seated, diverse background Arts Commission with seven members opting in for stipends supporting equity in City government advisory bodies 🎄 ⚖️					X		X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and a Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete outreach and feasibility analysis for a potential Westside Business District		X			X		X
Grow ridership, rental, and sponsorships of the Santa Cruzer Shuttle program 🎄	X	X					
Activate at least four Downtown Pops! spaces 🎄	X	X			X		X
Complete Permit Streamlining package to include alcohol, entertainment, ground floor active uses, and sidewalk dining ordinance updates		X			X	X	X
Develop an alleyway activation program to align with Play and Paseo final designs		X			X	X	
Begin infrastructure development for permanent activation in Lot 32 and creation of “Midtown Plaza”		X			X	X	
Complete construction on Downtown Play and Paseo Project and Maple Alley Riverwalk connection 🎄 ⚖️ ❤️‍🩹		X			X	X	
Begin installation of gateway signage, landscape, safety improvements, and public art in the Ocean Street area plan ❤️‍🩹					X	X	
Continue tenant lease negotiations, renewals, and extensions 🎄	X	X					X
Continue engagement in the management of the Tannery commercial properties to more fully develop their economic potential 🎄					X		

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and a Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Continue planning and implementation of Wharf resiliency improvements	X					X	X
Complete Eastside Resiliency Project 🎄⚖️💓	X				X	X	
Replace PG&E gas distribution line at the Santa Cruz Wharf 🎄						X	
Continue construction of phase one of the Downtown Library Affordable Housing Project, including the affordable housing units, and start construction on phase two, consisting of the interior buildout of the new Downtown Library 🎄		X				X	
Continue administering state grants totaling ~$40 M for multiple affordable housing and infrastructure projects 💓			X			X	
Allocate additional funding, as available, to the Emergency Rental Assistance and Landlord Incentive programs ⚖️💓			X				
Complete acquisition of CalTrans property at Highway 1/9 for the future affordable housing mixed use project site 🎄⚖️			X			X	
Complete three projects and execute two additional agreements in the CARD Pilot Grant Program ⚖️💓		X			X	X	X
Bring a proposed amendment to the Public Art municipal code to Council that adds an assessment on private development ⚖️💓	X	X			X	X	X
Replace five public art installations on Pacific Avenue and in the new paseos through the SculpTOUR Program ⚖️💓		X			X	X	
Launch a pilot for a new technique of large scale mural installation that would open the opportunities for artists working off-site 🎄⚖️💓		X		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
Businesses contacted for assistance and retention 🌲⚖️	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	517	436	442	450	500
# of businesses receiving assistance to start or grow 🌲⚖️	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	179	189	240	250	275
Rental revenues, including café extensions* 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	$2.3M	$2.9M	$2.8M	$2.8M	$2.9M
# of affordable housing units developed ⚖️💓	Housing	88	126	162	649	128

*FY 2023 actuals updated to include rental revenue not previously reported

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
% change in downtown retail commercial vacancies 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	-0.6%	+2.2%	+4%	-1%	-2%
% change in new business licenses 🌲	Fiscal Sustainability and Transparency; Strong Businesses and Vibrant Downtown	3%	-13%	-14%	-4%	+7%

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant II (CMO)	1.00	1.00	1.00	1.00	-
Administrative Assistant III (CMO)	1.00	1.00	1.00	1.00	-
Business Liaison (CMO)	1.00	1.00	1.00	1.00	-
Development Manager (CMO)	5.00	6.00	6.00	5.75	(.25)
Development Manager (CD)	-	-	-	.25	.25
Deputy Director of Economic Development (CMO)	-	-	1.00	1.00	-
Director of Economic Development and Housing (N/A)	1.00	1.00	-	-	-
Economic Development Coordinator I/II (CMO)	1.50	1.00	1.00	1.00	-
Economic Development Manager (CMO)	1.00	1.00	1.00	1.00	-
Housing and Community Dev Mgr. (CMO)	1.00	1.00	1.00	.25	(.75)
Housing and Community Dev Mgr. (CD)	-	-	-	.75	.75
Housing Programs Specialist (CD)	1.00	1.00	1.00	-	(1.00)
Management Analyst (CD)	1.00	1.00	1.00	-	(1.00)
Principal Management Analyst (CMO)	2.00	4.00	4.00	2.00	(2.00)
Property Manager (CMO)	-	-	-	1.00	1.00
Total	**16.50**	**19.00**	**19.00**	**15.00**	**(3.00)**

* "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

Please note: The FTEs shown in the table above, as well as in the organization chart and budget summary, are also included in the departments where those positions report, as noted in parentheses after the position title provided.

Budget Summary - Office of Economic Development

		Fiscal Year* 2025 Actuals	Fiscal Year 2026 Adopted Budget	Fiscal Year 2026 Amended* Budget	Fiscal Year 2026 Year-End Estimate	Fiscal Year 2027 Proposed
EXPENDITURES BY CHARACTER:						
Personnel Services		3,167,029	2,650,645	2,704,695	2,750,820	3,088,058
Services, Supplies, and Other Charges		11,292,558	5,088,125	29,971,766	13,201,802	5,690,668
Capital Outlay		10,517	-	78,110	9,750	-
Total Expenditures		14,470,104	7,738,770	32,754,571	15,962,372	8,778,726
EXPENDITURES BY DEPARTMENT:						
City Manager		-	-	-	-	7,500,654
Community Development		-	-	-	-	1,278,073
Economic Development		14,482,569	7,738,770	32,754,571	15,962,372	-
Total Expenditures		14,482,569	7,738,770	32,754,571	15,962,372	8,778,726
RESOURCES BY FUND :						
General Fund	101	212,690	185,033	250,616	144,107	201,646
Co-op Retail Management	122	438,265	454,310	454,310	454,310	-
Kiosk Maintenance	123	36,103	45,769	45,769	38,099	3,748
Economic Development Trust	136	7,327	77,000	77,000	15,000	-
IIG-AHSC	137	-	-	16,715,940	-	-
Grant Loan Program	277	1,453,878	-	4,346,122	-	-
Affordable Housing Trust Fund	279	995,109	2,526,000	9,151,896	5,056,614	3,090,314
SA (H) LMIH-Merged 2-1-12	281	30,666	61,872	25,000	29,651	54,544
Total Resources		3,174,037	3,349,984	31,066,652	5,737,781	3,350,253
NET GENERAL FUND COST:		**(11,308,532)**	**(4,388,786)**	**(1,687,919)**	**(10,224,591)**	**(5,428,474)**

*Sums may have discrepancies due to rounding

Organization Chart



COMMUNITY DEVELOPMENT DEPARTMENT



The mission of the Community Development Department is to enhance quality of life, safety, and civic pride for our community by providing land use, housing, 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 long-range planning programs, responds to code compliance issues, ensures the safety of rental housing through inspections, and provides excellent service at its public counter.

Divisions Within the Department:

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

Contact Us:

cityplan@santacruzca.gov
831-420-5110
www.santacruzca.gov/cd
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 exceptional customer service for development-related inquiries, as well as for the range of other department functions provided at the public counter
- Respond to code compliance issues to address safety, quality of life, and civic pride in the community
- Work with non-profit and for-profit housing developers to produce and preserve affordable housing in the Santa Cruz community assist community programs that benefit City residents
- Provide financial and technical assistance to affordable housing programs to address the City's housing crisis and work with City Manager's Office on project and construction management
- Administer the City's Inclusionary Program, and manage various federal funding sources to leverage investment in the community, including federal HOME Investment Partnerships (HOME) and Community Development Block Grant (CDBG) Programs; Assist with implementation of State Local Housing Trust Fund (LHTF), Affordable Housing and Sustainable Communities (AHSC) and Infill Infrastructure Grant (IIG); and local Affordable Housing Trust Fund (AHTF) managed by the City Manager's Office
- Monitor approximately 1,000 restricted affordable units
- Track housing issues, pursue new funding and regulatory resources, and work in collaboration with other departments to develop effective affordable housing programs

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
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
Continued implementation of the new land management software system, which improves the electronic permitting and plan review processes 🎄	X	X					X
Approved five major development projects, ~250 residential units, ~ 41 deed-restricted affordable units, 56 discretionary permits, 124 zoning clearances, and ~5 short-term rentals ❤️‍🩹	X	X	X	X	X	X	X
Held four Community Engagement Meetings for development projects, with approximately 200 attendees		X	X				
Prepared inclusionary reviews of 58 affordable units and affordable agreements for 664 affordable units ❤️‍🩹		X	X		X		
Assisted with National Environmental Policy Act (NEPA) and affordability compliance certification for the lease-up of 205 affordable housing units ⚖️ ❤️‍🩹		X	X		X		
Allocated additional funding as available to the Landlord Incentive Program ⚖️ ❤️‍🩹			X				
Led Housing and Urban Development (HUD) Annual Action Plan efforts for the 2026 Program Year ⚖️ ❤️‍🩹			X		X		
Preserved and increased 97 affordable housing units at the Palomar Inn via a short-term loan 🎄 ⚖️ ❤️‍🩹	X		X		X		
Annual reassessment of fee schedule for Inclusionary Administration housing fees to achieve full cost recovery of staff time to Inclusionary Housing-related requests ⚖️ ❤️‍🩹	X		X				

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete implementation process for new Land Use Management System, leveraging efficiencies of digital and automation features and expanding online payment features for administrative, planning, building, and rental inspection services 🎄	X	X	X	X	X	X	X
Continue to work with other departments to streamline the permitting processes, with a special focus on the plan check process. Expand electronic plan intake, submittal, and review in Planning and Building and Safety Divisions and refine processes to better meet City and customer 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	
Complete implementation of Housing Element Policy Objectives 🎄 ⚖️		X	X	X		X	X
Complete internal reviews and submit the revised draft Local Coastal Program (LCP) update to the California Coastal Commission for review 🎄 ⚖️	X				X	X	
Complete code amendments to streamline development procedures and facilitate business investment 🎄 ⚖️ ❤️	X	X	X	X	X	X	X
Update the community engagement and outreach approach for housing development projects ⚖️		X	X			X	
Improve education and communication with the community by expanding Rental Inspections and Planning information on the Code Compliance webpage ❤️		X			X		
Continue to track visitor statistics at the public counter to assess and adjust to service needs ❤️		X				X	
Continue to review the efficacy of the Objective Development Standards and maintain list of future updates 🎄 ⚖️ ❤️	X	X	X	X	X	X	X
Formalize Design Guidelines to encourage variety in architectural style			X				

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Continue applying for available affordable housing grants ⚖️		X	X		X		
Allocate additional funding, as available, to the Landlord Incentive Program ⚖️ ❤️‍🩹		X	X				
Complete 2027 Program Year Annual Action Plan, awarding Federal Fiscal Year 2027 CDBG and HOME funds ⚖️ ❤️‍🩹	X	X	X		X		
Review plans and inclusionary reviews and/or execute Affordable Housing Development Agreements for all residential projects in the pipeline ⚖️		X	X		X		
Continue monitoring affordable housing units to ensure compliance, preserve at-risk units where possible, and annually update the online monitoring dashboard ⚖️ ❤️‍🩹		X	X		X		
Further refine draft amendments to the Inclusionary ordinance for City Council Review, as outlined in the Housing Element and new State Laws ⚖️		X	X		X		
Retain the City's Prohousing Designation by preparing and submitting a renewal application in advance of the January 1, 2027 expiration 🌲 ⚖️			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
Number of building permits issued ❤️‍🩹	Natural and Built Infrastructure; Thriving Organization	1,798	2,000	1,900	2,100	2,300
Discretionary applications approved*	Natural and Built Infrastructure	112	100	98	85	100
Closed code compliance cases ❤️‍🩹	Public Safety and Community Well-Being	260	290	370	425	450

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Building, Code, and Rental Inspections completed ❤️‍🩹	Public Safety and Community Well-Being	3,247 *Code & Rental* 8,034 *Building & Safety*	3,100 *Code & Rental* 9,100 *Building & Safety*	1,831 *Code & Rental* 8,300 *Building & Safety*	2,500 *Code & Rental* 8,500 *Building & Safety*	2,700 *Code & Rental* 9,000 *Building & Safety*
Records Request Processed	Public Safety and Community Well-Being	--	--	493	600	625
Accessory Dwelling Units Legalized ❤️‍🩹	Housing	10	16	35	35	35
Accessory Dwelling Units with status of applied/approved/ finalized ❤️‍🩹	Housing	--	--	84/101/65	100/60/75	95/90/80
# of affordable housing units monitored ⚖️ ❤️‍🩹	Housing	962	988	996	1,085	1,312
Number of Planning Commission (PC) and City Council (CC) presentations by Advance Planning Division	Thriving Organization	9 PC 19 CC	9 PC 16 CC	13 PC 25 CC	10 PC 20 CC	8 PC 18 CC
Phone calls and individuals served in person*	Thriving Organization	10,600	11,000	11,833	13,800**	12,000

* 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

** New metric for FY 2026 includes in person assistance provided by the Administration Division, in addition to Building & Safety Division and Current Planning Division in person metrics

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Building & Safety Division's review of building plans within established timelines	Natural and Built Infrastructure; Strong Businesses and Vibrant Downtown	93%	96%	97%	98%	99%

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Current Planning Division's review of building permits within established timelines	Natural and Built Infrastructure; Strong Businesses and Vibrant Downtown	70%	76%	72%	80%	95%
Approval of Zoning Administrator Public Hearings and Administrative-level permits within 3 months of submittal	Thriving Organization	57%	60%	67%	80%	80%
Closure of code compliance cases within 60 days ⏰	Public Safety and Community Well-Being	63%	67%	80%	85%	85%
% of federally-funded community grant (CDBG) contracts in the Annual Action Plan executed and ready to fund ⚖️ ⏰	Public Safety and Community Well-Being	89%	100%	100%	100%	100%

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 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	-
Development Manager	-	-	-	1.00	1.00**
Director of Planning and Community Development	1.00	1.00	1.00	1.00	-
Green Building Environmental Specialist	1.00	1.00	1.00	1.00	-

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Housing and Community Development Manager	-	-	-	1.00	1.00**
Housing Programs Specialist	-	-	-	1.00	1.00**
Management Analyst	1.00	1.00	1.00	2.00	1.00**
Planning and Community Development Technician	1.00	2.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	3.00	2.00**
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	**35.00**	**35.00**	**35.00**	**41.00**	**6.00**

* “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

** Indicates positions moved from Economic Development and Housing Department to Community Development after undergoing a reorganization in FY 2027

Budget Summary - Community Development

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		5,945,247	6,430,794	6,562,237	6,284,144	6,940,558
Services, Supplies, and Other Charges		3,199,594	3,645,339	3,790,390	3,698,578	5,274,920
Total Expenditures		9,144,841	10,076,133	10,352,627	9,982,722	12,215,478
EXPENDITURES BY ACTIVITY:						
Planning Administration	1301	3,029,039	3,294,550	3,342,052	3,374,022	3,706,464
Current Planning	1302	1,717,645	1,743,375	1,767,107	1,791,937	1,793,380
Advance Planning	1303	1,055,331	1,121,168	1,152,263	1,109,596	1,211,065
Building & Safety	2301	1,657,689	1,954,612	2,049,123	1,691,853	1,781,603
Code Enforcement	2302	499,546	569,655	586,192	649,313	655,138
SB 1186 Accessibility Programs	2303	300	300	300	-	-
Rental Programs	2304	309,756	446,353	454,033	415,359	477,220
Sidewalk Vending Program	2305	164,690	139,000	139,000	139,000	146,050
Housing & Community Development	5201	-	-	-	-	713,146
Subtotal General Fund		8,433,996	9,269,013	9,490,070	9,171,080	10,484,066
Planning Administration	1301	-	5,934	5,934	5,934	34
Building & Safety	2301	671,143	729,304	782,203	741,898	807,237
Code Enforcement	2302	56,448	64,882	67,419	56,810	5,433
SB 1186 Accessibility Programs	2303	3,695	7,000	7,000	7,000	7,000
Subtotal Other General Funds		731,286	807,120	862,556	811,642	819,704
Housing & Community Development	5201	-	-	-	-	564,927
CDBG Programs	5204	-	-	-	-	108,556
CDBG Programs	5205	-	-	-	-	10,900
HOME Program Administration	5207	-	-	-	-	33,038
CDBG Programs	6203	-	-	-	-	194,287
Subtotal Other Funds		-	-	-	-	911,708
Total Expenditures		9,165,281	10,076,133	10,352,627	9,982,722	12,215,478

**Sums may have discrepancies due to rounding*

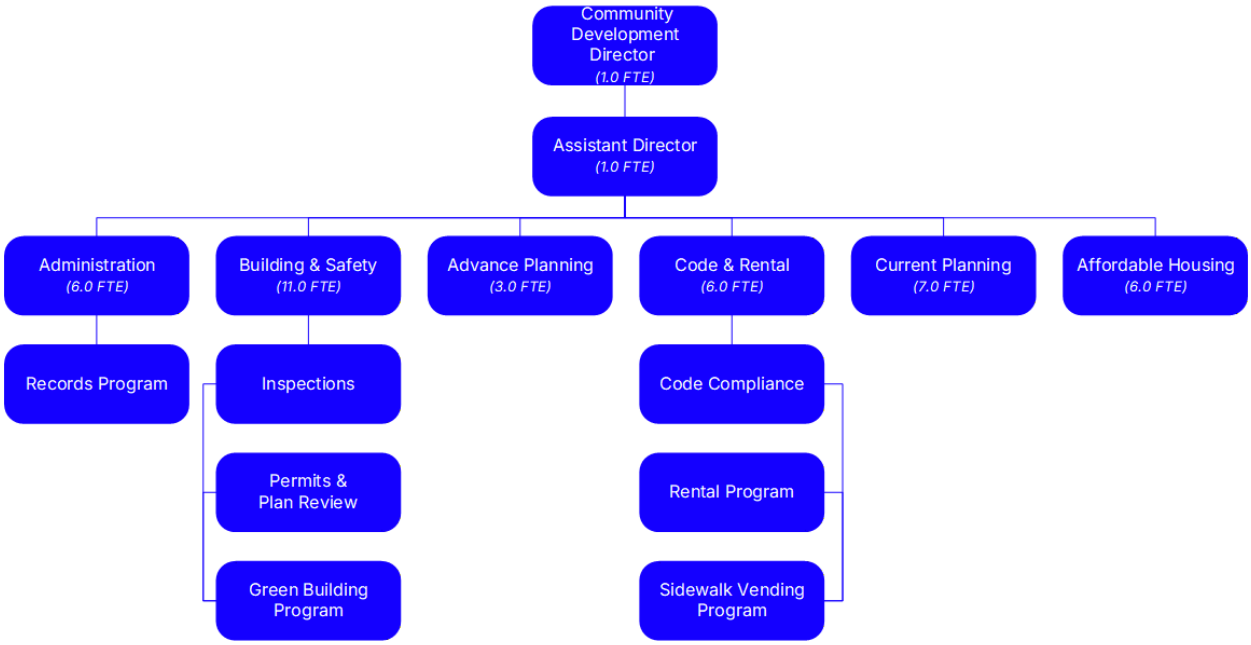
Budget Summary - Community Development

			Fiscal Year 2026			
		Fiscal Year 2025 Actuals*	Adopted Budget*	Amended Budget*	Year-End Estimate*	Fiscal Year 2027 Proposed*
RESOURCES BY FUND:						
General Fund	101	5,863,385	4,710,396	5,223,712	6,439,616	6,647,380
Code Enforcement/Civil Penalties	103	23,096	21,300	21,300	-	-
Green Bldg Educational Resource Fund	108	783,013	550,000	550,000	500,000	525,000
CASp Certification and Training Fund	141	21,790	21,000	21,000	-	-
Housing In-lieu Program	150	28	28	28	-	-
Childcare Impact Fee Fund	218	115,781	25,000	25,000	25,000	25,000
HOME Investment Partnership	253	-	-	-	-	291,983
Community Development Block Grant	261	-	-	-	-	654,725
Technology Surcharge	295	229,537	175,000	285,721	270,000	280,000
Total Resources		7,036,630	5,502,724	6,126,761	7,234,616	8,424,088
NET GENERAL FUND COST:		***(2,128,651)***	***(4,573,409)***	***(4,225,866)***	***(2,748,106)***	***(3,791,390)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	35.00	35.00	41.00

**Sums may have discrepancies due to rounding*

Organization Chart



CITY OF SANTA CRUZ

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.santacruzca.gov/Government/City-Departments/Finance

809 Center St., Santa Cruz

Transparency Portal:

https://bit.ly/cosctransparencyportal

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 (GASB)
- Prepare and maintain accurate financial records for 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 file federal and state payroll tax withholding reports
- Manage the administration of the City's self-insurance program, property insurance program, and develop and administer insurance specifications for City contracts
- Prepare salary and benefit estimates for negotiations with the City's bargaining units
- Oversee the City's safety program
- Collect and record all City revenues including property tax, sales tax, various service fees, utility users' tax, business licenses, franchise fees transient occupancy taxes, and cannabis business taxes
- Oversee 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 by projecting revenues and expenditures, coordinating the preparation and publication of the budget document, and making 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, performing arbitrage calculations, and filing required disclosure reports
- Manage all claims against the City and represent 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)

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Began implementation of new software Enterprise Resource Program (ERP) solution for City financial management	X						X
Implemented internal procurement training series to educate on procurement best practices	X						X
Earned the Achievement of Excellence in Procurement Award	X						X
Hosted a vendor open house webinar to inform the vendor community on how to do business with the City.		X					
Received Triple Crown Award from the Government Finance Officers Association (GFOA) for earning top recognition for the Annual Comprehensive Financial Report (ACFR), Annual Budget, and Popular Annual Financial Report (PAFR) for FY 2024	X						X
Received Distinguished Budget Presentation Award with special recognition from GFOA for receiving the highest possible scores from all reviewers in the performance measure category	X						X
Earned “outstanding” marks from all reviewers for the Distinguished Budget Presentation Award for the budget overall as a communication device	X						X
Received Certificate of Achievement for Excellence in Financial Reporting Award in addition to the Award of Financial Reporting Achievement from GFOA.	X						X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Issued the Annual Comprehensive Financial Report (ACFR) prior to December 31, 2025.	X						X
Created a citywide employee safety policy	X				X		
Implemented, reviewed, and updated employee safety programs					X		
Hosted a community webinar to inform the public on the components of the FY 2027 Annual Budget in advance of the formal public hearings	X						X
Created an online, interactive version of the FY 2027 Annual Budget and educated staff, City Council, and the public on its existence and possible ways to utilize the tool	X						X
Provided Spanish language version of Budget-in-Brief	X						X
Provided Council with a comprehensive list of fees across the City that includes information on the degree to which they fully recover costs	X						X
Created an online tool for residents to apply for Measure C household exemption	X		X				
Completed recruitment for Measure C Oversight Committee members	X		X				
Updated online tax portal to include collection of the Sugar-Sweetened Beverage Tax 💓	X						X
Successfully implemented GASB 101 – the recognition and measurement of Compensated Absences	X						X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability & Transparency*	*Strong Businesses & Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety & Community Well-Being*	*Natural & Built Infrastructure*	*Thriving Organization*
Continue implementing new software ERP solution for City financial management, meeting all project milestones within the planned timeframe	X						X
Earn the Achievement of Excellence in Procurement Award	X						X
Hosted a vendor open house webinar to inform the vendor community on how to do business with the City.		X					
Receive Triple Crown Award from GFOA for earning top recognition on the ACFR, Annual Budget, and PAFR for FY 2026	X						X
Earn GFOA's Distinguished Budget Presentation Award with special recognition in at least one category	X						X
Earn GFOA's Certificate of Achievement for Excellence in Financial Reporting.	X						X
Implement compliance audit for all tax revenue streams	X						X
Reduce citywide safety accidents and incidents 💓					X		X
Increase proportion of vendor payments made via automated clearing house (ACH)	X						X
Begin process to present the FY 2026 ACFR in accordance with GASB pronouncement 103, on financial reporting model improvements	X						X
Issue the Annual Comprehensive Financial Report (ACFR) prior to December 31, 2026.	X						X
Upgrade tax payment platform for receiving City tax revenues	X						X
Recommend merchant fee structure for all credit card payments	X						X
Process all submitted Measure C household exemption application and finalize list of exempted parcels for County Assessor's Office			X				
Provide Measure C Annual Report to Council and members of the Oversight Committee			X				
Initiate business license tax ordinance/fee study	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
# of vendor invoices processed	Thriving Organization	34,207	37,228	37693	35000	35000
# of purchase orders issued	Thriving Organization	1,623	1,796	2036	2000	2000
# of liability claims processed	Thriving Organization	78	60	85	80	75
# of Transient Occupancy Tax audits completed	Fiscal Sustainability and Transparency	32	18	19	16	30

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Payroll federal and state withholding reports filed on time	Thriving Organization	Yes	Yes	Yes	Yes	Yes
Awarded Certificate of Achievement for Excellence in Financial Reporting for Annual Financial Report	Fiscal Sustainability and Transparency; Thriving Organization	Yes	Yes	Yes	Yes	Yes
Earned Distinguished Budget Presentation Award	Fiscal Sustainability and Transparency; Thriving Organization	Yes	Yes	Yes	Yes	Yes
Award for Outstanding Achievement in Popular Annual Financial Reporting received	Fiscal Sustainability and Transparency; Thriving Organization	N/A	Yes	Yes	Yes	Yes
Percent of tort claims resolved in 180 days	Fiscal Sustainability and Transparency	99%	100%	100%	100%	100%

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Accountant I/II	4.00	4.00	3.00	3.00	-
Accounting Assistant II	4.00	4.00	4.00	4.00	-
Accounting Services Supervisor	1.00	1.00	1.00	1.00	-
Accounting Technician	4.00	4.00	4.00	4.00	-
Accounting Technician-Limited Term	-	3.00	3.00	3.00	-
Administrative Assistant III	2.00	2.00	1.00	1.00	-
Assistant Director of Finance	1.00	1.00	1.00	1.00	-
Buyer I/II	2.00	2.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	1.00	-
Finance Manager	2.00	3.00	3.00	3.00	-
Management Analyst	1.00	1.00	1.00	2.00	1.00
Payroll Technician	2.00	2.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
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	1.00	-
Safety Officer	1.00	1.00	1.00	1.00	-
Senior Accountant	2.00	2.00	2.00	2.00	-
Total	**31.00**	**36.00**	**34.00**	**35.00**	**1.00**

* "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

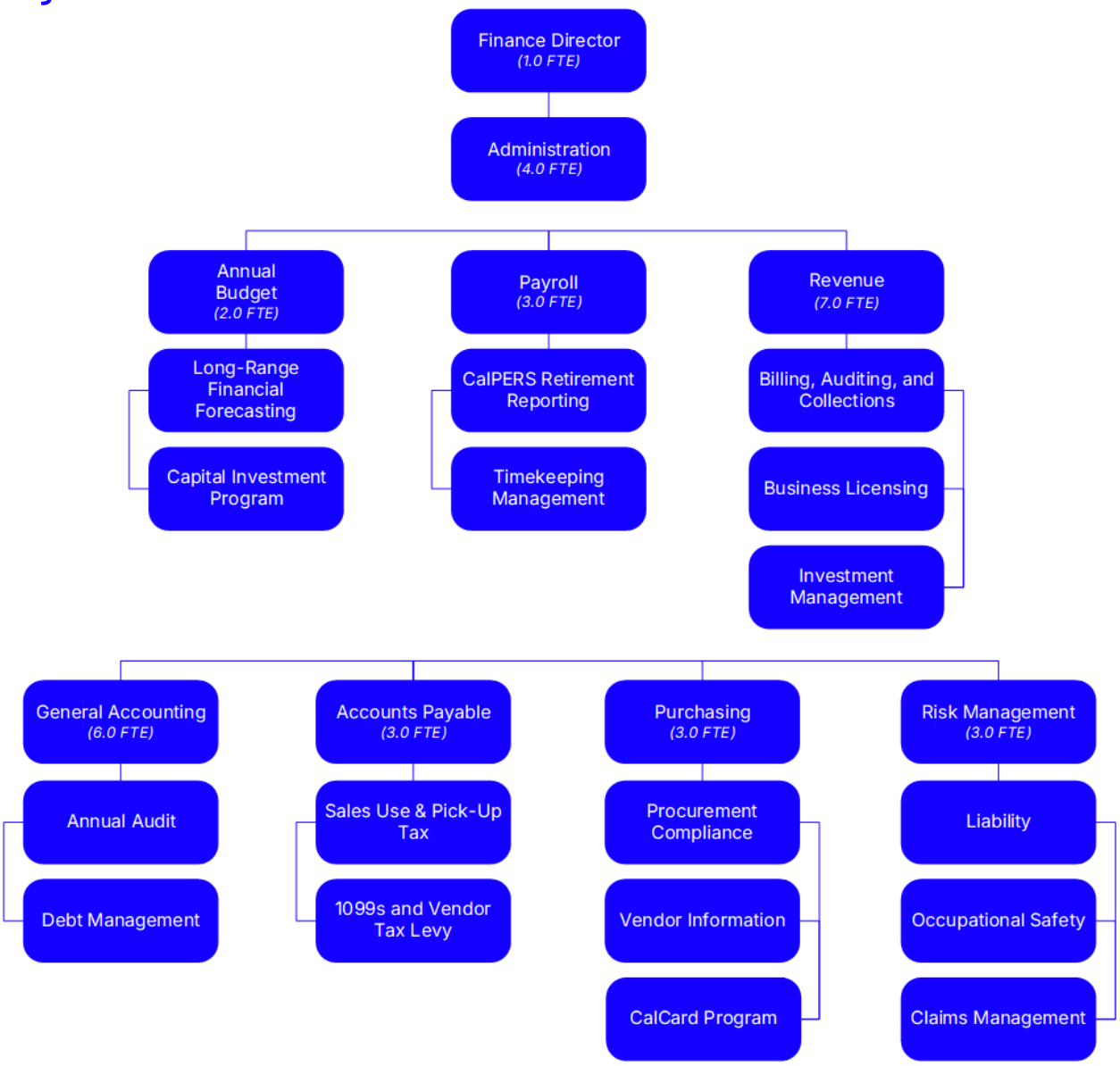
Budget Summary - Finance

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		4,433,736	4,826,807	4,909,936	4,635,224	4,960,309
Services, Supplies, and Other Charges		10,685,343	11,624,218	13,282,547	9,898,428	13,199,052
Capital Outlay		3,471	-	36,301	12,000	-
Total Expenditures		15,122,550	16,451,025	18,228,784	14,545,652	18,159,361
EXPENDITURES BY ACTIVITY:						
Finance	1241	4,958,499	5,395,421	5,558,224	5,004,566	5,604,186
Subtotal General Fund		4,958,499	5,395,421	5,558,224	5,004,566	5,604,186
Finance	1241	61,090	55,000	59,308	-	-
Subtotal Other General Funds		61,090	55,000	59,308	-	-
Finance	1241	-	-	-	-	95,387
Transportation Development Act	6301	1,197,541	-	1,292,737	-	-
Liability Insurance	7821	8,920,842	11,000,604	11,318,515	9,541,087	12,459,789
Subtotal Other Funds		10,118,384	11,000,604	12,611,252	9,541,087	12,555,176
Total Expenditures		15,137,972	16,451,025	18,228,784	14,545,652	18,159,361
RESOURCES BY FUND:						
General Fund	101	4,393,063	5,664,577	5,664,577	5,664,777	5,860,558
Transportation Development Act	291	1,128,112	-	1,292,737	-	-
Technology Surcharge	295	43,670	36,000	36,000	36,000	37,000
Liability Insurance	842	9,970,884	8,667,003	11,102,164	11,102,164	12,454,798
Total Resources		15,535,730	14,367,580	18,095,478	16,802,941	18,352,356
NET GENERAL FUND COST:		***397,758***	***(2,083,445)***	***(133,306)***	***2,257,289***	***192,995***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	36.00	34.00	35.00

**Sums may have discrepancies due to rounding*

Organization Chart



CITY OF SANTA CRUZ

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 72 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.santacruzca.gov/Government/City-Departments/Fire-Department

Stations:

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

Administration Building:

230 Walnut Ave.

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 an emergency and coordinates City disaster preparedness, response, recovery, and mitigation efforts. The Office advances community resilience through deliberate planning, regular training, and cross-agency collaboration.
- The Marine Division provides year-round service with one Marine Captain and three Marine Safety Officers and daily lifeguard services from Memorial Day weekend to the weekend of Labor Day and provides public outreach throughout the year
- The Administration staff support the services provided by the Fire Department

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Implemented an AquaEye sonar device for the Marine Safety Division to enhance ocean search and rescue operations 💓					X		X
Enhanced lifeguard personal protective equipment to reduce job related skin cancer risks 💓					X		X
Established an apparatus replacement program fund to sustainably fund high value fire apparatus 🎄⚖️💓	X	X		X	X	X	X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed successful implementation of new Records Management System ImageTrend to meet new nationally recognized NERIS requirements 💓	X				X		X
Completed apparatus renumbering project that aligns with new Santa Cruz County Fire Chiefs numbering system to improve communication on the emergency scene and enhance data collection in the Records Management System 💓	X				X		X
Prioritized and provided strategic health & wellness programs to the department including VO2 Max evaluations, Kangen water filtration system, upgraded Plymovent exhaust system, post incident detoxification sauna, and removal of carcinogen and pathogen retaining building materials 💓					X		X
Implemented enhanced and comprehensive annual medical/physical program that provides compliance with nationally recognized safety standards, early detection of occupational cancers and cardiovascular disease, and improved firefighter safety and operational readiness ⚖️ 💓	X				X		X
Enhanced interagency coordination through expanded participation in monthly working-group meetings focused on evacuation, emergency transportation, care and shelter, and coastal infrastructure protection 🎄 ⚖️ 💓	X	X		X	X	X	X
Increased community emergency preparedness through outreach events, increased alert system registrations, weather radios distribution, and sharing emergency alerts and public information 🎄 ⚖️ 💓	X	X		X	X	X	X
Sustained and expanded commitment to dynamic training program with a focus on high-rise building fire suppression, active attacker, lithium-ion battery fires, rescue, and other new hazards to meet the evolving threat landscape 💓		X			X	X	X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Improved Emergency Operations Center (EOC) readiness by updating staff training requirements, updating the City's Emergency Operations Plan, and establishing regular check-ins with County EOC staff 🎄⚖️💓	X	X			X	X	X
Promoted and trained two additional full-time Marine Safety Officers 💓					X		X
Developed and trained Marine Safety Rescue Diver Response Team 💓					X		X
Developed and established a clear mission and vision statements for the Fire Department 💓					X		X
Secured backup satellite communications to support City emergency operations including with 3 mobile units for situational flexibility 🎄⚖️💓	X				X		X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Develop construction designs, and identify funding for a new Lifeguard Headquarters facility 🎄⚖️💓	X				X	X	X
Strengthen regional coastal resilience by improving marine response coordination, shared resources, and interoperable capabilities through regular meetings 🎄💓					X		X
Transition all department policies and standard operating procedures to digital format with Lexipol 🎄💓	X				X		X

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Develop and implement an Explorer Program to mentor local youth and encourage engagement in the fire service profession ⚖️ ❤️‍🩹					X		X
Implement a department Drone program to support emergency response operations, training exercises and event support ❤️‍🩹	X				X		X
Update emergency planning documentation: Coastal Incident Response Plan, Emergency Operations Plan, Training and Exercise Annex, Disaster Cost Recovery Annex, Care and Shelter Annex 🎄 ⚖️ ❤️‍🩹	X	X		X	X	X	X
Plan for and identify funding sources to address deferred facilities maintenance projects ❤️‍🩹	X				X		X
Explore lifeguard service expansion opportunities within the County ❤️‍🩹	X				X		X
Partner with HR to initiate annual skin cancer screenings for all operational staff ⚖️ ❤️‍🩹					X		X
Establish regional coastal safety and resilience program including acquisition of a fire boat program and ongoing coordination with outside partners to support regional emergency response 🎄 ⚖️ ❤️‍🩹	X				X	X	X
Promote, train, and recruit new lifeguards ❤️‍🩹					X		X
Develop enhanced Marine Safety programs and training, including a Swift Water Response Team and Technical Rope Rescue Training ❤️‍🩹					X		X
Negotiate and implement new service contract and Fire Station #4 facility lease with UCSC ⚖️ ❤️‍🩹	X				X		X
Research shared service and consolidation opportunities within the County 🎄 ⚖️ ❤️‍🩹	X				X	X	X
Continue to develop succession planning for anticipated staffing attrition throughout the department, including leadership development training for battalion chiefs, captains, and other line staff ⚖️ ❤️‍🩹						X	X
Complete First Responder Fee study and City ordinance for cost recovery in high-risk rescues and explore implementation options ❤️‍🩹	X					X	X
Outfit and deploy transport capable Rescue Unit ❤️‍🩹	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
# of fire investigations conducted ❤️	Public Safety and Community Well-Being	29	27	36	35	35
# of construction project plan check reviews conducted ❤️	Public Safety and Community Well-Being	1,039	816	919	950	950
# of construction project inspections ❤️	Public Safety and Community Well-Being	324	387	445	450	450
# of life safety consultations provided ❤️	Public Safety and Community Well-Being	489	555	593	600	600
# of lifeguard contacts with the public ❤️	Public Safety and Community Well-Being	158,092	221,347	218,710	244,000	250,000
# of 911 calls for service ❤️	Public Safety and Community Well-Being	9,784	9,438	9,070	9,500	10,000

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
% of state-mandated fire inspections conducted within the required timeframe ❤️	Public Safety and Community Well-Being	74%	80%	100%	100%	100%
% of fire investigations conducted within the required timeframe ❤️	Public Safety and Community Well-Being	100%	100%	100%	100%	100%
911 calls for service responded to within 8 minutes ❤️	Public Safety and Community Well-Being	89%	89%	90%	100%	100%
CruzAware Registrations ❤️	Public Safety and Community Well-Being	-	-	3,870	4,600	5,000
Average Turnout Time: Fire ❤️	Public Safety and Community Well-Being	1:31	1:28	1:14	1:15	1:20
Average Turnout Time: Medical ❤️	Public Safety and Community Well-Being	1:04	1:06	1:12	1:13	1:00

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
NOAA Weather Radios Distributed ⚖️ ❤️‍🔥	Public Safety and Community Well-Being	N/A	N/A	N/A	254	400
Community Outreach Events / Building Emergency Preparedness ⚖️ ❤️‍🔥	Public Safety and Community Well-Being	N/A	N/A	10	12	15

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 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	3.00	3.00	-
Principal Management Analyst	2.00	2.00	2.00	2.00	-
Total	**70.00**	**70.00**	**72.00**	**72.00**	**-**

* "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

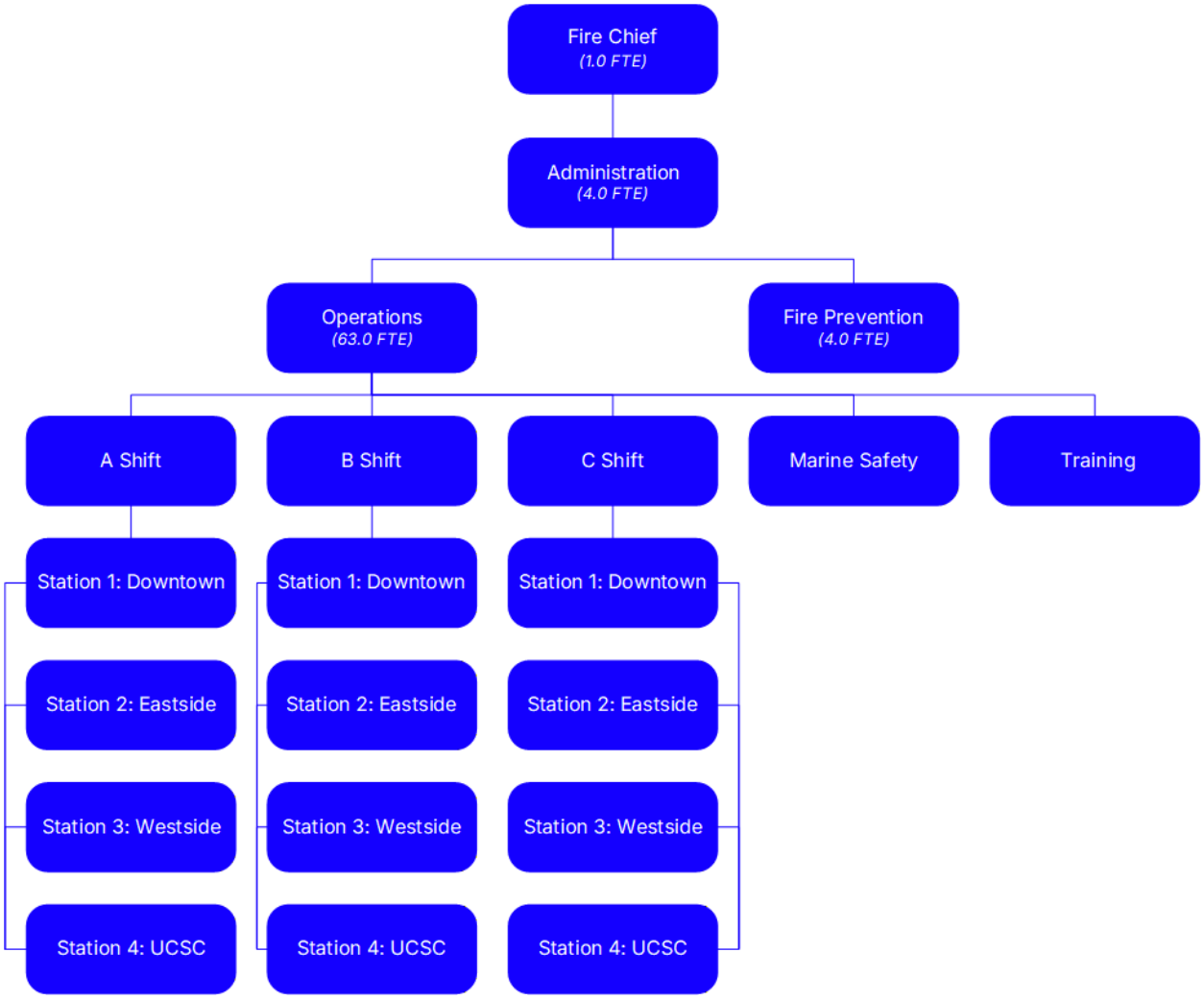
Budget Summary - Fire

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		23,925,768	25,073,000	25,362,633	24,266,820	26,247,041
Services, Supplies, and Other Charges		4,418,007	5,075,278	5,212,161	5,419,461	4,793,893
Capital Outlay		123,447	-	149,472	156,123	115,000
Total Expenditures		28,467,222	30,148,278	30,724,266	29,842,404	31,155,934
EXPENDITURES BY ACTIVITY:						
Fire Administration	2201	3,612,834	4,129,695	4,213,911	4,143,505	3,873,973
Fire/EMS Operations	2202	21,395,380	22,113,446	22,585,293	22,229,514	23,234,456
Fire Prevention	2203	1,683,339	1,645,698	1,655,958	1,481,662	1,725,071
Office of Emergency Services (OES)	2205	43,867	132,382	132,382	84,642	132,382
Fire Strike Team	2206	462,576	750,000	750,000	416,360	750,000
Subtotal General Fund		27,197,995	28,771,221	29,337,544	28,355,683	29,715,882
Marine Rescue Program	2204	1,332,070	1,377,057	1,386,722	1,486,721	1,440,053
Subtotal Other General Funds		1,332,070	1,377,057	1,386,722	1,486,721	1,440,053
Total Expenditures		28,530,065	30,148,278	30,724,266	29,842,404	31,155,934
RESOURCES BY FUND:						
General Fund	101	5,928,164	5,961,937	6,089,284	6,442,133	6,460,104
Municipal Wharf	104	11,387	12,500	12,500	12,500	12,500
Public Safety Impact Fee - Fire Fund	217	187,107	125,000	125,000	125,000	200,000
Technology Surcharge	295	6,671	5,200	6,800	6,300	6,500
Total Resources		6,133,328	6,104,637	6,233,584	6,585,933	6,679,104
NET GENERAL FUND COST:		***(22,396,737)***	***(24,043,641)***	***(24,490,682)***	***(23,256,471)***	***(24,476,830)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	70.00	72.00	72.00

**Sums may have discrepancies due to rounding*

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

www.santacruzca.gov/Government/City-Departments/Human-Resources

809 Center St., Room 6 and 7, Santa Cruz

Core Services

Human Resources ensures the City's workforce practices comply with federal and state law, labor agreements, and internal policy, while supporting the City's Thriving Workforce priority by attracting, supporting, and growing a diverse workforce that delivers outstanding City services.

- Ensures compliance with federal and state employment laws, including those related to equal employment opportunity, disability accommodation, wage and hour requirements, workplace discrimination, harassment, retaliation, and employee leave entitlements such as family, medical, pregnancy disability, and workers' compensation leave
- Leads and administers labor relations, including collective bargaining and contract interpretation, ensuring the City meets its obligations under state labor laws and negotiated agreements
- Oversees and conducts workplace investigations and provides direction on employee performance and discipline to ensure compliance with employment laws, due process requirements, and City policies
- Designs and administers recruitment and selection processes that uphold merit system principles and comply with equal employment opportunity laws, civil service rules, and contractual obligations
- Administers and enforces classification and compensation programs in alignment with wage and hour laws and internal equity practices, ensuring positions, job duties, and pay practices are legally compliant and consistently applied
- Implements and monitors HR policies, Administrative Procedure Orders, and compliance frameworks to ensure consistent application of local rules and alignment with federal and state law
- Maintains official employee records and administers HR systems in accordance with legal recordkeeping, reporting, and audit requirements, ensuring data integrity and compliance
- Develops and delivers required training programs to ensure supervisors and employees understand and comply with legal requirements, while also supporting career growth, professional development, and leadership readiness across the organization

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Reviewed and assessed various personnel-related Administrative Procedure Orders 🎄 💓							X
Continued review and assess personnel policies and procedures ⚖️							X
Completed eight successor MOU negotiations ⚖️	X				X	X	X
Completed supervisory and management leadership pilot training program	X				X		X
Completed RFP process for citywide training initiative including DEIA program ⚖️	X						X
Annual May employee appreciation event							X
Continued efforts and involvement on citywide NATE project to updated 20-year ERP							X
Completed review of several major HR processes and updated process for temporary hires							X
Developed a conceptual approach for recruitment advertising while conducting a high-level review of internal recruitment practices to identify opportunities for innovation, consistency, and alignment with organizational goals							X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Deliver citywide training, including ERP training, a new annual catalog, and supervisor and management development programs, and plan for DEIA program.							X

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Enhance workplace culture and engagement through a citywide recognition program and improved employee communication.							X
Implement annual legislative change requirements							X
Strengthen understanding and compliance by updating HR policies, procedures, and Administrative Procedure Orders and improving core processes.							X
Support effective labor relations through completion of negotiations and ongoing contract administration.							X
Go live with Phase 1(HR and payroll) and improvements within new citywide ERP							X
Implement and support the City's ERP system, including HR and payroll go-live, training, and system improvements.							X
Complete final successor MOU negotiation for the 2025-2026 cycle ⚖️							X
Prepare for development of performance and learning management system							X
Finalize case management processes in preparation of new case management system							X

Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Number of PAF's successfully processed without errors	Thriving Organization	1,734	1,913	2,092	2,100	2,100
Number of employees who attended required training	Thriving Organization	280	1,606	1,165	1,200	1,200
Total number of active workers compensation claim	Thriving Organization	117	135	128	135	120

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
% of employee training classes rated "very good" or better by attendees	Thriving Organization	75%	84%	86%	87%	90%
% of the workforce that attended all City-required training	Thriving Organization	75%	77%	75%	77%	80%
% change in number of days off due to a workers' compensation claim	Thriving Organization	-2.8%	-9.5%	1.06%	-8.5%	-11%

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant I/II	-	1.00	-	-	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-
Assistant Director of Human Resources	-	-	-	1.00	1.00
Chief People Officer	1.00	1.00	1.00	1.00	-
Human Resources Analyst I/II	5.00	5.00	6.00	6.00	-
Human Resources Manager	-	2.00	2.00	1.00	(1.00)
Human Resources Technician	2.00	2.00	3.00	3.00	-
Human Resources Technician-Limited Term	-	1.00	1.00	1.00	-
Principal Human Resources Analyst	3.00	1.00	1.00	1.00	-
Program Analyst I/II	-	1.00	1.00	1.00	-
Total	**12.00**	**15.00**	**16.00**	**16.00**	**-**

* "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 - Human Resources

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		2,028,413	2,278,611	2,319,078	2,171,726	2,567,926
Services, Supplies, and Other Charges		25,511,152	30,378,341	30,752,685	30,325,623	33,921,720
Total Expenditures		27,539,565	32,656,952	33,071,763	32,497,349	36,489,646
EXPENDITURES BY ACTIVITY:						
Human Resources	1230	2,493,334	2,112,646	2,514,377	2,864,941	2,915,599
Volunteer Program	1231	-	48,925	48,925	-	48,925
Subtotal General Fund		2,493,334	2,161,571	2,563,302	2,864,941	2,964,524
Workers Compensation Insurance	7820	3,912,436	7,271,949	7,279,517	7,184,228	7,567,580
Medical/Dental/Vision Insurance	7823	20,960,809	22,941,032	22,946,544	22,448,180	25,955,142
Unemployment Ins Trust	7824	180,386	282,400	282,400	-	2,400
Subtotal Other Funds		25,053,631	30,495,381	30,508,461	29,632,408	33,525,122
Total Expenditures		27,546,966	32,656,952	33,071,763	32,497,349	36,489,646
RESOURCES BY FUND:						
General Fund	101	1,673,761	1,995,095	1,995,095	1,995,095	2,250,864
Workers' Compensation Insurance	841	5,888,833	8,667,003	7,350,353	7,363,780	7,595,976
Group Health Insurance	843	21,701,833	24,404,198	24,404,198	24,404,198	26,627,920
Unemployment Insurance	844	1,071,248	989,480	989,480	1,978,960	-
Total Resources		30,335,675	36,055,776	34,739,126	35,742,033	36,474,760
NET GENERAL FUND COST:		***2,788,709***	***3,398,824***	***1,667,363***	***3,244,684***	***(14,886)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	12.00	16.00	16.00

**Sums may have discrepancies due to rounding*

Organization Chart



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

809 Center St., Room 8, Santa Cruz

www.santacruzca.gov/Government/City-Departments/Information-Technology

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
- Assist with business process improvement by analyzing workflows, identifying inefficiencies, and implementing technology solutions that streamline operations and enhance service delivery
- 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

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Implemented new IT work order management system to streamline operational workflows 🌲							X
Supported the ongoing implementation of major Citywide software solutions, including Workday (Enterprise Resource Planning), SpryPoint (Utility Billing), Teller (Cash Receipting), and Tyler EPL (Land Management, Permitting, Licensing, and Code Compliance) 🌲	X	X	X		X		X
Continued Conference Room Revitalization project to modernize collaboration spaces 🌲	X					X	X
Advanced digital ADA compliance initiatives and strengthened cybersecurity resilience ⚖️	X				X		X
Completed 5300 Help Desk work Orders 🌲							X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Assisted with the redesign and relaunch of the City of Santa Cruz public webpage to improve accessibility and user experience ⚖️		X			X		X
Started a project to integrate Fleet management into the City's asset management system 🎄	X					X	X
Upgraded the City's telecommunications infrastructure with a VoIP system 🎄						X	X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete the ongoing implementation of major Citywide software solutions, including Workday (Enterprise Resource Planning), SpryPoint (Utility Billing), Teller (Cash Receipting), and Tyler EPL (Land Management, Permitting, Licensing, and Code Compliance) 🎄	X	X	X		X		X
Complete the project to integrate Fleet management into the City's asset management system 🎄	X					X	X
Improve WiFi capabilities at the City's Corporate Yard 🎄						X	
Continue the rollout of and maintenance of the City's physical access security with improvements at the City's Corporate Yard 🎄					X	X	X
Establish a secondary disaster recovery site to strengthen the City's digital resilience and business continuity capabilities 💓					X	X	X
Launch a project to consolidate the City's facility maintenance functions within the enterprise asset management system 🎄						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
Network Availability 🌲	Thriving Organization	99.92%	99.97%	99.72%	99.95%	99.90%
Critical Server Availability 🌲	Thriving Organization	99.91%	99.99%	99.72%	99.95%	99.99%
Website Availability ⚖️	Public Safety and Community Well-Being	99.98%	99.99%	99.99%	99.99%	100%
Physical Servers Converted to Virtual Servers 🌲	Natural and Built Infrastructure	88%	90%	93%	95%	98%
Personal Computers Replaced 🌲	Thriving Organization	125	110	142	138	150

Performance Measures

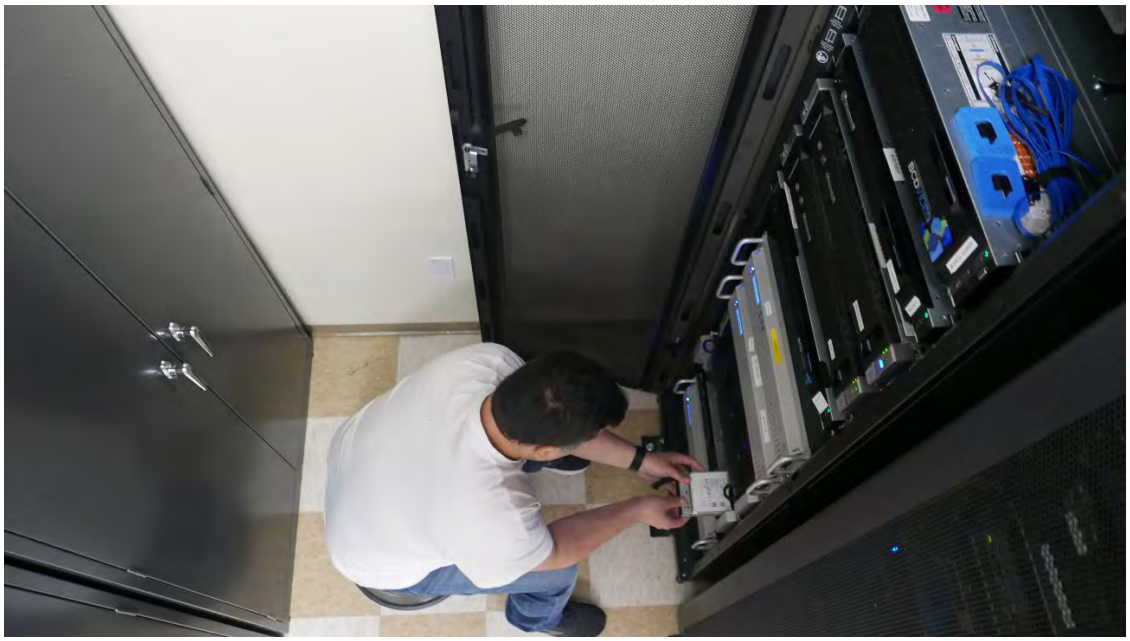
Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Help Desk Tickets Completed 🌲	Thriving Organization	6,030	6,000	5,600	5,300	5,500
GIS Website Visitors (external) ⚖️	Public Safety and Community Well-Being	70,844	107,175	108,133	105,000	110,110
Overall Website Visitors ⚖️	Public Safety and Community Well-Being	2.38M	2.95M	2.2M	1.9M	2.0M
Community Request for Service Portal (CRSP) Work Orders Submitted and Completed ⚖️	Public Safety and Community Well-Being	3,433	2,750	3,000	3,200	3,100



Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant III	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	2.00	4.00	4.00	4.00	-
Director of Information Technology	1.00	1.00	1.00	1.00	-
GIS Manager	-	1.00	1.00	1.00	-
GIS Analyst	-	-	1.00	1.00	-
Information Technology Manager	3.00	3.00	3.00	3.00	-
Information Technology Specialist I/II	2.00	2.00	2.00	2.00	-
Information Technology Specialist III	2.00	2.00	2.00	2.00	-
Network and Systems Administrator	4.00	5.00	5.00	5.00	-
Program Analyst I/II	-	1.00	1.00	1.00	-
Programmer Analyst I/II	3.00	3.00	3.00	3.00	-
Project Manager/Training Coordinator	2.00	2.00	2.00	2.00	-
SCADA Systems & Network Administrator	1.00	1.00	1.00	1.00	-
Systems Coordinator	1.00	-	-	-	-
Total	**24.00**	**28.00**	**28.00**	**28.00**	**-**

* "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



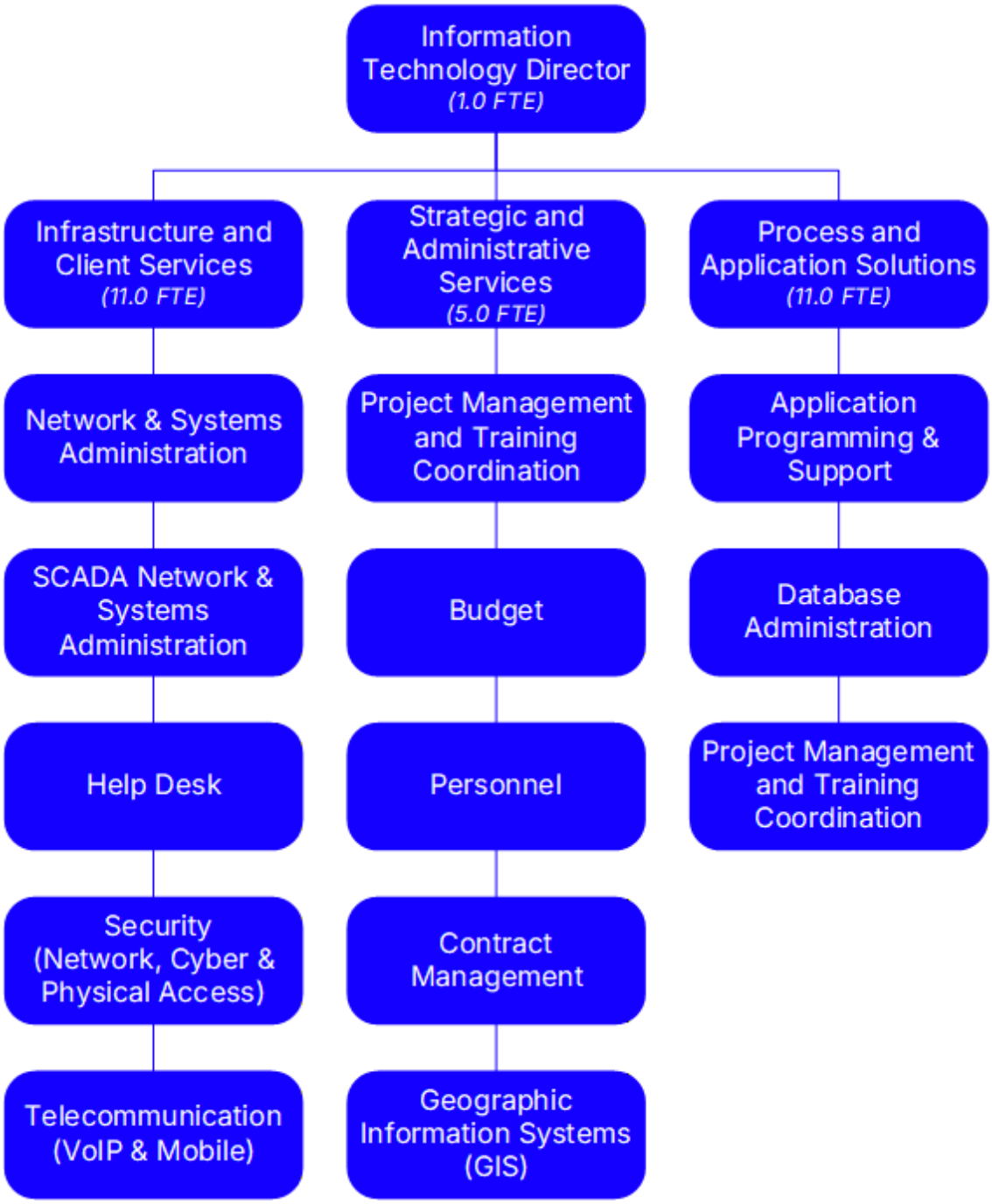
Budget Summary - Information Technology

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		4,246,292	4,731,903	5,007,925	4,796,481	4,965,258
Services, Supplies, and Other Charges		2,687,580	2,734,004	2,884,030	2,887,038	2,985,938
Capital Outlay		118,321	120,000	128,000	120,000	120,000
Total Expenditures		7,052,192	7,585,907	8,019,955	7,803,519	8,071,196
EXPENDITURES BY ACTIVITY:						
IT Operations	1251	7,067,245	7,585,907	8,019,955	7,803,519	8,071,196
Subtotal General Fund		7,067,245	7,585,907	8,019,955	7,803,519	8,071,196
Total Expenditures		7,067,245	7,585,907	8,019,955	7,803,519	8,071,196
RESOURCES BY FUND:						
General Fund	101	6,372,962	7,108,726	7,108,726	7,108,726	7,835,566
Total Resources		6,372,962	7,108,726	7,108,726	7,108,726	7,835,566
NET GENERAL FUND COST:		***(694,283)***	***(477,181)***	***(911,229)***	***(694,793)***	***(235,630)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	28.00	28.00	28.00

**Sums may have discrepancies due to rounding*

Organization Chart



CITY OF SANTA CRUZ

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

Budget Summary - Library (City)

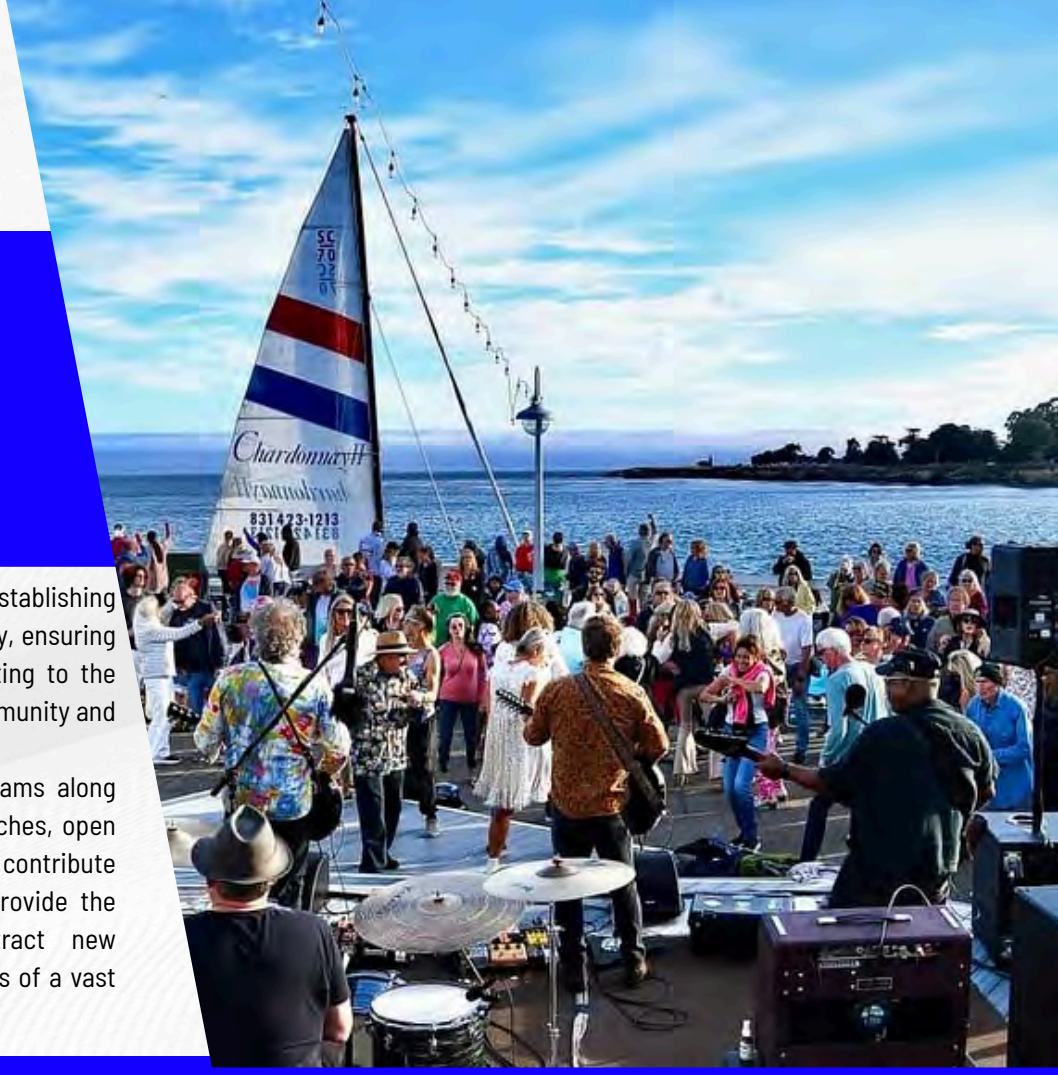
		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Services, Supplies, and Other Charges		2,452,089	2,452,089	2,815,836	2,815,836	3,303,600
Total Expenditures		2,452,089	2,452,089	2,815,836	2,815,836	3,303,600
EXPENDITURES BY ACTIVITY:						
Library System Services - City	3410	2,452,089	2,452,089	2,815,836	2,815,836	3,303,600
Subtotal General Fund		2,452,089	2,452,089	2,815,836	2,815,836	3,303,600
Total Expenditures		2,452,089	2,452,089	2,815,836	2,815,836	3,303,600
RESOURCES BY FUND:						
General Fund	101	576,352	605,170	658,367	602,287	874,967
Total Resources		576,352	605,170	658,367	602,287	874,967
NET GENERAL FUND COST:		***(1,875,737)***	***(1,846,919)***	***(2,157,469)***	***(2,213,549)***	***(2,428,633)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	115.08	116.49	116.48

**Sums may have discrepancies due to rounding*

CITY OF SANTA CRUZ

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

831-420-5270

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, which total 169,000 square feet
- Create unique places that foster relationships with people and nature, and offer a civic presence through minor and major capital improvement projects
- Provide opportunities for City residents and visitors to play, learn, and socialize via in-person and online
- Offer a variety of programs specifically aimed at the needs and interests of the City's youth, teens, adults, and seniors
- Administratively support the department's facilities, programs, and activities by responding to public information requests, handling event/activity permitting, supporting advisory bodies, providing service assistance and education to the public, managing the budget and financial services as well as performing personnel services and development
- Ensure the long-range success of the department by managing community partnerships, planning and documenting systems and procedures, ensuring compliance with environmental regulations, managing large projects, complying with City, state, and federal policies and processes, budget planning, and developing new revenue strategies, and executing marketing and public information campaigns



FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed the kiosk and outdoor education area at the grant-funded Pogonip Nature Loop Trailhead 🌲⚖️💓	X				X	X	
Wrapped the implementation of the Sergeant Derby Park and Grant Park renovations and initiated upgrades for Poet's Park Playground area 💓					X	X	
Achieved a 55% project completion rate for the current Capital Investment Program (CIP) portfolio, creating capacity for new project implementations 🌲⚖️💓	X				X	X	
Achieved significant advancements for the second phase of Depot Park Bike Park improvements 💓					X	X	
Utilized the Facility Condition Assessment (FCA) to identify and request project funding through the annual budget process 💓	X				X	X	
Secured Council approval on both the San Lorenzo Park redesign and Harvey West Park assessment, allowing future focus to turn to planning and phased implementation 🌲⚖️💓					X	X	
With support of Councilmembers and the Mayor, staff successfully reopened Harvey West Pool to year-round programming ⚖️💓					X	X	
Expanded the Tuesday Night Live Summer Concert Series at the Municipal Wharf from five to eight free community concert events ⚖️💓	X	X			X		
Completed the department's first Community Needs Assessment (CNA) to identify service gaps and establish a baseline for measuring equitable access across all demographics ⚖️💓	X				X	X	
As part of a County-wide 10-year plan, initiated Age Well programming campaign to broaden the appeal and accessibility of services ⚖️💓					X		
Expanded services to pre-teens and teens by launching a new lunchtime program at Mission Hill Middle School and by hosting the Teen Job Fair at Laurel Park ⚖️💓					X		

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Expanded adult winter sports leagues with the successful introduction of a dodgeball league hosted at the Civic Auditorium ⛑️					X		
Expanded access to programs and events through administering over 250 Youth Scholarships and provided a dozen event grant awards ⚖️ ⛑️					X		
Improved wireless connectivity in the main hall and side rooms of the Civic Auditorium and made investments for larger wireless infrastructure upgrades in the facility ⛑️		X				X	
Advanced grant-funded climate resilience and restoration initiatives at Jessie Street Marsh and the San Lorenzo Riverlands 🌲 ⚖️ ⛑️	X				X	X	
In collaboration with the Fire, Water and Public Works Departments, staff helped craft the city's Wildfire Resiliency plan, a strategic planning document that will guide implementation of prioritized vegetation management and wildfire risk reduction strategies within the Parks & Recreation system 🌲 ⛑️					X	X	
Staff continued to pursue waterwise strategies for park and golf course irrigation by limiting water use to levels well below calculated water budgets, resulting in 106.6M gallons of avoided water use 🌲 ⛑️	X					X	
With Measure Q support, expanded maintenance capacity in Urban Forestry and Open Space Divisions by hiring an Assistant Urban Forester and Open Space Park Maintenance Worker 🌲 ⛑️	X				X	X	
With the support of grant-funding, onboarded a new Youth Fellow for Community Gardens to focus on food security, building greater community within the gardens and creating partnerships to support program outcomes 🌲 ⚖️ ⛑️	X				X		
Saw the successful planting of an additional 500 endangered tar plants in Arana Gulch with support from UCSC partners 🌲						X	

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Secured Carbon Grants to support new LED lighting at the Civic, water bottle filling stations at the Wharf and tree planting at University Terrace Park 🎄 💓	X					X	
Secured an MBARD grant to continue the electrification of the utility vehicle fleet at the DeLaveaga Golf Course 🎄 💓	X	X				X	
Welcomed eight new board members to the Friends of Parks and Recreation Group to independently support department fundraising goal	X						X
Launched two new concessions partnerships with Motiv and the Crepe Place	X	X					X
Created a new community skate event by partnering with Skater Things for Skate Nights at the Civic 💓					X		X
Partnered with the Osher Lifelong Learning Institute to make improvements to classrooms and establish a Little Library at the London Nelson Community Center ⚖️ 💓					X		X
Celebrated 50 years of Sister City Friendship with Shingu, Japan 💓					X		X
Re-established the Park Host Program at Harvey West Park as a pilot to support stewardship, positive use, and day-to-day visibility, and track outcomes to inform potential expansion to other community parks 💓	X			X	X	X	X
In partnership with the Homelessness Response team, addressed illegal encampments in parks and open spaces 🎄 💓				X	X	X	
Completed critical infrastructure safety repairs/improvements, including interim repairs to the end of the Wharf, major substructure repairs near Gildas and Rivas, and installation of handrails at the Civic and completion of a new septic system at DeLaveaga Park 💓					X	X	
Installed safety signage to address speeding and shared access throughout Arana Gulch with the increased traffic from the Murray Street bridge closure 💓					X		

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed firebreak mowing and continued grazing partnerships in the city's Open Spaces to reduce wildfire risks ❤️‍🔥					X	X	
Contributed to testing and implementation efforts for new city systems, including the new website, the new Land Management System, the new Enterprise Resource Planning (ERP) System	X						X
Engaged in processes for new department allocations, e.g. Children's Fund, Sugar-Sweetened Beverage Tax, etc, to support department assets and programs aligned with priorities 🎄⚖️❤️‍🔥	X	X			X	X	X
Completed the FY26-28 Parks & Recreation Strategic Plan, aligning departmental priorities with citywide goals and community needs 🎄⚖️❤️‍🔥	X	X		X	X	X	X
Launched a unified Welcome Program for new staff hires to complete standardized orientation and safety training within their first 30 days							X
Launched a modified Welcome Program for new temporary / seasonal hires to complete standardized orientation and safety training within their first 90 days							X
Moved all department files to SharePoint, making them accessible from any location							X
Updated department webpages for easier public navigation and identified a list of Recreation Software improvements for better staff and customer experiences ⚖️❤️‍🔥	X				X		X
Shared impacts of Year One Measure Q funding for Open Spaces and Urban Forestry 🎄❤️‍🔥	X				X	X	X
Secured several grants to support department priorities, totaling $3.5M 🎄⚖️❤️‍🔥	X	X			X	X	X
Upgraded high-need playgrounds based on the 15-year plan, prioritizing safety and accessibility ⚖️❤️‍🔥					X	X	
With grant support, introduced new beach wheelchairs and accessibility improvements at Main and Cowell Beach ⚖️❤️‍🔥	X				X		

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Expand staff orientation to include job-shadowing, where new hires are paired with experienced staff to learn technical field work firsthand ⚖️							X
Establish a Workforce Development Matrix that uses the Year 1 Catalog to create clear, role-specific pathways for technical mastery and promotion							X
Ensure 100% of computer-using staff are comfortable and proficient using Microsoft 365 applications and recreation software as needed for their daily work ⚖️							X
Launch the new Workday hiring and payroll tools, replacing the manual processes with a digital system that tracks a hiring request from start to finish					X	X	X
Set up the new Permit & Licensing system for Tree Permits, allowing customers to submit applications and track their status online					X	X	X
Set up dedicated training rooms at the Wharf, Harvey West, and the Golf Course so field staff don't have to travel across town to learn the new software systems and skills							X
Establish and document formal Service Standards for both public-facing interactions (e.g., permit response times) and internal partnerships (e.g., IT/HR/Finance processing times) to ensure transparency and consistent delivery of departmental services.					X	X	X
Scale Open Space and Forestry operations to increase maintenance frequency by 15% and produce the first "Measure Q Impact Report" to demonstrate value to the community 🎄 💓					X	X	X
Implement a standardized "Project Intake & Lifecycle" framework to maintain a greater than 60% completion rate 🎄 ⚖️ 💓					X	X	
Advance Transformational CIP projects 🎄 ⚖️ 💓		X			X	X	

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Formalize department-wide maintenance standards for "grey" and "green" assets and execute the second annual "Top 10" priority renewal list 🎄 💓					X	X	X
Utilize the leverage dashboard to identify funding gaps; with Finance, present a mid-cycle budget report to Council that outlines a proposal to use non-General Fund resources to support improved Wharf maintenance operations	X						X
Implement the updated Development and Impact Fee package for new residential and commercial development	X	X			X	X	X
Secure additional Measure Q, Children's Fund and SSB Tax fund allocations for investment toward high-visibility projects (e.g., open space management, urban forestry and youth programming) 🎄 ⚖️ 💓	X				X	X	
In collaboration with FOPAR, exceed 2025 donations by 25% at the second "Live at the Lane" fundraiser	X						
Submit major grant applications specifically targeted at high-priority renewal projects identified in the Facility Condition Assessment (FCA)	X				X	X	
Adjust current recreation offerings based on CNA findings and a program lifecycle tool to better reflect the expressed needs of the community ⚖️ 💓		X			X		
Formally adopt the NRPA definition of equity and implement it across all department programming and community health initiatives ⚖️ 💓					X		
Address legacy pricing resolutions to bring fee control back to the department and implement updated area business plans and a comprehensive pricing strategy	X				X		X
Embed sustainability, climate resilience, safety, and maintenance considerations into park and facility renewal and rehabilitation planning (includes Active Transportation bulb-outs, Community Resilience Center alignment and battery storage back-up at London Nelson) 🎄 💓	X				X	X	X

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Establish clear "safe and maintainable park" standards focused on visibility, access control, material durability, and maintenance feasibility ❤️	X				X	X	X
Evaluate outcomes from the Harvey West Park Host pilot and, if successful, refine the model for potential expansion to additional community park locations ❤️	X				X	X	
Establish a planting strategy for 250-300 trees annually to 2030 and communicate the State of the Urban Forest using improved data from the new Permit System and updated tree Inventory 🌲⚖️❤️					X	X	
Develop a department fleet electrification strategy in partnership with Climate Team and Public Works 🌲❤️	X				X	X	X
Build on Year One outcomes from the Youth Fellow position to continue to advance community garden programming and food security 🌲⚖️❤️					X		

Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
# of participants in programs, classes & events 🌲⚖️❤️	Strong Businesses and Vibrant Downtown; Public Safety and Community Well-Being	100,338	110,495	113,984	143,638	145,958
# of facility, field, court & picnic areas reservations 🌲⚖️❤️	Public Safety and Community Well-Being	8,704	13,913	14,476	14,817	14,500
Tons of general refuse/green waste removed 🌲❤️	Natural and Built Infrastructure	546/98	445/149	460/100	490/112	450/125

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
# of annual labor hours (maintenance of recreation facilities)/ 1,000 sq ft 🌲⚖️💓	Natural and Built Infrastructure; Thriving Organization	99.54	99.54	119.45	119.45	139.36
# of annual labor hours (maintenance of parks and open space)/per acre 🌲⚖️💓	Natural and Built Infrastructure; Thriving Organization	67.37	61.35	63.76	64.96	73.42

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
% canopy cover as defined in Street Tree Management Plan 🌲⚖️💓	Natural and 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	$9,805	$10,931	$12,032	$12,436	$12,451
% of operating expenditures recovered from non-tax revenues*	Fiscal Sustainability; Thriving Organization	36%	34%	31%	33%	29%

* Excluding the department's Central Service Allocation Plan expenditures

Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant I/II	4.00	4.00	4.50	3.00	(1.50)
Administrative Assistant III	0.50	0.50	-	-	-
Administrative Services Supervisor	1.00	1.00	1.00	1.00	-
Assistant Golf Course Superintendent	1.00	1.00	1.00	1.00	-
Assistant Urban Forester-Limited Term	-	1.00	1.00	1.00	-
Associate Planner I/II	1.00	-	-	-	-
Box Office Representative	0.50	0.50	0.50	-	(0.50)
Building Maintenance Worker I/II	2.50	3.00	3.00	3.00	-

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Custodian	3.00	3.00	3.00	3.50	0.50
Director of Parks and Recreation	1.00	1.00	1.00	1.00	-
Facility Attendant	2.00	2.50	1.50	-	(1.50)
Field Supervisor	3.00	4.00	4.00	4.00	-
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	3.00	3.00	-
Parks Maintenance Worker	28.00	28.00	29.00	29.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Recreation Coordinator	7.00	7.00	7.00	7.00	-
Recreation Specialist	-	-	3.50	4.00	0.50
Recreation Superintendent	1.00	1.00	1.00	1.00	-
Recreation Supervisor	5.00	5.50	5.50	5.50	-
Senior Parks Maintenance Worker	7.00	7.00	7.00	7.00	-
Senior Planner	-	1.00	1.00	1.00	-
Service Field Crew Leader	2.00	3.00	3.00	3.00	-
Special Events Coordinator	1.00	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	**86.50**	**91.00**	**93.50**	**91.00**	**(2.50)**

* "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 - Parks and Recreation

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		11,864,702	12,667,457	12,886,763	12,583,520	13,496,456
Services, Supplies, and Other Charges		11,231,343	10,533,845	13,210,756	12,095,407	11,412,971
Capital Outlay		178,010	95,000	96,200	95,684	95,000
Debt Service		22,278	15,313	15,313	15,313	8,346
Total Expenditures		23,296,333	23,311,615	26,209,032	24,789,925	25,012,773
EXPENDITURES BY ACTIVITY:						
Parks and Recreation Administration	3101	5,106,361	5,782,707	6,123,234	6,003,832	5,759,670
Downtown Ranger Program	3102	113	-	-	-	-
Urban Forestry	3105	1,035,031	717,332	1,640,213	1,228,856	611,227
Neighborhood Parks	3106	2,243,383	2,018,185	2,070,771	2,053,677	2,182,669
Community & Regional Parks	3107	2,795,993	2,334,420	2,398,363	2,690,450	2,583,638
Parks Maintenance West	3110	103	-	-	-	108
Parks Maintenance Central	3111	-	-	36,850	36,850	-
Parks Maintenance East	3112	317	-	-	-	-
Arana Gulch Habitat Management	3114	116,430	106,623	112,953	118,097	84,387
Youth Summer Trail Crew	3115	21,726	29,870	29,870	25,185	33,335
Medians	3116	25,337	163,683	163,683	144,046	1,156,165
Parks Open Space	3120	1,581,425	1,611,679	1,947,781	1,546,827	891,400
Delaveaga Golf Course	3131	2,629,226	2,485,516	2,515,860	2,321,957	2,549,513
Recreation Classes	3201	340,542	294,703	296,846	310,261	304,709
Special Events/Brochure	3202	231,106	178,870	180,599	234,992	193,946
Beach Flats Community Center	3204	10,055	10,834	10,834	10,717	11,509
Sports	3205	537,118	517,192	521,508	617,792	548,914
Youth Programs	3206	707,666	611,435	613,084	701,662	628,313
Teen Services	3207	387,249	482,511	485,291	517,361	516,093
Aquatics - Pool Programs	3208	323,144	555,072	690,960	692,990	498,344
Museum	3210	57,298	53,849	53,849	62,247	56,702
London Nelson Community Center	3212	1,183,798	1,157,788	1,169,619	1,157,419	1,229,033
Civic Auditorium	3213	1,076,729	984,962	1,005,024	1,004,820	1,149,153
Homelessness Response	6105	39,600	-	-	-	-
Subtotal General Fund		20,449,749	20,097,231	22,067,192	21,480,039	20,988,827
Parks and Recreation Administration	3101	13,713	-	89,498	500	-
Parks Support	3108	-	-	6,173	-	-

**Sums may have discrepancies due to rounding*

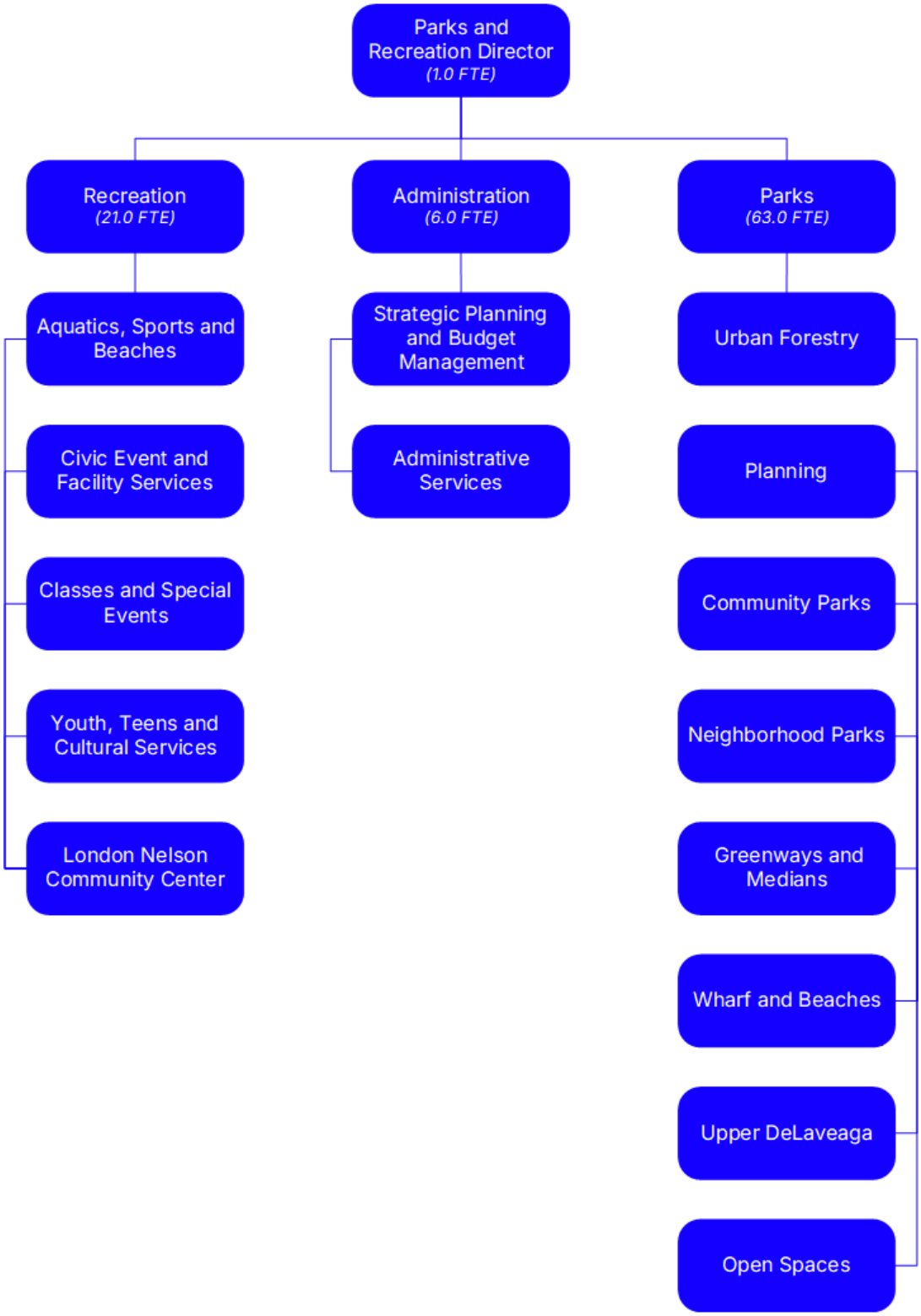
Budget Summary - Parks and Recreation

			Fiscal Year 2026			
		Fiscal Year 2025 Actuals*	Adopted Budget*	Amended Budget*	Year-End Estimate*	Fiscal Year 2027 Proposed*
Street Trees	3151	8,705	15,000	15,000	15,000	15,000
Special Events/Brochure	3202	1,000	2,350	2,350	500	500
Teen Services	3207	6,474	-	65,676	850	1,000
Aquatics - Pool Programs	3208	-	-	7,647	-	-
Museum	3210	-	-	55,105	-	-
Municipal Wharf	3211	2,836,900	3,177,034	3,303,166	3,102,765	3,452,879
London Nelson Community Center	3212	3,955	-	25,495	4,229	-
Civic Auditorium	3213	7,676	10,000	10,126	10,000	10,000
Park & Recreation Trusts	3912	-	10,000	17,039	-	-
Subtotal Other General Funds		2,878,423	3,214,384	3,597,273	3,133,844	3,479,379
Urban Forestry	3105	-	-	157,710	70,166	157,710
Parks Open Space	3120	-	-	386,857	105,875	386,857
Subtotal Other Funds		-	-	544,567	176,041	544,567
Total Expenditures		23,328,173	23,311,615	26,209,032	24,789,925	25,012,773
RESOURCES BY FUND:						
General Fund	101	4,560,161	4,444,850	5,881,399	5,480,987	4,581,344
Municipal Wharf	104	1,733,293	1,509,000	1,550,613	1,628,200	1,600,500
Civic Equip Maintenance/Replacement	121	9,900	11,550	11,550	11,500	11,500
Street Tree Fund	125	17,434	44,000	44,000	17,850	29,000
Contributions and Donations - Parks & Recreation	162	25,337	24,850	44,850	19,500	-
	170	1,000,000	-	2,253,271	439,000	-
Technology Surcharge	295	369	400	400	400	400
Total Resources		7,346,493	6,034,650	9,786,083	7,597,437	6,222,744
NET GENERAL FUND COST:		***(15,981,679)***	***(17,276,965)***	***(16,422,948)***	***(17,192,488)***	***(18,790,029)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	91.00	93.50	91.00

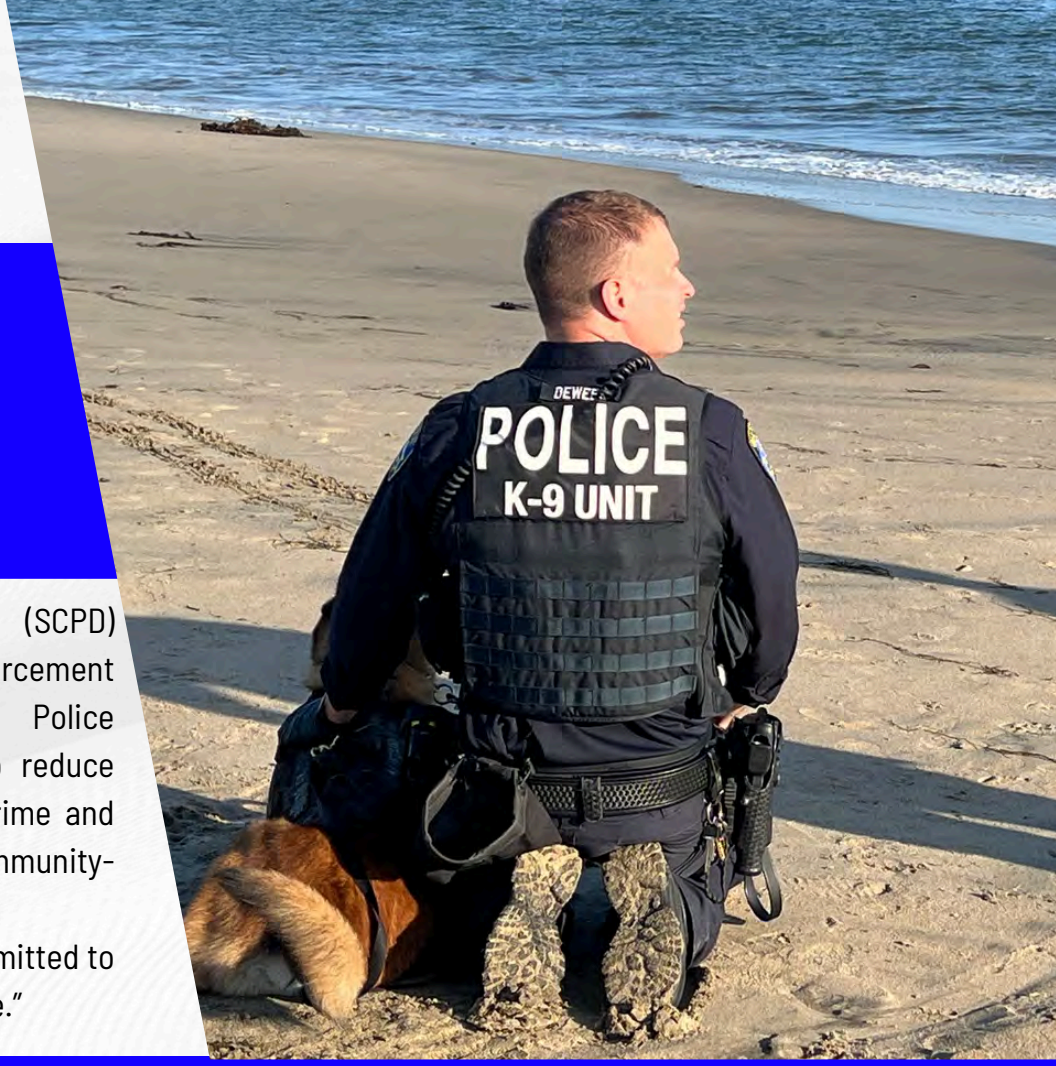
**Sums may have discrepancies due to rounding*

Organization Chart



CITY OF SANTA CRUZ

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 public peace through the appropriate enforcement of laws and ordinances
- Investigate violent crime and property crime, 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
- 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



FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
The Police Department welcomed its first therapy dog for officers and trauma victims ❤️					X		X
Completed Police Department Staffing Study ❤️					X		X
Increased community service officer recruitment and presence throughout the downtown area ❤️					X		
Added one (1) additional officer to the Homeless Response Team ❤️				X			
Continued partnership in Project ASCEND ❤️					X		
Received two (2) years of additional funding toward illegal tobacco product enforcement ❤️					X		

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete the Police Department's report writing expansion project ❤️							X
Implement a new records management system ❤️					X		X
Activate the upcoming downtown police department satellite office ❤️		X			X		
Relaunch the Citizen's Academy ❤️					X		

Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Projected
# of calls for service ❤️	Public Safety and Community Well-Being	74,556	67,105	63,725	60,000	60,000

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Projected
# of arrests ❤️	Public Safety and Community Well-Being	2,787	2,820	2,929	2,557	2,800
# of citations ❤️	Public Safety and Community Well-Being	3,838	3,440	2,973	2,839	3,000
# of reports written ❤️	Public Safety and Community Well-Being	21,965	20,033	20,388	19,290	20,000

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Patrol officer retention rate ❤️	Public Safety and Community Well-Being	81%	85%	80%	83%	90%
% of patrol workforce participating in wellness programs	Public Safety and Community Well-Being	72%	75%	80%	80%	85%
% increase of officer-initiated calls for services ❤️	Public Safety and Community Well-Being	10%	-12%	72%	8%	5%



Staffing

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant I/II	1.00	1.00	1.00	1.00	-
Administrative Assistant III	3.00	3.00	2.00	2.00	-
Administrative Services Supervisor	-	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	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 Digital Forensic Analyst	-	1.00	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	1.00	(1.00)
Police Property and Evidence Supervisor	-	1.00	1.00	1.00	-
Police Records Manager	1.00	1.00	1.00	1.00	-
Police Records Supervisor	-	1.00	1.00	1.00	-
Police Records Technician	7.00	7.00	7.00	6.00	(1.00)
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	**135.00**	**139.00**	**138.00**	**136.00**	**(2.00)**

* "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 - Police

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		24,747,490	25,280,209	25,476,840	25,260,376	31,045,719
Services, Supplies, and Other Charges		10,996,409	11,841,250	12,811,101	10,754,371	10,898,758
Capital Outlay		201,571	-	590,048	-	230,097
Debt Service		24,617	-	-	11,190	-
Total Expenditures		35,970,087	37,121,459	38,877,990	36,025,937	42,174,574
EXPENDITURES BY ACTIVITY:						
Police Administration	2101	6,334,462	7,033,502	7,141,725	6,963,264	6,766,449
Police Investigations	2102	4,813,147	4,693,277	4,722,385	4,963,364	5,615,259
Police Patrol	2103	17,408,274	17,182,915	18,039,831	17,084,268	21,395,240
Police Community Services	2104	476,234	309,797	834,076	547,132	755,900
Police Traffic	2106	1,667,434	1,661,303	1,767,583	1,465,837	2,056,510
Police Records	2107	4,037,211	4,079,476	4,205,459	4,110,692	4,423,030
Homelessness Response	6105	1,099,743	1,625,301	1,631,043	885,492	762,186
Subtotal General Fund		35,836,506	36,585,571	38,342,102	36,020,049	41,774,574
Police Patrol	2103	204,541	535,888	535,888	5,888	400,000
Subtotal Other Funds		204,541	535,888	535,888	5,888	400,000
Total Expenditures		36,041,047	37,121,459	38,877,990	36,025,937	42,174,574
RESOURCES BY FUND:						
General Fund	101	756,304	785,637	1,669,923	978,324	1,335,921
Supplemental Law Enforcement Services	211	305,784	200,000	200,000	335,250	400,000
Traffic Offender	212	43,443	35,000	35,000	54,000	45,000
Police Asset Seizure	214	272,474	10,000	10,000	30,000	10,000
Public Safety Impact Fee - Police Fund	215	190,695	150,000	150,000	150,000	200,000
Total Resources		1,568,700	1,180,637	2,064,923	1,547,574	1,990,921
NET GENERAL FUND COST:		***(34,472,347)***	***(35,940,822)***	***(36,813,067)***	***(34,478,364)***	***(40,183,653)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	139.00	138.00	136.00

**Sums may have discrepancies due to rounding*

Organization Chart



PUBLIC WORKS DEPARTMENT- *GENERAL FUND*



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 primary goals of the department are to efficiently deliver a broad range of municipal services to residents, businesses, and visitors of Santa Cruz in a manner that is a safe, professional, sustainable, and cost-effective, with a focus on community responsiveness and customer service.

Key Programs Overseen by Public Works:

- General Engineering & Pavement Projects
- Active Transportation Plan
- Capital Investment Program
- Department Commission Support
- Internal and Central Services
- Street and Sign Maintenanace

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 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. Administration leads the department budget process, supports expenditure control, project reimbursements. The Administration division also provides administrative support for human resources functions.
- 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. Engineering also 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 Transportation Engineering Division provides engineering design for 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 and creates and implements transportation parking policy.



FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed advanced design on the 800 West Cliff Drive Road Relocation project 🎄					X	X	
Initiated design work for the Curb Ramp and Traffic Island Replacement project on the NE corner of Ocean/Water 🎄		X			X	X	
Initiated design work for the Cliff access stairs for Cowells Beach & Indicators 🎄					X	X	
Completed reconstruction efforts on West Cliff Drive 🎄 💓					X	X	
Kicked off Lighthouse Point Geologic Hazard Study 🎄							
Completed paving and/or sidewalk projects at Escalona and Highland and at the Bay Drive separated bike lane and path 🎄 💓					X	X	
Completed construction of Segment 7 Phase 2 of the Rail Trail 🎄 💓					X	X	
Completed construction of Traffic Calming Pilot Program 🎄 ⚖️ 💓					X	X	
Completed advanced design of the Bay Corridor Separated Bike Lanes and Pedestrian Path, completed construction of the first phase 🎄 💓					X	X	
Completed advanced design of Swanton Delaware Multiuse Path project 🎄 💓					X	X	
Initiated pilot project with Santa Cruz City Schools for middle school e-bike parking permit and safety training 🎄 ⚖️ 💓					X	X	
Completed Active Transportation Plan Update 🎄 ⚖️ 💓	X				X	X	
Completed Pacific Beach Roundabout Enhancements to improve bicycle crossings at the railroad tracks 🎄 💓					X	X	
Completed Advanced Dilemma Zone traffic signal safety project 🎄 💓					X	X	
Finalized grant funding for EV infrastructure 🎄	X				X	X	X
Continued installation of Corp Yard security measures 🎄	X				X	X	X
Integrated solar data into City's Energy Manager program 🎄	X					X	X

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Reduced City facilities PG&E Demand Charges 🎄	X				X	X	X
Completed San Lorenzo River Flood Control projects 🎄 💓	X				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	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Realign multi-use path at on West Cliff at Getchell Street and Lighthouse Field State Beach 🎄 💓					X	X	
Complete all “in water” work on Murray Street Bridge; re-open to one way traffic 🎄 💓					X	X	
Complete design of Bay Corridor Protected Bike Lanes and Pedestrian Path Project 🎄 💓					X	X	
Complete design of Water Street Protected Bike Lanes 💓					X	X	
Complete Safety Action Plan 🎄 ⚖️ 💓					X	X	
Complete first phase Plan Lines for Downtown Expansion Plan area 💓		X				X	
Complete design of Segment 8 and 9 Rail Trail 🎄 💓					X	X	
Begin Facilities transition to Cityworks work order system	X						X

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Complete annual San Lorenzo River Flood Control projects 🎄 💓	X				X	X	X
Increase revenue from Low Carbon Standard Fuel (LCFS) credits by installing additional EV chargers at City facilities 🎄	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
Total budget for major capital improvement projects 🎄 ⚖️ 💓	Fiscal Sustainability and Transparency; Public Safety and Community Well-Being; Natural and Built Infrastructure	$27M	$40M	$39M	$25M	$30M
Public Works permits issued 💓	Public Safety and Community Well-Being	968	1,075	1,197	1,175	1,200
Number of potholes filled by Streets crews 💓	Public Safety and Community Well-Being	584	600	650	700	400
Number of new/replaced chargers at City facilities or parking lots 🎄	Natural and Built Infrastructure	4	4	0	2	6
Number of Public Works requests received and completed from Community Request for Service Portal (CRSP) 🎄 ⚖️ 💓	Public Safety and Community Well-Being; Thriving Organization	409	300	617	900	800

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Number of work orders completed for repairs/maintenance of City facilities by Facilities employees ❤️‍🩹	Natural and Built Infrastructure	3,560	3,686	3,800	3,850	3,900
Number of completed Public Works personnel requisitions ❤️‍🩹	Public Safety and Community Well-Being; Thriving Organization	70	40	36	40	35

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
# of plan reviews completed by Public Works 🎄⚖️❤️‍🩹	Strong Businesses and Vibrant Downtown; Public Safety and Community Well-Being; Natural and Built Infrastructure	330	305	310	310	313
Pavement Condition Index (PCI) rating score (goal of 70) 🎄⚖️❤️‍🩹	Natural and Built Infrastructure; Public Safety and Community Well-Being	65	63	61	61	63
Amount of Low Carbon Fuel Standard (LCFS) credits generated from City owned vehicle chargers 🎄⚖️❤️‍🩹	Fiscal Sustainability & Transparency; Thriving Organization	$0	$7,175	$1,200	$10,000	$15,000
% of facilities work orders closed or completed within 7 days 🎄	Natural and Built Infrastructure	97%	89%	90%	97%	98%

Staffing

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

Positions*	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Administrative Assistant I/II	4.00	4.00	4.00	3.00	(1.00)
Administrative Assistant III	-	-	1.00	1.00	-
Administrative Services Supervisor	1.00	1.00	1.00	1.00	-
Assistant Engineer I/II	7.00	7.00	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	2.00	2.00	2.00	2.00	-
Director of Public Works	1.00	1.00	1.00	1.00	-
Engineering Associate	2.00	2.00	2.00	2.00	-
Engineering Associate-Limited Term	-	1.00	1.00	-	(1.00)
Engineering Technician	4.00	4.00	4.00	4.00	-
Environmental Programs Analyst I/II	1.00	1.00	1.00	1.00	-
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	2.00	2.00	2.00	2.00	-
Homelessness Response Field Sup	1.00	1.00	1.00	1.00	-
Homelessness Response Field Worker	3.00	3.00	3.00	3.00	-
Management Analyst	1.00	1.00	2.00	2.00	-
Principal Management Analyst	1.00	1.00	1.00	1.00	-
Principal Planner	-	1.00	1.00	1.00	-
Project Manager II	-	-	1.00	1.00	-
Public Works Operations Manager	1.00	1.00	1.00	1.00	-
Sr Homelessness Response Field Wkr	1.00	1.00	1.00	1.00	-
Senior Professional Engineer	3.00	3.00	4.00	4.00	-
Senior Service Maintenance Worker	4.00	4.00	4.00	4.00	-
Service Field Crew Leader	3.00	3.00	3.00	3.00	-
Service Maintenance Worker	6.00	6.00	6.00	6.00	-
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	-
Total	**60.00**	**62.00**	**66.00**	**64.00**	**(2.00)**

* "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 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		9,683,528	10,562,854	10,732,320	10,469,803	11,121,609
Services, Supplies, and Other Charges		10,674,803	13,661,212	13,259,076	12,633,473	14,121,339
Capital Outlay		327,941	461,343	1,442,839	264,413	190,700
Debt Service		417,607	-	236,452	236,452	241,429
Total Expenditures		21,103,880	24,685,409	25,670,687	23,604,141	25,675,077
EXPENDITURES BY ACTIVITY:						
Public Works Administration	4101	2,189,328	2,583,829	2,643,973	2,584,890	2,445,694
Engineering	4102	1,534,933	1,994,922	2,109,252	1,648,273	2,086,625
Public Works Operations	4103	352,731	277,253	279,573	276,461	299,784
Facilities Services	4110	1,355,759	1,448,305	1,684,537	1,570,127	1,660,750
Energy Efficiency	4111	975,244	535,363	891,284	914,109	787,044
Street Maintenance and Sidewalk Repair	4210	2,362,561	2,548,796	2,719,677	2,472,125	2,636,610
Traffic Engineering	4220	1,012,999	1,362,867	1,399,860	1,256,061	1,461,650
Parking Services	4221	2,019,265	2,256,479	2,279,967	2,307,483	2,406,363
Street Lighting	4225	-	-	-	-	4,200
Bicycle/Pedestrian System Maintenance	4227	25,859	-	70,000	70,000	98,000
Parking Citation and Permits Office	4229	672,970	730,417	739,027	693,831	766,971
After Hours Call Duty Program	4901	48,933	-	-	1,522	234
Homelessness Response	6105	1,027,732	973,004	992,812	1,152,920	980,420
Subtotal General Fund		13,578,314	14,711,235	15,809,962	14,947,803	15,634,344
Wharf Gate Operations	4226	748,001	774,244	780,829	772,479	815,379
Subtotal Other General Funds		748,001	774,244	780,829	772,479	815,379
Additional Traffic Engineering	4214	97,958	80,204	81,759	108,859	99,282
Traffic Signal Maintenance	4224	323,511	337,911	356,997	364,041	343,327
Street Lighting	4225	507,601	548,829	554,211	556,813	543,891
Bicycle/Pedestrian System Maintenance	4227	45,474	-	15,000	-	-
Traffic Impact	4228	174,052	183,967	186,941	187,598	192,111
Clean River, Beaches & Oceans	4235	704,753	1,090,988	1,857,032	852,323	867,126
Transportation Development Act	6301	-	1,200,000	-	-	1,200,000
Mechanical Maintenance	7831	4,742,650	5,352,311	5,622,235	5,437,982	5,713,979
Communications	7832	-	25,000	25,000	25,000	25,000
Employee Commute Van	7833	90,662	13,380	13,380	-	9,822
Pool Vehicles	7836	122,676	367,340	367,340	351,243	230,817

**Sums may have discrepancies due to rounding*

Budget Summary - Public Works

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
Subtotal Other Funds		6,809,337	9,199,930	9,079,895	7,883,859	9,225,354
Total Expenditures		21,135,652	24,685,409	25,670,687	23,604,141	25,675,077
RESOURCES BY FUND:						
General Fund	101	5,732,351	6,109,918	6,365,470	5,195,143	6,076,703
Municipal Wharf	104	1,019,548	1,070,000	1,070,000	997,360	1,013,000
Gasoline Tax	221	1,804,834	1,802,509	1,802,509	1,802,509	1,869,002
Traffic Impact Fee-Citywide Fund	226	556,256	800,000	800,000	1,000,000	800,000
	228	1,758,701	1,633,500	1,633,500	1,712,201	1,815,246
Clean River, Beaches & Ocean Tax Fund	235	628,110	635,000	635,000	630,000	650,000
Transportation Development Act	291	-	1,200,000	-	-	-
Technology Surcharge	295	10,433	6,600	6,600	7,000	7,200
Equipment Operations	811	3,338,929	3,031,645	3,269,690	2,990,145	3,199,831
Total Resources		14,849,162	16,289,172	15,582,769	14,334,358	15,430,982
NET GENERAL FUND COST:		***(6,286,489)***	***(8,396,237)***	***(10,087,918)***	***(9,269,783)***	***(10,244,095)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	62.00	66.00	64.00

**Sums may have discrepancies due to rounding*

Organization Chart





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	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
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	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
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	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
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	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
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 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
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
Subtotal Other Funds		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*

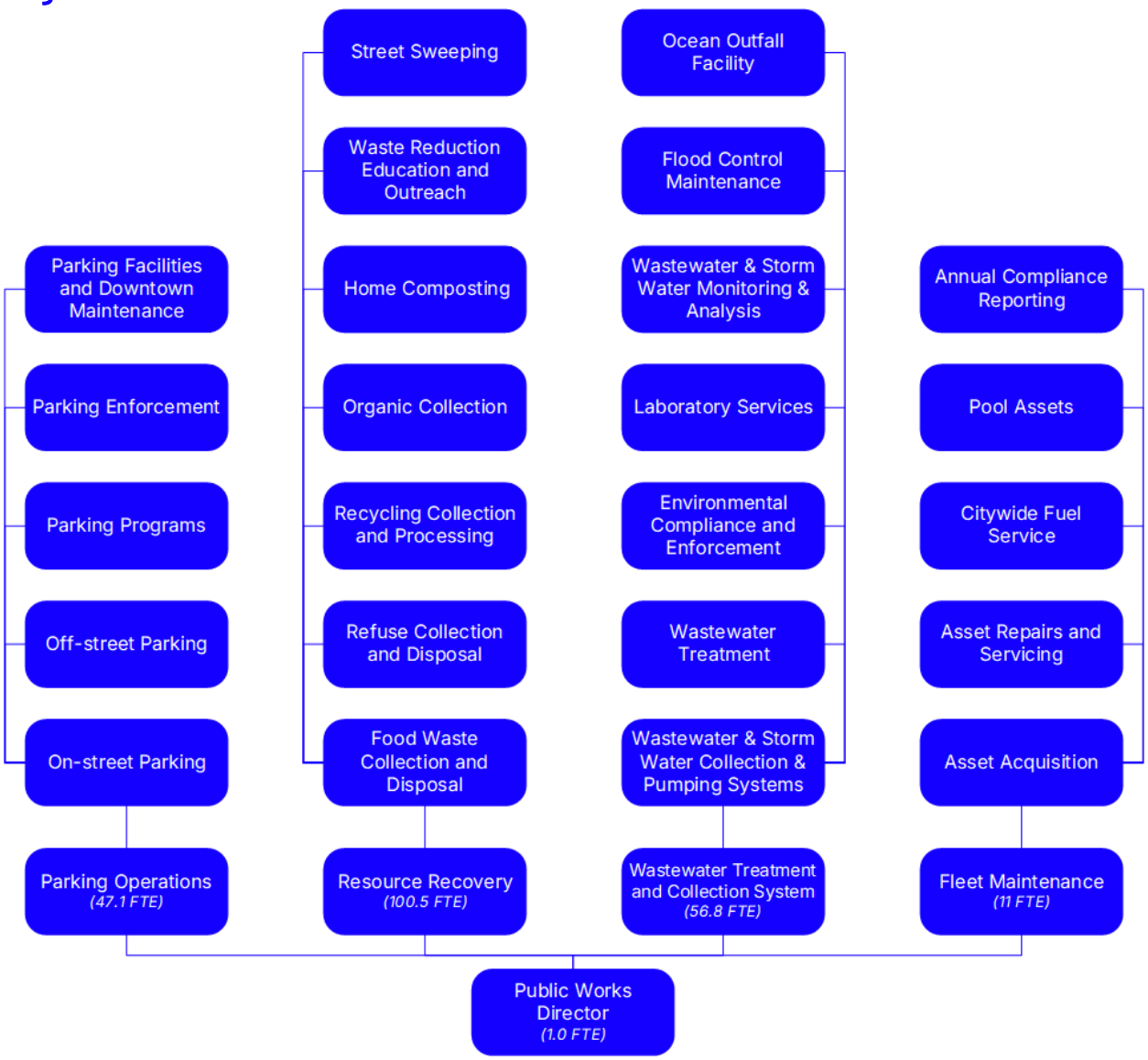
Budget Summary - Public Works

			Fiscal Year 2026			
		Fiscal Year 2025 Actuals*	Adopted Budget*	Amended Budget*	Year-End Estimate*	Fiscal Year 2027 Proposed*
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)***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	213.40	215.40	215.40

*Sums may have discrepancies due to rounding

Organization Chart



CITY OF SANTA CRUZ

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

Contact Us:

831-420-5200

www.cityofsantacruz.com/government/city-departments/water

212 Locust St., Santa Cruz

Loch Lomond Recreation Area
100 Loch Lomond Way, Felton

Water Administration, Water Engineering, and Santa Cruz Municipal Utilities (SCMU)
212 Locust St., Santa Cruz

Core Services

The Water Department ensures public health and safety by providing clean, safe, and reliable drinking water to the community 24 hours a day, 7 days a week, 365 days a year. Staff perform daily utility, land, and natural resource management activities needed to provide water to nearly 100,000 customers in Santa Cruz and several other parts of the county. 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 helps customers resolve leaks and implements 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 communication and interaction with the Water Commission, City Council, City Manager's Office, and regulatory agencies.

FY 2026 Accomplishments

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Finalized a strategic re-prioritization of the Capital Investment Program and initiated a rate study to support long range financial planning ⚖️	X						X
Reached substantial completion on large capital projects: Intertie 1 with Scotts Valley Water District and the Concrete Tanks Replacement Project at the Graham Hill Water Treatment Plant ❤️‍🩹						X	
Received approval for the Federal Anadromous Salmonid Habitat Conservation Plan (ASHCP) and Santa Cruz Water Rights Project						X	
Maintained 100% compliance with all state and federal drinking water standards and earned a Certificate of Excellence for achieving 100% on the annual performance testing study ❤️‍🩹						X	
Completed Supervisory Control and Data Acquisition (SCADA) communications system upgrade						X	

FY 2026 Accomplishments	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Completed 1,155 feet linear feet of main replacement; repaired or replaced over 65 leaking service lines, 26 service lines, 9 valve gates and one new fire hydrant						X	
Began implementation of new utility billing system and expanded the Utility Customer Assistance Program to low-income multi-family customers; provided approximately $300k in direct assistance ⚖️	X					X	X
Continued progress toward Lead and Copper Rule Improvements (LCRI) compliance by refining and validating our service line inventory ❤️‍🩹						X	
Completed security upgrades at production facilities which resulted in a significant reduction or elimination of trespassing on key sites and added improved safety equipment at a number of water system sites						X	
Completed the required 5-year update to the Risk and Resilience Assessment and Emergency Response Plan	X					X	X
Worked collaboratively with HR and other City departments to implement new job classifications that more accurately represent the work of the Water Department							X
Maintained water quality at Loch Lomond by applying the first nutrient-mitigation alum application to manage naturally occurring algae, improve water clarity and maintain ecosystem health 🎄 ❤️‍🩹						X	
Implemented the Department communications plan including expanding translation into Spanish to reach all customers ⚖️							X

FY 2027 Goals

FY 2027 Goals	*Fiscal Sustainability and Transparency*	*Strong Businesses and Vibrant Downtown*	*Housing*	*Homelessness Response*	*Public Safety and Community Well-Being*	*Natural and Built Infrastructure*	*Thriving Organization*
Successfully complete the Cost of Service and rate study, update the Long-Range Financial Plan, and implement new rates ⚖️	X					X	X
Initiate construction activities for the Graham Hill Water Treatment Plant Facilities Improvement Project (FIP) 🎄 💓						X	
Complete University Tank No. 4 Replacement Project and Newell Creek Pipeline - Felton/Graham Hill 🎄 💓						X	
Complete Beltz 12 Upgrades for ASR 🎄 💓						X	
Continue Lead Service Line field verification to reduce unknown service line materials to nearly zero 🎄 💓						X	
Initiate watershed sanitary survey and complete first stage of forest health work on the Newell Creek property 🎄						X	
Complete main replacement projects at critical segments in the water distribution system 🎄 💓						X	
Conduct department-wide training and tabletop exercises to ensure readiness and effective emergency response coordination 💓							X
Successful move of staff and equipment from Graham Hill Water Treatment Plant to the Bay Street Reservoir site for the Facilities Improvement Project							X
Continue to respond to and repair all reported leaks in a timely and professional manner regardless of the time of day or night 💓						X	

Workload Indicators

Workload Indicators	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Drinking water consumed (billions of gallons)	Natural and Built Infrastructure	2.24	2.33	2.40	2.30	2.40
# of phone calls, emails, and lobby visits handled by Santa Cruz Municipal Utilities' Customer Service Unit 🌲⚖️💓	Thriving Organization	57,141	55,099	56,788	50,000	50,000
Amount of dollars of new construction investments 🌲⚖️💓	Fiscal Sustainability and Transparency, Natural and Built Infrastructure	$49.0M	$45.3M	$27.4M	$51.5M	$48.0M
Acres of watershed lands protected 🌲	Natural and Built Infrastructure	22,873	22,873	22,873	22,873	22,873
Value of water system infrastructure maintained to ensure the safe delivery of drinking water 🌲	Natural and Built Infrastructure	$1B	$1B	$1B	$1B	$1.1B

Performance Measures

Performance Measures	Strategic Plan Focus Area	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimate	FY 2027 Goal
Compliance with drinking water standards 🌲⚖️💓	Natural and Built Infrastructure	100%	100%	100%	100%	100%
# of workers comp claims requiring employee absence greater than 30 days	Thriving Organization	1	0	0	0	0
Maintain excellent bond ratings to ensure favorable borrowing rates thereby reducing cost to customers ⚖️	Fiscal Sustainability and Transparency; Thriving Organization	AA-/A-	AA-/A-	AA-/A-	AA-/A-	AA-/A-
% of customer bills paid within 60 days	Fiscal Sustainability and Transparency	94%	97%	95%	97%	97%

Staffing

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	-
Administrative Assistant III	2.00	2.00	1.00	1.00	-
Administrative Assistant III - Limited Term	-	1.00	1.00	1.00	-
Administrative Services Supervisor	-	-	1.00	1.00	-
Assistant Engineer I/II	4.00	5.00	5.00	5.00	-
Associate Planner I/II	4.00	4.00	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	-
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	2.00	2.00	-
Engineering Technician	3.00	3.00	3.00	3.00	-
Environmental Microbiologist I/II/III	2.00	2.00	2.00	2.00	-
Environmental Programs Analyst I/II	3.00	1.00	1.00	-	(1.00)
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	-
Program Analyst	-	2.00	2.00	2.00	-
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	2.00	2.00	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 and 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	2.00	-

Positions	FY 2024 Amended*	FY 2025 Amended*	FY 2026 Amended*	FY 2027 Proposed	FY 2027 Change
Utility Supervisor	1.00	1.00	1.00	1.00	-
Water Chief Financial Officer/Assistant Finance Director	1.00	1.00	1.00	1.00	-
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	2.00	2.00	2.00	-
Water Facilities Field Supervisor	2.00	2.00	1.00	1.00	-
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	1.00	1.00	-
Water Meter Supervisor	1.00	1.00	1.00	1.00	-
Water Meter Technician	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	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 Supervisor (Lead)	-	-	-	1.00	1.00
Water Treatment Supervisor 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	**123.25**	**128.25**	**127.25**	**127.25**	**-**

* "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

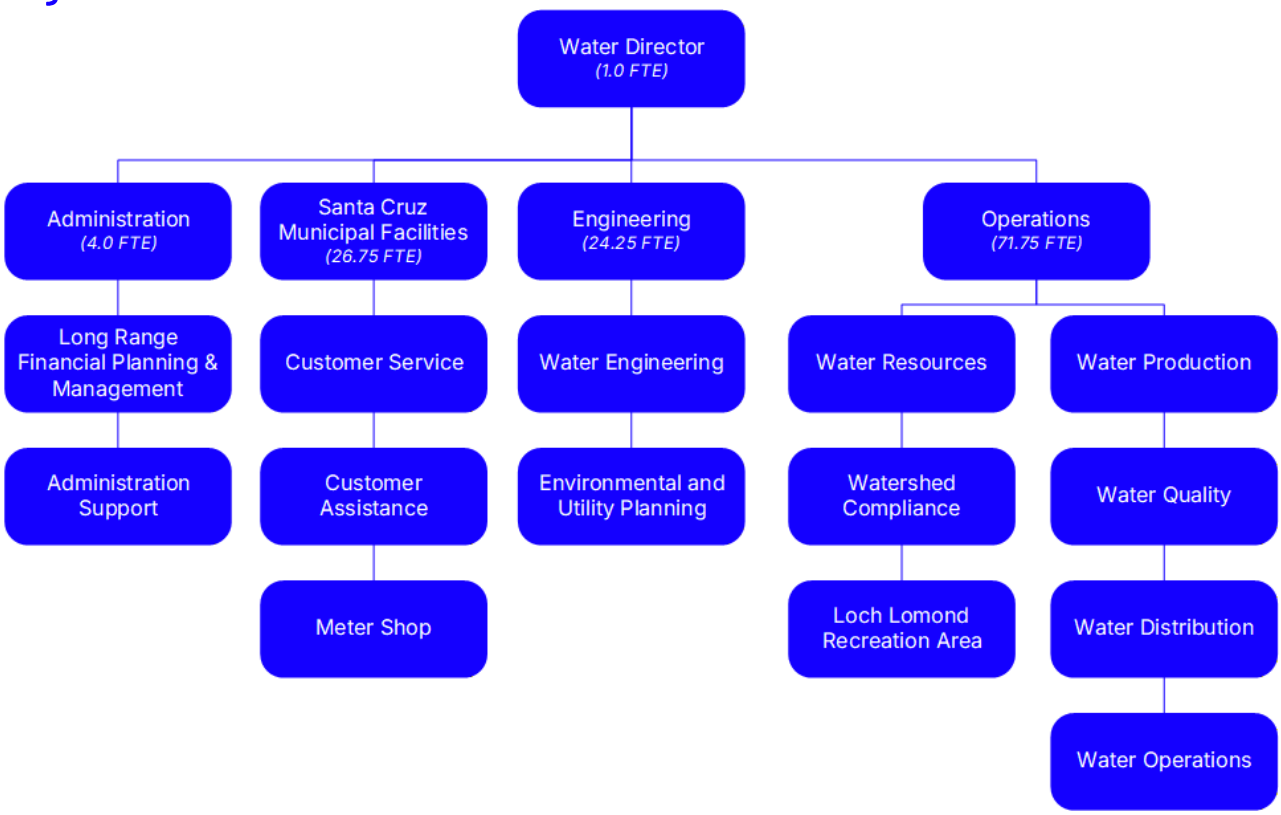
Budget Summary - Water

		Fiscal Year 2025 Actuals*	Fiscal Year 2026 Adopted Budget*	Fiscal Year 2026 Amended Budget*	Fiscal Year 2026 Year-End Estimate*	Fiscal Year 2027 Proposed*
EXPENDITURES BY CHARACTER:						
Personnel Services		18,174,933	20,429,758	20,773,330	19,772,722	22,224,515
Services, Supplies, and Other Charges		18,086,966	21,425,138	22,356,835	20,699,732	23,699,768
Capital Outlay		403,926	1,485,371	1,722,931	1,721,440	1,034,000
Debt Service		6,679,959	12,340,263	18,740,263	9,864,653	10,774,108
Total Expenditures		43,345,784	55,680,530	63,593,359	52,058,547	57,732,391
EXPENDITURES BY ACTIVITY:						
Water Administration	7101	7,890,899	9,661,246	9,863,950	9,753,481	10,362,035
Water Engineering	7102	3,272,190	4,722,995	4,816,006	3,788,843	4,988,705
Water Customer Services	7103	3,240,628	3,417,890	3,674,988	3,717,524	3,820,756
Water Customer Assistance	7104	561,265	551,937	515,932	539,205	395,934
Water Resources	7105	1,994,409	2,779,639	3,280,937	2,930,062	3,246,452
Water Production	7106	8,720,597	9,649,855	10,016,200	9,894,616	10,979,720
Water Quality	7107	2,511,992	2,612,942	2,637,473	2,567,802	2,726,894
Water Distribution	7108	5,283,212	6,609,297	6,673,062	6,481,393	6,582,216
Water Recreation	7109	1,538,810	1,599,524	1,616,320	1,249,918	1,703,649
Water Operations	7110	636,013	598,315	607,560	657,521	732,865
Water Meter Shop	7113	1,094,835	1,311,627	1,325,668	883,528	1,419,057
Water Debt Service	7140	6,664,959	12,165,263	18,565,263	9,594,653	10,774,108
Subtotal Other Funds		43,409,808	55,680,530	63,593,359	52,058,547	57,732,391
Total Expenditures		43,409,808	55,680,530	63,593,359	52,058,547	57,732,391
RESOURCES BY FUND:						
Technology Surcharge	295	6,833	5,200	7,200	10,000	10,300
Water	711	55,537,320	59,040,557	59,042,572	56,612,668	61,325,283
Water Rate Stabilization Fund	713	3,099,884	3,301,080	3,301,080	2,987,048	3,000,000
Water System Development Fees Fund	715	1,839,023	1,240,000	1,240,000	2,715,000	1,315,000
Total Resources		60,483,060	63,586,837	63,590,852	62,324,716	65,650,583
NET OPERATING COST:		***17,073,252***	***7,906,307***	***(2,507)***	***10,266,169***	***7,918,192***

	FY 2025	FY 2026	FY 2027
TOTAL AUTHORIZED PERSONNEL:	128.25	127.25	127.25

**Sums may have discrepancies due to rounding*

Organization Chart





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CITY OF SANTA CRUZ







CAPITAL OUTLAY



Fiscal Year
July 1, 2026-
June 30, 2027

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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 2027 Planned Capital Outlay Expenditures by Department

Fire

Activity	Account Description	Amount	Expenditure Detail
Activity 2202 - Fire/EMS Operations	Vehicle equipment	$75,000	Outfitting Vehicles: Ladder Truck and Rescue Unit
Fire Department Total		**$75,000**	

Information Technology

Activity	Account Description	Amount	Expenditure Detail
Activity 1251 - IT Operations	Computer equipment	$75,000	Core Switch Replacement
		$45,000	Switches, Routers and Firewalls, & Backup Appliances
	IT Department Total	**$120,000**	

Parks and Recreation

Activity	Account Description	Amount	Expenditure Detail
Activity 3101 - Administration	Other machinery and equipment	$80,000	Two forklifts
		$15,000	Field prep tractor accessories
	Parks and Rec Department Total	**$95,000**	

Public Works - General Fund

Activity	Account Description	Amount	Expenditure Detail
Activity 4210 - Street Maintenance and Sidewalk Repair	Vehicle equipment	$60,000	Purchase of SIBOM skid steer asphalt paver
Activity 4221 - Parking Services	Vehicle equipment	$4,667	#315 – purchase from EFM at end of term
		$66,033	Scooter Replacement
	Public Works General Fund Total	**$130,700**	

Total General Fund Capital Outlay	**$420,700**	

Fire

Activity	Account Description	Amount	Expenditure Detail
Activity 2204 - Marine Rescue Program	Other machinery and equipment	$40,000	Jetskis
	Fire Department Total	**$40,000**	

Total Municipal Wharf Capital Outlay	$40,000	

Public Works - Enterprise Funds

Activity	Account Description	Amount	Expenditure Detail
Activity 7202 - Wastewater Collection / Flood Control	Other machinery and equipment	$40,000	Replace Push Camera and trailer mounted 4" trash pump
Activity 7203 – Wastewater Treatment Facility	Equipment components	$30,000	Secondary air control valves
		$60,000	PSS scum drives 3 & 4 sprocket and shear pin assemblies
		$45,000	Electric work maintenance cart
		$45,000	Centrifuge room wall fans
		$28,000	Cogen #2 DSM module
	Computer Equipment	$25,000	Replace end-of-life Cisco switches
		$60,000	Replace Uninterruptible Power Supplies (UPS) batteries
	Other machinery and equipment	$50,000	Used yard tug
		$11,200	New security cameras
		$45,000	Upgrade pump stations to Palo Alto firewalls
Activity 7206 - Wastewater Pump House	Other capital outlay	$25,000	Influent pump #2 rebuild parts
	Wastewater Total	**$464,200**	
Activity 7302 - Resource Recovery Collection - Container	Vehicle equipment	$750,000	FL truck replacement for truck #734
	Other machinery and equipment	$26,000	30-yard cover roll-off boxes
		$18,000	20-yard cover roll-off boxes

Activity	Account Description	Amount	Expenditure Detail
		$16,000	10-yard cover roll-off boxes
Activity 7303 - Refuse Disposal	Heavy equipment	$550,000	Compactor rebuild
Activity 7304 - Recycling Program - Processing	Vehicle equipment	$88,000	#230 Forklift replacement
Activity 7305 - Resource Recovery Collection - Cart	Vehicle equipment	$100,000	Cart repair truck replacement #459
Activity 7307 - Street Cleaning	Vehicle equipment	$350,000	Replace sweeper #952
		$350,000	Replace sweeper #948
		$80,000	Replace vehicle #506
	Refuse Total	**$2,328,000**	
Activity 7401 - Off-Street Parking	Vehicle equipment	$220,000	Lease buyout / compactor truck replacement
	Other machinery and equipment	$26,100	Year four of five lease program for ten replacement T2 Luke machines
	Parking Total	**$246,100**	
Activity 7836 - Pool Vehicles	Vehicle equipment	$60,000	For the purchase of a pool vehicle, as needed
	Equipment Operations Total	**$60,000**	

Total Public Works Enterprise Funds Capital Outlay	$3,098,300	

Water Department

Activity	Account Description	Amount	Expenditure Detail
Activity 7105 - Water Resources	Vehicle equipment	$8,000	Vehicle 449 – Tacoma after lease is up
Activity 7106 - Water Production	Vehicle equipment	$200,000	Backup generator for the U4 Tank
		$30,000	Tractor replacement

Activity	Account Description	Amount	Expenditure Detail
	Equipment components	$18,000	Coast Pump Station flow meter
		$50,000	Backup power installations for outlying tanks
		$65,000	Backup pump and motor parts for water supply resiliency
		$45,000	Backup parts for flow meters throughout the water system
	Building equipment	$40,000	Hazmat storage building for Bay Street and Graham Hill Water Treatment Plants
	Computer equipment	$25,000	PAN Firewall replacement for remote sites
		$12,000	Monitors for remote sites
	Other machinery and equipment	$7,500	Turbidity and chlorine analyzer replacements
		$30,000	Online UV analyzer for San Lorenzo River pump
		$7,500	ORP analyzer for the GHWTP
	Other capital outlay	$160,000	SLR pump and motor replacement parts
Activity 7107 - Water Quality	Other machinery and equipment	$16,000	UV spectrophotometers
		$20,000	Microbiology Autoclave
Activity 7108 - Water Distribution	Vehicle equipment	$285,000	Asset 245 – truck mounted unit
Activity 7109 - Water Recreation	Vehicle equipment	$15,000	Lease buy-out of vehicle #415
Water Department Total		**$1,034,000**	

Total Water Department Capital Outlay	$1,034,000	

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CITY OF SANTA CRUZ







FINANCIAL POLICIES



Fiscal Year
July 1, 2026-
June 30, 2027

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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: www.codepublishing.com/CA/SantaCruz/. The entirety of City Council policies, including their full text, may be found at: www.santacruzca.gov/Government/City-Council/Council-Policy-Manual.

FY 2026 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 unreachable. The following table displays the degree to which the FY 2026 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. In FY 2026, the City is proud to meet almost all its financial policies, except for the Citywide Stabilization Agreement. The City has not had sufficient surpluses in the past to build an unrestricted fund balance reserve equal to two months' operating expenditures. This is a continual goal for the City, though, and the long-range financial plan's revenue strategies, once fully implemented, are expecting to bolster the City's ability to reach the reserve goal outlined in its financial policies.

Financial Policy	FY 2025 Rating	FY 2026 Rating	FY 2027 Rating	Explanation
Budget Sections of the City Charter	🟢	🟢	🟢	
Budgetary Policy	🟢	🟢	🟢	
Transient Occupancy Tax	🟢	🟢	🟢	
Appropriation Control	🟢	🟢	🟢	
City of Santa Cruz Statement of Investment and Portfolio Policy	🟢	🟢	🟢	
Public Trust Fund	🟢	🟢	🟢	
Donations and Contributions	🟢	🟢	🟢	
City Wide Stabilization Agreement and Unfunded Obligation Stabilization Arrangement	🟡	🟡	🟡	There are less than two months' expenditures in the City Wide Stabilization Reserve.
General Fund Surplus Policy	N/A	N/A	N/A	There is no surplus planned for FY 2026.
Economic Development Stabilization Arrangement	🔴	🟢	🟡	A $500,000 transfer is budgeted in FY 2027.
Cannabis Business Tax Increment Designated for a Children's Fund	🟢	🟢	🟢	
Grants – Council Review and Approval	🟢	🟢	🟢	
Debt Management Policy	🟢	🟢	🟢	

The City is proud that it continues to increase its compliance with its financial policies in comparison to FY 2025, when the rating system first began. This year, there is a budgeted transfer to the Economic Development Trust Fund to partially fulfill the obligation of this financial policy. Similar to in FY 2025, the transfer is not fully funded as the obligation to meet the Budgetary Policy, which requires the adopted budget's revenues to equal its expenditures, is being prioritized over this policy, since a full transfer would have upset that balance.

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: www.codepublishing.com/CA/SantaCruz/.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/123.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/125.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/126.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/127.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/128.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/1210.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/1213.pdf.



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:

www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/12-14.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/12-15.pdf.

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: www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/1216.pdf.

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: *www.santacruzca.gov/files/assets/city/v/1/cc/documents/council-policy-manual/general-government/143.pdf*.

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.



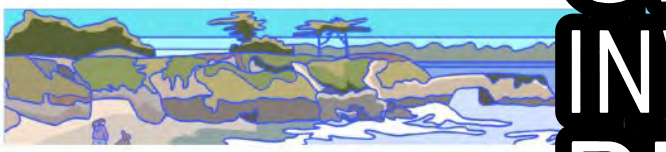
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CITY OF SANTA CRUZ













CAPITAL INVESTMENT PROGRAM



Fiscal Year
July 1, 2026-
June 30, 2027

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Guide to the Capital Investment Program (CIP)- FY 2027-2031

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
- Reprogrammed CIP Project Budgets
- Maps of projects
- Summaries by department and fund, with Fact Sheets for current CIP projects

Climate Action Plan and Local Hazardous Mitigation Plan-Climate Adaptation Plan

The Climate Action Plan (CAP), originally adopted in 2012, specifies the greenhouse gas emissions targets and specific milestones as well as the measures to reach those targets and milestones. The Climate Adaptation Plan has been integrated into the Local Hazard Mitigation Plan. It includes 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 Local Hazard Mitigation-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.

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. Projects are most likely to receive General Fund funding if they are connected to the Citywide Strategic Plan, support the Climate Action and Local Hazard Mitigation Plan-Climate Adaptation Plan, and make a substantial impact on furthering the Health in All Policies goals of the City. Projects that are funded using resources outside the General Fund utilize similar assessment methods to determine which projects will move forward within the five-year CIP plan.

Maps

Eight maps are provided to aid in understanding where the funding and efforts towards capital investments are going in FY 2027 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. Projects that are not mapped, but are a part of the CIP 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 provide information on the expenditure budgets for CIP projects for the next five years. It is organized by department, primary City fund, and then projects are arranged alphabetically. The budgets allocated to these projects and the expenditures as of the adopted FY 2026 budget are provided for added history on the project.

Fact Sheets are provided for projects that are starting or underway in FY 2027. On Fact Sheets, each project is identified by a project name, number, and contains a description of the schedule, location, purpose, and operating budget impact.

After this information, each project has a chart that provides the approved expenditure budget adopted in FY 2026, the proposed FY 2024 budget, and then an estimate for the following four fiscal years. It also includes a total project cost estimate each year and for the range of years, FY 2027-2031. 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.
- "Amended 2026 Budget" shows the total amount appropriated in the adopted budget for the current fiscal year and/or in previous years that has been carried forward and/or that had budget amendments through December 31, 2025.
- "2026 Estimated Actuals" shows the total estimated amount of the project's funding that will be received and spent on the project in the current fiscal year
- The "2027 Proposed," "FY 2028 Estimated," "FY 2029 Estimated," "FY 2030 Estimated," and "FY 2031 Estimated" columns show the proposed (FY 2027 only) and the future estimated budget required for the project for each identified fiscal year
- "Total 2027 - 2031" sums up each row for the proposed FY 2027 budget, and the total estimated for FY 2028, FY 2029, FY 2030, and FY 2031

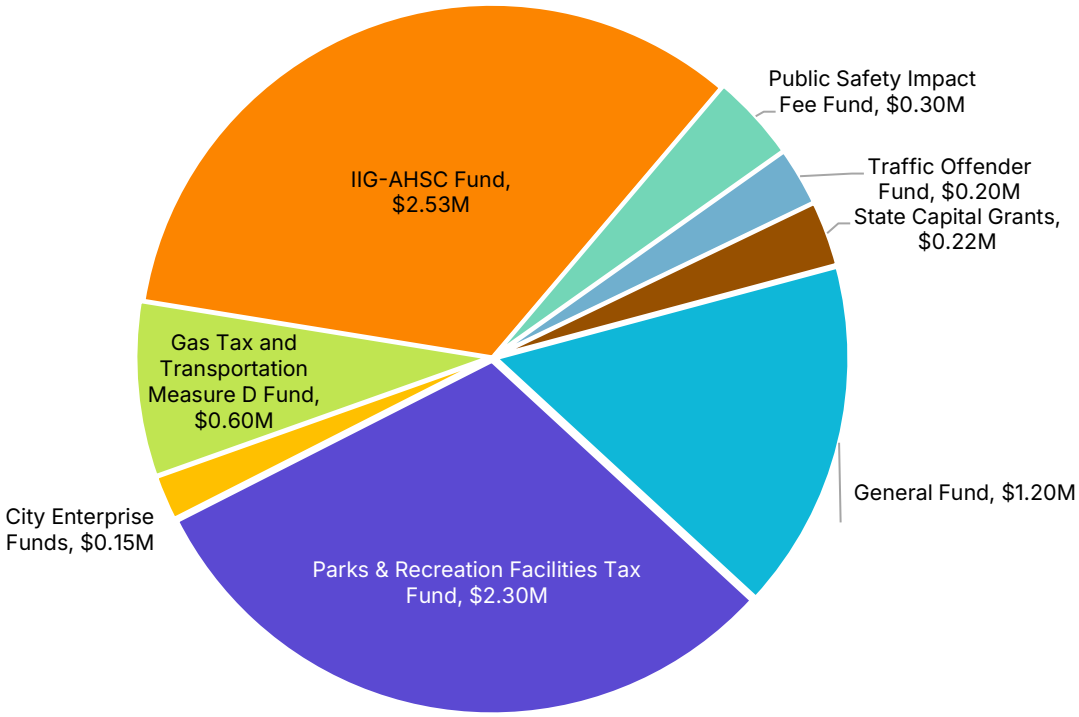
Funding Sources: Governmental Funds

The following table provides the typical funding sources received by the governmental fund types of the City, and the types of projects that those funding sources support.

Fund	Primary Funding Source	Major Project Types
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.

Fund	Primary Funding Source	Major Project Types
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

The General CIP Fund's $7.2M revenue budget has funding distributed from the following sources in FY 2027:



Funding Sources: Enterprise Funds

The enterprise funds of the City have the following typical funding sources and project types. At times, capital projects are funded through bonds or loans: please see the Debt Service schedule in the Appendix for the specific debt instruments used by the various City enterprises and the purposes for each.

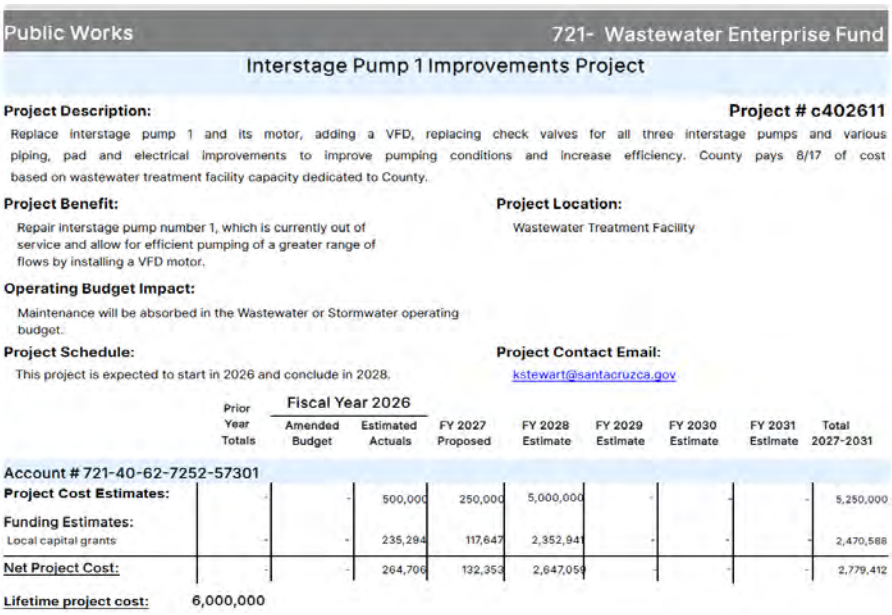
In FY 2027, the Wastewater enterprise is budgeting $3.4M in local capital grants and contributions to support its CIP projects, in addition to user fees.

Fund	Primary Funding Source	Major Project Types
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

Fund Balance Source of Funding

As illustrated in the table above, 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, $132,353 of the net project cost for FY 2027 would come from the fund balance for Fund 721.



Public Works — 721- Wastewater Enterprise Fund

Interstage Pump 1 Improvements Project

Project Description: **Project # c402611**

Replace interstage pump 1 and its motor, adding a VFD, replacing check valves for all three interstage pumps and various piping, pad and electrical improvements to improve pumping conditions and increase efficiency. County pays 8/17 of cost based on wastewater treatment facility capacity dedicated to County.

Project Benefit:

Repair interstage pump number 1, which is currently out of service and allow for efficient pumping of a greater range of flows by installing a VFD motor.

Project Location:

Wastewater Treatment Facility

Operating Budget Impact:

Maintenance will be absorbed in the Wastewater or Stormwater operating budget.

Project Schedule:

This project is expected to start in 2026 and conclude in 2028.

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	-	-	500,000	250,000	5,000,000	-	-	-	5,250,000
Funding Estimates:									
Local capital grants	-	-	235,294	117,647	2,352,941	-	-	-	2,470,588
Net Project Cost:	-	-	264,706	132,353	2,647,059	-	-	-	2,779,412

Lifetime project cost: 6,000,000

Project Tracking Throughout the Year

Interested individuals can keep track of ongoing CIP projects throughout the year by accessing the helpful websites that the Public Works and Water Departments regularly update.

The Major Projects Map: Current and Upcoming Construction website contains information about the major Public Works and Water projects in design and currently under construction throughout the City of Santa Cruz. This tool allows people to review projects in the construction or design phase, project descriptions, point of contact, and estimated project schedules and costs. Project names can also be directly entered into the search bar on the map.

Major CIP projects also receive updated information on the Public Works Projects website. This site provides details on projects, including the point of contact, scope of work, estimated cost, construction schedule, and related project documents.



Projects that Support the Climate Action Plan 2030

Project Number	Project Name
c402216	Advance Dilemma Zone Detection and Retroreflective Signal Back Plate Upgrades
c701603	Advanced Metering Infrastructure
c402701	Arterial and Collector Roadway Improvements
c401905	Bay - West Cliff Intersection Improvements
c402209	Bay and California Intersection Improvements
c402304	Bay Drive Protected Bike Lanes and Pedestrian Path
c401103	Bay High Intersection Improvements
c400809	City Arterial and Collector Street Reconstruction and Overlay
c402606	City Hall Campus (Lot 13) EV Charging Infrastructure
c402510	Citywide Energy Efficiency Projects
c401602	Citywide Traffic Signal Controller Upgrade
c302702	DeLaveaga Park Ballfield Lighting* and Score Booth Upgrades
c401904	Delaware - Swift Intersection Improvements
c401903	Downtown Intersection Improvements
c512601 c512601	Downtown Library Phase II FFE
c102708 c512002	Downtown Library Affordable Housing Project
c402214	Electric Vehicle Charging Station Expansion in Public City Parking Lots
c511901 c102706	Farmers Market Structure*
c402401	Food Waste Pre-processing System Improvement Project
c302235	Garfield Park Renovation
c302307	Grant Park - Basketball Court Renovation*
c302238	Harvey West Park Infrastructure Improvements
c512402	IIG Paseos and Parks
c302306	Infield Irrigation at DeLaveaga Park Ballfields
c402506	Laurel Street Sidewalk

Project Number	Project Name
c401909	Landfill Master Plan Development
c401806	Market Street Bike lanes and Sidewalk
c302706	Lower DeLaveaga Park – Interior Park Lighting*
c401413	MB Sanctuary Scenic Trail (Rail Trail) Segment 7
c401804	MB Sanctuary Scenic Trail (Rail Trail) Segments 8 & 9
c402001	Mission Street Improvement Plan
c409321	Murray Street Bridge Seismic Retrofit and Barrier Rail
c702303	North Coast System Phase 4
c302236	Ocean View Park Redesign
c402507	Pacific Beach Roundabout Enhancements
c512201 c102702	Pacific Station North
c702602	Photovoltaic Systems Improvements
m609195	Public Facilities –Maintenance - CEC
c402604	Public Facilities Upgrades and Repairs
c701611	Recycled Water
c701612	Recycled Water- SDC
c302404	Redesign Harvey West Park*
c402702	Residential Street Paving Improvements*
c302604	Standardization of Trash and Recycling Cans and Park Benches
c302301	Study of Recreational Facility Maintenance Needs*
c401805	Swanton Blvd Multi Use Trail Connector
c301908	Trails Study
c302309	Tyrrell Park - Pathway, Stage Area and Pedestrian Safety Improvements
c302309	Tyrrell Park - Pathway, Stage Area and Pedestrian Safety Improvements
c302308	University Terrace Park - Basketball Court and Tennis Court Renovation
c402215	Un-Signalized Crossing Improvement Project
c212313	Vegetation Management Tools/Heavy Equipment*
c302407	Water Conservation and Irrigation System Improvements

* This project implements the Climate Action Plan 2030 only if it is explicitly designed or specified with sustainability features that support one of the measures or actions in the CAP 2030.

Projects that Support the 2025-2030 Local Hazard Mitigation Plan - Climate Adaptation Plan

Project Number	Project Name
c212606	3 Command Staff Fire Vehicles
c402515	800 West Cliff Drive Road Realignment Project
c701610	Aquifer Storage and Recovery
c702101	ASR - Mid County Existing Infrastructure
c702102	ASR - Mid County New Wells
c702104	ASR - New Pipelines
c702103	ASR - Santa Margarita Groundwater Basin
c701609	ASR and In-Lieu Feasibility Study
c702503	ASR – Beltz 8 Construction
c702203	Beltz 12 Ammonia Removal
c702601	Beltz 9 Upgrades for Aquifer Storage and Recovery
c702305	Beltz WTP Upgrades
c702002	Brackney Landslide Area Pipeline Risk Reduction
c401313	Branciforte Creek Channel Repair and Maintenance
c401610	Catch Basin Replacement Program
c401709	CMP Storm Drain Pipe Replacement
c401802	Curtis Street Strom Drain Phase II
c302304	DeLaveaga Park - Branciforte Creek Trail Culvert Repair
c302402	DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff
c302506	Depot Park- Landscaping and Fencing Repairs
c402602	Downtown Catch Basin Improvements
c401707	Downtown SLR Drainage System Assessment
c402302	Escalona Avenue Storm Drain Pipe replacement
c402112	FEMA Levee Certification
c212602	Fire Boat
c212601	Fire Engine Lease Purchase FY26-28 E3114
c212701	Fire Engine Lease Purchase FY27-FY31 E3110
c212607	Fire Engine Type 1 (Pierce Pumper 1250) E3110
c212316	Fire Engine Type I Pierce Pumper (1)
c212605	Fire Facilities General Improvement

Project Number	Project Name
c212311	Fire Station #1 & Fire Admin Replacement*
c212310	Fire Station #2 Replacement*
c212307	Fire Station #3 Front Driveway*
c212306	Fire Station #3 Rear Expansion*
c212314	Fire Station #5*
c212302	Fire Station 2 Rear Expansion*
c212603	Fire Station 3 Rear Expansion/Apparatus Bay
c701501	GHWTP CC Tanks Replacement
c700025	GHWTP Facilities Improvement Project
c702201	GHWTP SCADA Radio System Replacement
c702205	Intertie 1 - Santa Cruz-Scotts Valley
c409669	Jesse Street Marsh
c402615	Lighthouse Point Hazard and Engineering Analysis
c402513	Main Beach Living Shorelines Final Design and Implementation
c701507	Main Replacements- Distribution Section
c709833	Main Replacements- Eng Section- Transmission
c700002	Main Replacements- Engineering Section
c401004	Mission Hill Utility Undergrounding
c409321	Murray Street Bridge Seismic Retrofit
c702109	N. Coast Repair Ph5 Des and Construction
m409668	Neary Lagoon Park Rehab-Maint. (Annual)
c702105	Newell Creek Pipeline Felton/Graham Hill WTP
c702303	North Coast System Phase 4
c512201	Pacific Station North*
c702603	Pasatiempo Tanks Replacement
c401306	Pogonip Creek Sedimentation Removal
m609195	Public Facilities - Maintenance
c701612	Recycled Water
c701611	Recycled Water Feasibility Study
c302404	Redesign Harvey West Park
c401208	Riverside Ave Utility Underground Phase II
c301907	San Lorenzo Park Redesign

Project Number	Project Name
c601403	San Lorenzo River Lagoon Management Program
c212305	Santa Cruz Regional Public Safety Training Center
c409512	SLR Flood Control Environ Rest Project
c401402	State Route 1 Bridge Replacement
c212309	Station #3 Sewer Line Clean Out
c302510	Storm Damage Repairs at End of Wharf
c302512	Studies, Designs, and Construction Drawings for Park Projects*
c402612	Storm Drain Infrastructure Masterplan
c702501	Tait Wells Rehabilitation
c701903	Tait Diversion Rehab/Replacement Project
c212403	Type 6 Fire Truck
c702107	Union/Locust Building Generator
c401706	Wastewater Treatment Facility Infrastructure and Major Equipment
c302407	Water Conservation and Irrigation System Improvements
c701705	Water Supply Augmentation
c302408	West Cliff Design & Improvements Standards
m400819	West Cliff Drive Multi-use Path Pavement Rehabilitation
c401501	West Cliff Drive Revetment Repair
c402305	West Cliff Resiliency and Accessibility
c302611	Westlake Park- Vegetation Management
c302302	Wharf - Redesign South Landing*
c512501 c102712	Wharf Resiliency Improvements
c302228	Wharf Commons Surfacing Improvements
c402504	WWTF Master Planning*

* This project will implement the Local Hazard Mitigation Plan-Climate Adaptation Plan depending on which resiliency measures are integrated into the design approach or used to enhance existing resiliency benefits.

CIP Priority Criteria

The following outlines the objective assessment used to prioritize Capital Investment Program (CIP) projects to ensure consistency with the Citywide Strategic Plan 2023-2028. Since there are more capital investment program project needs than there are funds, all projects are assessed and given a priority score to determine where the limited funds will be directed.
All the criteria that follow are used in the assessment completed when General Fund funding is available for CIP projects. However, not all funds that resource CIP projects utilize all the criteria in their assessment of projects due to the intended purpose of the fund and/or statutory restrictions on the uses of the fund. The funds that consider each criterion are therefore noted.

Fiscal Sustainability: Project Funding Availability

Criteria used by all CIP funding sources.

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

Strong Business Communities and Vibrant Downtown

Criterion used by General Fund, Economic Development Trust Fund, and Parking Fund CIP funding sources only.

1. Project directly supports the City's economic health and vitality and the cultivation of a thriving City

Natural and Built Infrastructure: Asset Condition, Maintenance & Longevity

Criterion used by all CIP funding sources.

1. Project constitutes an investment in sustainable, climate-adapted infrastructure and community assets
2. Existing conditions and capacity to meet basic levels of service are deficient
3. Completion of the project addresses current substandard conditions
4. The overall reliability of the capital asset and infrastructure system will be improved because of the project
5. Major implications for delaying the project exist, such as significant future costs or negative community impacts
6. Project completion will reduce City operating and maintenance expenditures
7. The longevity of the capital asset or the useful life of the asset will be extended in the long term

Regulatory or Mandated Requirements

Criterion used by all CIP funding sources.

1. Legal or regulatory mandate or requirement, court order, or settlement exists or mitigates plausible legal claims

Project Readiness

Criteria used by all CIP funding sources.

1. Ready to enter the phase corresponding to the funding proposed.
2. Few to no complex environmental issues or known significant legal challenges exist

Health in All Policies (HiAP)

Criterion used by General Fund and Parks and Recreation Fund CIP funding sources only.

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)



Unfunded and Underfunded CIP Projects

The following outlines the capital and asset needs in the Capital Investment Program that are on the horizon, unfunded, or underfunded. These projects would require a General Fund investment in future fiscal years to be completed.

CIP Project Title	Amount Unfunded or Underfunded
Fire Department	
Fire Boat	2,000,000
Fire Department Portable Radio Replacement	350,000
Fire Engine Ladder Pierce Tiller 100'	2,750,000
Fire Engine Type I Pierce Pumper	1,750,000
Fire Facilities General Improvements	500,000
Fire Station 1 & Fire Admin Replacement	40,000,000
Fire Station 2 Exercise & Storage Facility	1,750,000
Fire Station 2 Replacement	20,000,000
Fire Station 3 Rear Expansion – Apparatus Bay/Rear Apron	1,000,000
Fire Station 5	20,000,000
Lifeguard Headquarters Replacement	7,000,000
Mobile Command Vehicle (MCV)	1,500,000
Santa Cruz Regional Fire Training Center	7,000,000
Total Fire Department	**105,600,000**
Parks and Recreation Department	
Agora Surfacing Improvements	268,500
Bay Street Walkway – Repair Retaining Walls	287,500
Civic – Replace Ceiling Tiles	380,000
Civic Auditorium Renovations	12,000,000
Civic Seat Replacements	500,000
Civic Sound System Upgrade	165,000
Cowell Beach Restroom and Storage Area	1,200,000
DeLaveaga Disc Golf Course Welcome Area & Course Safety	275,000
DeLaveaga Park Ballfield Retaining Walls	100,000

CIP Project Title	Amount Unfunded or Underfunded
DeLaveaga Park- Culvert Repair, Slope Stabilization, Drainage, and Stormwater Runoff	200,000
Depot Park Synthetic Field Replacement	1,200,000
Frederick Street Park Picnic Area	285,000
Frederick Street Park Restroom Renovation	180,000
Frederick Street Park Stairs Replacement	60,000
Harvey West Clubhouse Access	48,000
Harvey West Park – Clubhouse Upgrades and Repairs	70,000
Harvey West Park – New Playground	95,000
Harvey West Park Ballfield Improvements	170,000
Harvey West Park Renovations	150,000,000
Harvey West Pool – Facility Improvements	430,000
Harvey West Pool Complex Renovation	35,000,000
Lifeguard Headquarters Improvements	500,000
Lighthouse Ave Park Playground Renovation	85,000
London Nelson Community Center Renovations	6,600,000
Open Space Trail Wayfinding	40,000
Pacific Avenue, South Medians – Landscaping Enhancements	125,000
Pogonip Meadow Remediation	2,000,000
Rebuild Golf Club Dr. for Fire Dept. Access to Pogonip	400,000
San Lorenzo Park Redesign Implementation	30,000,000
San Lorenzo River Pathway Improvements	9,000,000
Senior Center Rehab	240,000
Sgt. Derby Park Irrigation Renovation	40,000
Standardization of Trash and Recycling Cans and Park Benches	450,000
Trails Study	300,000
Trescony Park Playground Renovation	210,000
Water Conservation and Irrigation System	500,000
West Cliff Design & Improvement Standards	220,000
Wharf – East Parking Lot Paving Project	1,700,000

CIP Project Title	Amount Unfunded or Underfunded
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	**269,515,000**
Public Works Department	
City Hall Space Renovation	1,000,000
SLR Mouth & Lagoon Mgmt Plan	466,923
Traffic Calming Pilot Program	120,000
West Cliff Stair Repair	150,000
Total Public Works	**1,736,923**
Total	**$320,273,423**



Reprogrammed CIP Budgets

The following changes to CIP budgets will occur in FY 2027 to reprogram funds from existing projects to newer and/or higher priority projects.

Original Project			Receiving Project		
Project Number	Project Title	Budget Reduction	Project Number	Project Title	Amount Receiving
Department: Parks and Recreation					
c301907	San Lorenzo Park Redesign	253,250	c302708	Plans for Harvey West Ballfields 5&6 Turf	253,250
c302421	Redesign Harvey West	155,329	c302708	Plans for Harvey West Ballfields 5&6 Turf	155,329
c302403	Water Conservation & Irrigation System	150,000	c302705	Sand Trap & Tee Renovations	150,000
c302236	Oceanview Park Redesign	60,000	c302707	Oceanview Park Renovations	60,000
c302309	Tyrell Park – Pathway, Stage Area, Pedestrian Safety Improveme	46,836	c302707	Oceanview Park Renovations	46,836
c302405	Riverside Gardens	30,000	c302707	Oceanview Park Renovations	30,000

The budget amounts being received are not currently reflected on the fact sheets that are provided for the projects since these changes will occur during the budget carry forward process that occurs. In future years, these amounts will be reflected as FY 2027 Amended Budgets.



Council Districts
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.25 0.5 1 Miles

N W E S

Landfill Inset

UCSC

Pogonip

DeLaveaga

Moore Creek

Natural Bridges

Neary Lagoon

Arana Gulch

5

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17

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1

Project Maps by District

District 1

Map Number	Project Number	Project Name	Department
1	c402105	Isbel Pump Station Replacement	Public Works
2	c302101	Senior Center Rehab	Parks and Recreation
3	c302213	Driving Range Improvements	Parks and Recreation
4	c402211	Branciforte Drive Retaining Wall Project	Public Works
5	c401410	Ocean/Water Intersection Imp	Public Works
6	c302608	Lower Delaveaga Park - General Park Upgrades	Parks and Recreation
7	c402303	Calcita Drive Retaining Wall Project	Public Works
8	c402604	Public Facilities Upgrades and Repairs	Public Works
9	c302702	DeLaveaga Park Ballfield Lighting and Score Booth Upgrades	Parks and Recreation
10	c302419	DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage and Stormwater Runoff	Parks and Recreation
11	c302705	Golf Course - Sand Trap and Tee Renovations	Parks and Recreation
12	c302706	Lower DeLaveaga Park - Interior Park Lighting	Parks and Recreation
13	c402210	Ocean-Plymouth Multi-modal Transportation Improvements	Public Works
14	c102707	Ocean Street Beautification	City Manager

Council District 1
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.13 0.25 0.5 Miles

N W E S

1 Soquel Ave / Soquel Dr
2 Branciforte Creek
3 De Laveaga Park Rd
4 Delaveaga Park Dr
5 Ocean St
6 De Laveaga Park
7 Esmeralda Dr
8 De Laveaga Golf Course and Lodge
9 De Laveaga Park
10 De Laveaga Park
11 De Laveaga Park
12 Vista Bella Dr
13 Soquel Ave / Soquel Dr
14 Soquel Ave / Soquel Dr

District 2

Map Number	Project Number	Project Name	Department
1	c409669	Jesse Street Marsh	Public Works
2	c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works
3	c401804	MB Sanctuary Scenic Trail (Rail Trail) - Segments 8 & 9	Public Works
4	c212302	Fire Station 2 Rear Expansion	Fire
5	c402112	FEMA Levee Certification	Public Works
6	c302517	Arana Gulch Ecosystem and Infrastructure Improvements	Parks and Recreation
7	c212302	Fire Station 2 Exercise & Storage Facility	Fire
8	c302518	Improve and Restore Jessie St. Marsh and SLP	Parks and Recreation
9	c402513	Main Beach Living Shorelines Final Design and Implementation	Public Works
10	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
11	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
12	c302707	Oceanview Park Improvements	Parks and Recreation
13	c402519	Murray Street Bridge - Construction Phase	Public Works
14	c401003	Soquel at Frederick Minor Widening	Public Works
15	c102713	Midtown Plaza Infrastructure & Amenities	City Manager



Council District 2
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.07 0.15 0.3 Miles

N W E S

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

District 3

Map Number	Project Number	Project Name	Department
1	c401706	WWTF Infrastructure and Major Equipment Study	Public Works
2	c401607	WWTF Upgrade Digester Equipment	Public Works
3	c402504	WWTF Master Planning	Public Works
4	c401608	WWTF Laboratory Modernization	Public Works
5	c401907	Monterey St and Lighthouse Ave Sewer	Public Works
6	m409668	Neary Lagoon Park Rehab/Restoration	Public Works
7	m409659	WWTF Equipment Replacement	Public Works
8	c401405	WWTF Electrical System	Public Works
9	m401402	West Cliff Stair Repair	Public Works
10	c402204	City Headworks Replacement	Public Works
11	c402305	West Cliff Resiliency and Accessibility	Public Works
12	m409668	Neary Lagoon Park Rehab-Maint. (Annual)	Public Works
13	c302408	Lighthouse Ave Park Fencing	Parks and Recreation
14	c402209	Bay and California Intersection Improvements	Public Works
15	c302610	University Terrace Dog Park-Drainage and Culvert Repair	Parks and Recreation
16	c402601	Arroyo Secco Wastewater Access Road Stabilization	Public Works
17	c402516	WWTF Master Planning - Collections System	Public Works
18	c402515	800 West Cliff Dr. Road Realignment Project	Public Works
19	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
20	c402001	Mission Street Improvement Plan	Public Works
21	c302709	University Terrace Basketball Court Resurfacing	Parks and Recreation
22	c402611	Interstage Pump 1 Improvements Project	Public Works

Council District 3
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.1 0.2 0.4 Miles

N W E S

21 15 16 20 1 19 14 6 8 3 12 2 4 1 7 22 10 17 5 9 13 18 11

District 4

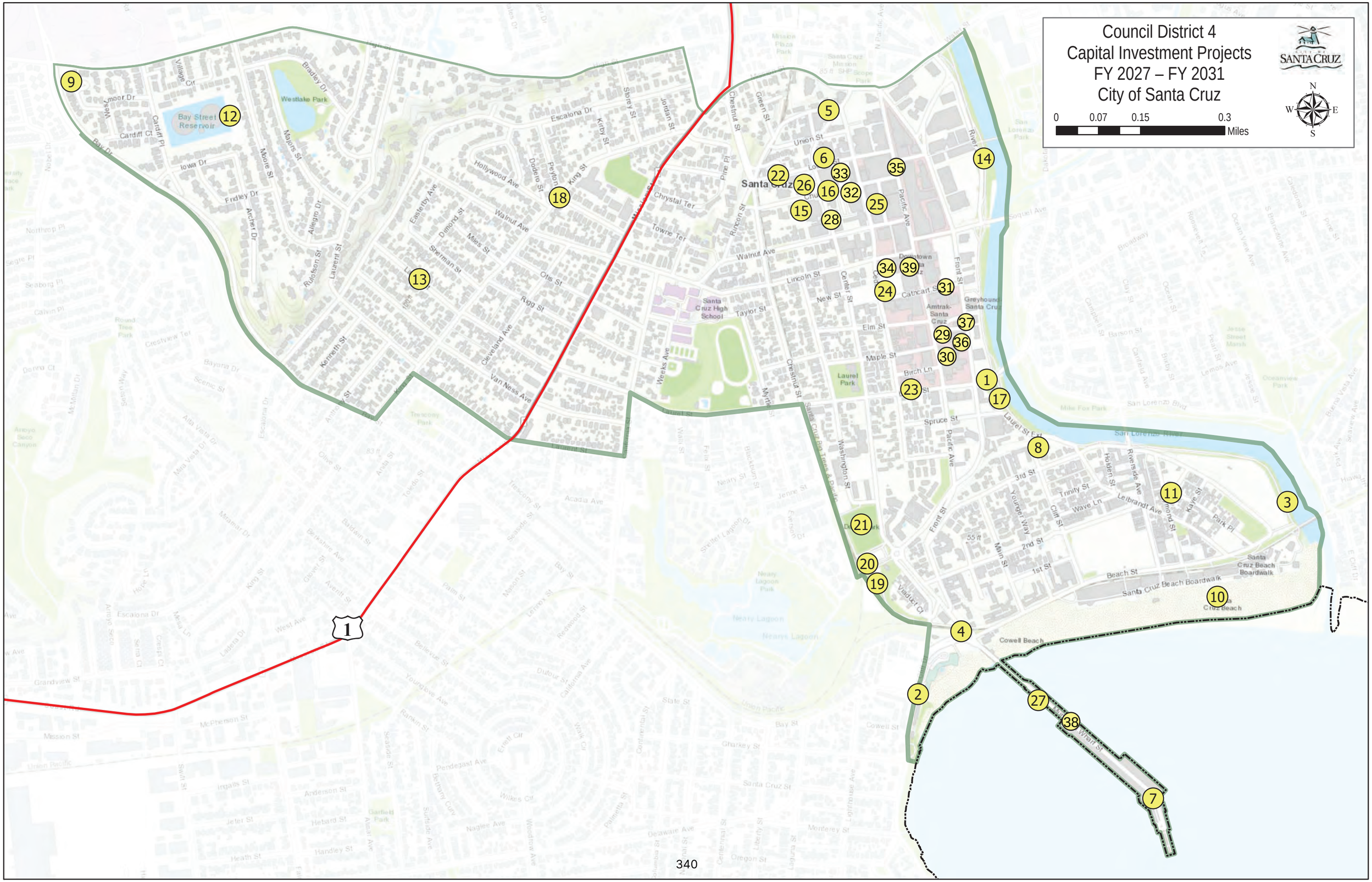
Map Number	Project Number	Project Name	Department
1	c401707	Downtown SLR Drainage System Assessment	Public Works
2	c401905	Bay - West Cliff Intersection Improvements	Public Works
3	c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works
4	c402507	Pacific Beach Roundabout Enhancements	Public Works
5	c702107	Union/Locust Building Generator	Water
6	c702101	Change name to Beltz 8 & 12 Design with Beltz 12 Upgrades	Water
7	c302214	Facility Improvements	Parks and Recreation
8	c402112	FEMA Levee Certification	Public Works
9	c402304	Bay Drive Protected Bike Lanes and Pedestrian Path	Public Works
10	c402513	Main Beach Living Shorelines Final Design and Implementation	Public Works
11	c302603	Poets Park Playground Renovation	Parks and Recreation
12	c702401	Trailers at BSR	Water
13	c402506	Laurel Street Sidewalk	Public Works
14	c402509	Riverwalk Rehab Bike/Ped Scale Lighting	Public Works
15	c402604	Public Facilites Upgrades and Repairs	Public Works
16	c402605	City Hall Space Renovation	Public Works
17	c402602	Downtown Catch Basin Improvements	Public Works
18	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
19	c302237	Depot Bike Park - Phase II of Bike Park Renovation	Parks and Recreation
20	c302703	Depot Park Playground Expansion and Enhancement	Parks and Recreation
21	c302704	Depot Park Turf Replacement	Parks and Recreation
22	c402606	City Hall Campus (Lot 13) EV Charging Infrastructure	Public Works

Map Number	Project Number	Project Name	Department
23	c402613	Laurel Street Surface Seal and Striping	Public Works
24	c402609	Parking Structure - Cedar and Cathcart	Public Works
25	c402603	Major Parking Lot Improvements	Public Works
26	c102717	Citywide Sign Program Phase II	City Manager
27	c212203	Rescue Unit	Fire
28	c102701	DLAHP Commercial Tenant Improvements	City Manager
29	c102702	Pacific Station North Commercial Tenant Improvements	City Manager
30	c102703	Pacific Station South Tenant Improvements	City Manager
31	c102704	Lower Pacific Avenue Improvements	City Manager
32	c102705	Downtown Alley Improvements	City Manager
33	c102706	Farmers Market Structure	City Manager
34	c102708	Downtown Library Affordable Housing Project	City Manager
35	c102709	Pacific Avenue Beautification	City Manager
36	c102710	Pacific Station North	City Manager
37	c102711	IIG Paseos and Parks	City Manager
38	c102712	Wharf Resilience Improvements	City Manager
39	c102715	Downtown Library Phase II FFE	City Manager

Council District 4
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.07 0.15 0.3 Miles

N W E S



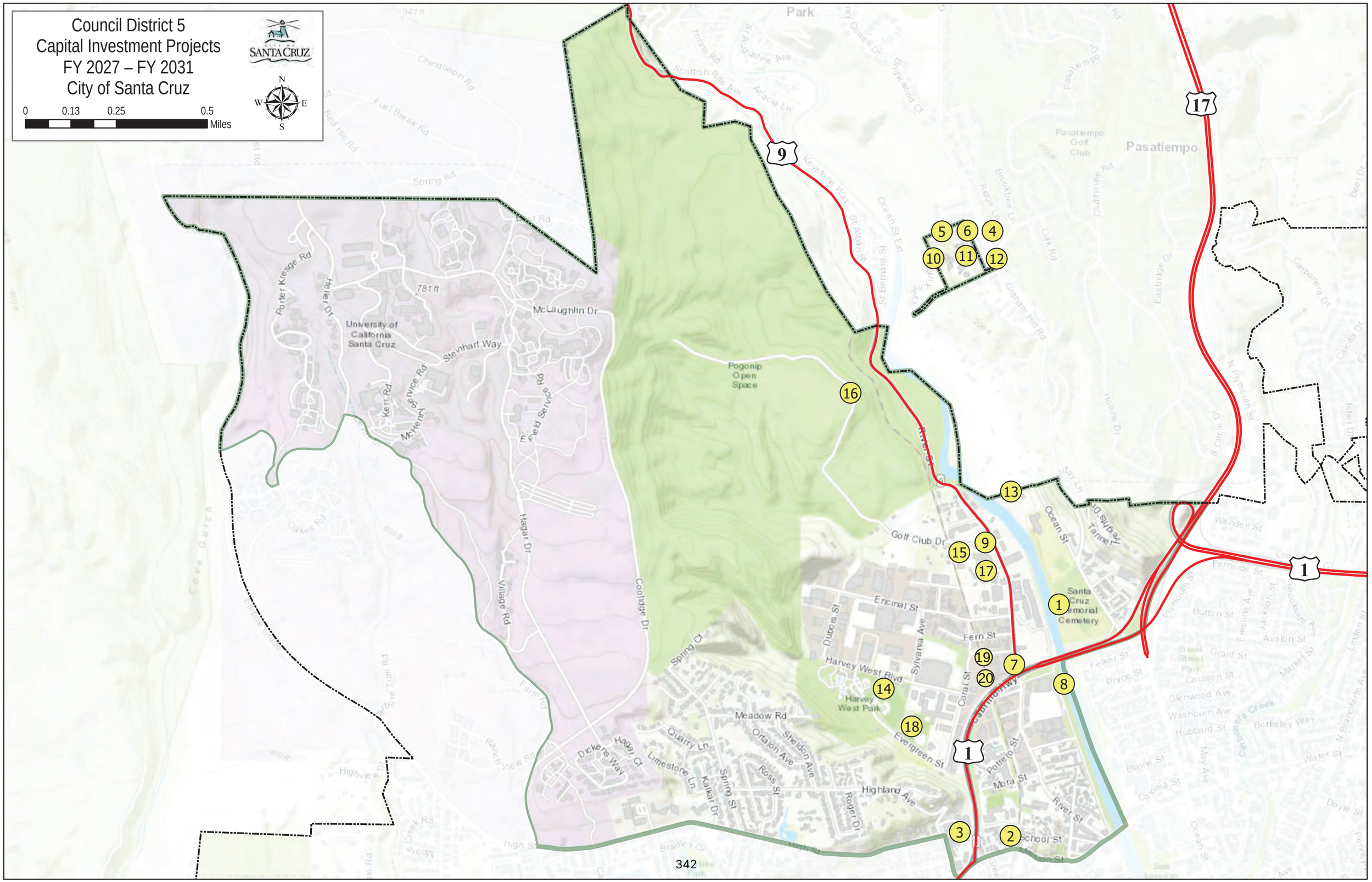
District 5

Map Number	Project Number	Project Name	Department
1	c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works
2	c401004	Mission Street Hill Utility Undergrounding	Public Works
3	c402502	High Street Sewer Upsizing-Phase I	Public Works
4	c701609	Aquifer Storage and Recovery	Water
5	c701501	WTP Concrete Tank Assessment and Rehabilitation	Water
6	c701501	GHWTP CC Tanks Replacement	Water
7	c400805	Route 1/9 Imp	Public Works
8	c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works
9	c101901	Solar PV Expansion at Corp Yard	City Manager
10	c702105	Newell Creek Pipeline Felton/Graham Hill WTP	Water
11	c700025	GHWTP Facilities Improvement Project	Water
12	c702201	GHWTP SCADA Radio System Replacement	Water
13	c701903	Tait Diversion Rehab/Replacement	Water
14	c302313	HW Pool-Repairs and Upgrades	Parks and Recreation
15	c402402	Corp Yard Site Security Upgrades	Public Works
16	c302508	Demolish Pogonip Clubhouse	Parks and Recreation
17	c601701	Corp Yard Stormwater Pollution Prevention Plan and Implementation	Public Works
18	c302708	Plans and Designs for Harvey West Ballfields	Parks and Recreation
19	c102714	Predevelopment Costs for future Navigation Center at 125 Coral St	City Manager
20	c102716	Navigation Center BHCIP	City Manager

Council District 5
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.13 0.25 0.5 Miles

N W E S



District 6

Map Number	Project Number	Project Name	Department
1	c701505	Recoat University Reservoir No. 4	Water
2	m400819	West Cliff Drive Multi-use Maintenance	Public Works
3	c401501	West Cliff Drive Revetment Repair	Public Works
4	c401805	Swanton Blvd Multi-use Trail Connector	Public Works
5	c701505	University Tank No. 4 Rehab/Replacement	Water
6	c401909	Landfill Master Plan Development	Public Works
7	c402111	Recycling Center Storm Water Quality Improvements	Public Works
8	c402305	West Cliff Resiliency and Accessibility	Public Works
9	c302513	Sgt. Derby Entrance Improvements	Parks and Recreation
10	c402512	Resource Recovery Facility Enclosed Flare Installation	Public Works
11	c402202	RRF Household Hazardous Waste Facility Improvement Project	Public Works
12	c402601	Arroyo Secco Wastewater Access Road Stabilization	Public Works
13	c212306	Fire Station 3 Butler Building	Fire
14	c302519	Westside Pickle Ball Courts	Parks and Recreation
15	c402407	West Cliff Drive Bethany Curve Culvert	Public Works
16	c401811	Recycling Building and Equipment Improvement	Public Works
17	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works

Council District 6
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.13 0.25 0.5 Miles

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Landfill Inset

1 5 6 7 10 11 12 13 14 15 16 17 2 3 4 8 9

Opportunity Zone

District	Map Number	Project Number	Project Name	Department
1	5	c401410	Ocean/Water Intersection Imp	Public Works
2	1	c409669	Jesse Street Marsh	Public Works
2	4	c212302	Fire Station 2 Rear Expansion	Fire
2	5	c402112	FEMA Levee Certification	Public Works
2	7	c212302	Fire Station 2 Exercise & Storage Facility	Fire
2	8	c302518	Improve and Restore Jessie St. Marsh and SLP	Parks and Recreation
2	10	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
2	11	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works
2	12	c302707	Oceanview Park Improvements	Parks and Recreation
2	15	c102713	Midtown Plaza Infrastructure & Amenities	City Manager
3	1	c401706	WWTF Infrastructure and Major Equipment Study	Public Works
3	2	c401607	WWTF Upgrade Digester Equipment	Public Works
3	3	c402504	WWTF Master Planning	Public Works
3	4	c401608	WWTF Laboratory Modernization	Public Works
3	6	m409668	Neary Lagoon Park Rehab/Restoration	Public Works
3	7	m409659	WWTF Equipment Replacement	Public Works
3	8	c401405	WWTF Electrical System	Public Works
3	10	c402204	City Headworks Replacement	Public Works
3	12	m409668	Neary Lagoon Park Rehab-Maint. (Annual)	Public Works
3	14	c402209	Bay and California Intersection Improvements	Public Works
3	17	c402516	WWTF Master Planning - Collections System	Public Works
3	19	c402517	HSIP11- Unsignalized Crossing Improvement Project	Public Works

District	Map Number	Project Number	Project Name	Department
3	22	c402611	Interstage Pump 1 Improvements Project	Public Works
4	1	c401707	Downtown SLR Drainage System Assessment	Public Works
4	2	c401905	Bay - West Cliff Intersection Improvements	Public Works
4	3	c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	Public Works
4	4	c402507	Pacific Beach Roundabout Enhancements	Public Works
4	7	c302214	Facility Improvements	Parks and Recreation
4	8	c402112	FEMA Levee Certification	Public Works
4	10	c402513	Main Beach Living Shorelines Final Design and Implementation	Public Works
4	11	c302603	Poets Park Playground Renovation	Parks and Recreation
4	17	c402602	Downtown Catch Basin Impv	Public Works
4	19	c302237	Depot Bike Park - Phase II of Bike Park Renovation	Parks and Recreation
4	20	c302703	Depot Park Playground Expansion and Enhancement	Parks and Recreation
4	21	c302704	Depot Park Turf Replacement	Parks and Recreation
4	23	c402613	Laurel Street Surface Seal and Striping	Public Works
4	24	c402609	Parking Structure - Cedar and Cathcart	Public Works
4	27	c212203	Rescue Unit	Fire
4	29	c102702	Pacific Station North Commercial Tenant Improvements	City Manager
4	30	c102703	Pacific Station South Tenant Improvements	City Manager
4	31	c102704	Lower Pacific Avenue Improvements	City Manager
4	34	c102708	Downtown Library Affordable Housing Project	City Manager
4	36	c102710	Pacific Station North	City Manager
4	37	c102711	IIG Paseos and Parks	City Manager
4	38	c102712	Wharf Resilience Impv	City Manager
4	39	c102715	Downtown Library Phase II FFE	City Manager

Opportunity Zones
Capital Investment Projects
FY 2027 – FY 2031
City of Santa Cruz

0 0.1 0.2 0.4 Miles

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Monterey Bay

CIP Locations
Opportunity Zone
Council Districts
City Limit

33% of mapped CIP locations are within the Opportunity Zone.



Proposed
Capital Investment Program Budget
Fiscal Years 2027 - 2031

Summary by Department/Fund

and

Fact Sheets for Projects

Current and/or Funded in FY 2027

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Fire Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c212601	Fire Engine Lease Purchase FY 2026-2028 E3114	380,312	380,312	380,312	380,312	380,312	-	1,521,248
Cumulative budget through FY 2026 Adopted Budget:	*380,312*				***Lifetime Project Cost :***	***1,901,560***		
c212701	Fire Engine Lease Purchase FY 2027-2031 E3110	-	244,239	244,239	244,239	244,239	244,239	1,221,195
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***1,221,195***		
c212302	Fire Station 2 Exercise & Storage Facility	91,359	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*107,435*				***Lifetime Project Cost :***	***2,000,000***		
c212306	Fire Station 3 Butler Building	202,883	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*202,884*				***Lifetime Project Cost :***	***202,884***		
c212307	Fire Station 3 Front Driveway	-	100,000	-	-	-	-	100,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***			
c212314	Fire Station 5	-	-	17,000,000	-	-	-	17,000,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***			
c212203	Rescue Unit	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*455,150*				***Lifetime Project Cost :***	***455,150***		
Total Project Cost Estimate:	**by Fund**	**674,554**	**724,551**	**17,624,551**	**624,551**	**624,551**	**244,239**	**19,842,443**
Total Project Cost Estimate:	**by Department**	**674,554**	**724,551**	**17,624,551**	**624,551**	**624,551**	**244,239**	**19,842,443**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Fire — **311- General Capital Improvement Fund**

Fire Engine Lease Purchase FY 2026-2028 E3114

Project Description:

Purchase lease for Fire Engine to replace E3114 (770).

Project # c212601

Project Benefit:

New Fire Engine for the fire department. This apparatus is a critical piece of equipment for public safety. Build times for fire apparatus have been extended from 1 year to 3 years so this is an urgent request. The engine to be replaced was due to be retired from reserve status in 2028 per National Fire Protection Association (NFPA) 1900. Once the order is placed the truck will not arrive until 2029. This places strains on the department financially through vehicle maintenance costs and operationally with vehicles out of service.

Project Location:

Citywide

Operating Budget Impact:

After purchase, any maintenance will be funded out of the fire department's vehicle maintenance operating budget.

Project Schedule:

FY 2026-FY 2028

Project Contact Email:

mnutt@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-21-31-2202-57402									
Project Cost Estimates:	-	380,312	380,312	380,312	380,312	380,312	380,312	-	1,521,248
Funding Estimates:									
From General Fund	-	380,312	380,312	380,312	380,312	380,312	380,312	-	1,521,248
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,901,560

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Fire — **311- General Capital Improvement Fund**

Fire Engine Lease Purchase FY 2027-2031 E3110

Project Description:

Purchase lease for Fire Department to replace E3110 (788)

Project # c212701

Project Benefit:

New Fire Engine for the fire department in effort to meet NFPA replacement schedule

Project Location:

Citywide

Operating Budget Impact:

After purchase, any maintenance will be funded out of the fire department's vehicle maintenance operating budget.

Project Schedule:

Ordered from Golden State Apparatus 8/15/25 & signed Lease Agreement with PNC Bank (who paid in full to Golden State Apparatus up front)
First Lease Payment due to PNC Bank 8/28/26
Fire Engine Delivered Summer of 2028
Final Lease Payment due to PNC Bank 8/28/30

Project Contact Email:

mnutt@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-21-31-2202-57402									
Project Cost Estimates:	-	-	-	244,239	244,239	244,239	244,239	244,239	1,221,195
Funding Estimates:									
From General Fund	-	-	-	244,239	244,239	244,239	244,239	244,239	1,221,195
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,221,195

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Fire — **311- General Capital Improvement Fund**

Fire Station 2 Exercise & Storage Facility

Project Description:

Project # c212302

Fire station addition to include exercise facility, storage, dormitory, and captain's office.

Project Benefit:

Physical fitness is a requirement for firefighters and providing an exercise facility at the Fire Station is an industry standard. Currently staff uses the apparatus bay for exercise which is not recommended due to carcinogens emitted from fire apparatus. An extra dorm for staff will also be added to enable the Dept to staff alternate deployment models for surges, large scale emergencies, etc. The project commenced in FY 2024 with expenditures already incurred. Requesting additional funding to ensure it's successful completion.

Project Location:

Fire Station 2

Operating Budget Impact:

After the General Fund purchases, any maintenance will be funded out of the facilities maintenance operating budget.

Project Schedule:

FY 2024-FY 2027

Project Contact Email:

jcoleman@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-21-31-2202-57490									
Project Cost Estimates:	37,501	69,934	53,858	-	-	-	-	-	-
Funding Estimates:									
From GF CIP Reserve	7,435	100,000	-	-	-	-	-	-	-
Net Project Cost:	30,066	(30,066)	53,858	-	-	-	-	-	-

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Information Technology Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c152002	Information Technology Applications	2,519,002	360,000	475,000	475,000	475,000	475,000	2,260,000
Cumulative budget through FY 2026 Adopted Budget:	*2,519,004*				***Lifetime Project Cost :***	***4,779,003***		
c152001	Information Technology Infrastructure	2,376,867	200,000	200,000	200,000	200,000	200,000	1,000,000
Cumulative budget through FY 2026 Adopted Budget:	*2,376,865*				***Lifetime Project Cost :***	***3,376,866***		
Total Project Cost Estimate:	**by Fund**	**4,895,869**	**560,000**	**675,000**	**675,000**	**675,000**	**675,000**	**3,260,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Information Technology — 311- General Capital Improvement Fund

Information Technology Applications

Project Description:

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

Project # c152002

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 341-15-10-9910-57990									
Project Cost Estimates:	1,467,995	1,051,008	1,051,007	360,000	475,000	475,000	475,000	475,000	2,260,000
Funding Estimates:									
From Water Fund	187,022	82,938	82,938	45,864	60,515	60,515	60,515	60,515	287,924
From Refuse Fund	59,572	26,418	26,418	14,616	19,276	19,276	19,276	19,276	91,720
From Storm Water Fund	21,776	9,656	9,656	5,328	7,044	7,044	7,044	7,044	33,504
From Wastewater Fund	103,111	45,727	45,727	25,272	33,364	33,364	33,364	33,364	158,728
From Parking Fund	53,802	23,860	23,860	13,212	17,409	17,409	17,409	17,409	82,848
From General Fund	1,042,713	462,408	462,408	255,708	337,392	337,392	337,392	337,392	1,605,276
From GF CIP Reserve	-	400,000	400,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: **4,779,003**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Information Technology — 311- General Capital Improvement Fund

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 341-15-10-9910-57990									
Project Cost Estimates:	1,989,924	386,943	386,943	200,000	200,000	200,000	200,000	200,000	1,000,000
Funding Estimates:									
From General Fund	1,413,437	274,857	274,857	142,060	142,060	142,060	142,060	142,060	710,300
From Water Fund	253,526	49,281	49,281	25,480	25,480	25,480	25,480	25,480	127,400
From Wastewater Fund	139,772	27,181	27,181	14,050	14,050	14,050	14,050	14,050	70,250
From Refuse Fund	80,750	15,703	15,703	8,115	8,115	8,115	8,115	8,115	40,575
From Parking Fund	72,930	14,182	14,182	7,330	7,330	7,330	7,330	7,330	36,650
From Storm Water Fund	29,510	5,739	5,739	2,965	2,965	2,965	2,965	2,965	14,825
Net Project Cost:	-	1	-	-	-	-	-	-	-

Lifetime project cost: 3,376,866

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Information Technology Projects

341- Information Technology

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c152301	City ERP Replacement	11,729,459	2,005,000	-	-	-	-	2,005,000
Cumulative budget through FY 2026 Adopted Budget:	*6,472,447*				***Lifetime Project Cost :***	***18,043,656***		
Total Project Cost Estimate:	**by Fund**	**11,729,459**	**2,005,000**	**-**	**-**	**-**	**-**	**2,005,000**
Total Project Cost Estimate:	**by Department**	**16,625,328**	**2,565,000**	**675,000**	**675,000**	**675,000**	**675,000**	**5,265,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Information Technology — 341- Information Technology

City ERP Replacement

Project Description:

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

Project # c152301

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:

FY 2024- FY 2027

Project Contact Email:

kmorgan@santacruzca.gov
chandley@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 341-15-10-9910-57901									
Project Cost Estimates:	2,768,275	7,563,706	8,961,184	2,005,000	-	-	-	-	2,005,000
Funding Estimates:									
From Refuse Fund	85,453	-	995,846	226,808	-	-	-	-	226,808
From Storm Water Fund	3,531	-	39,401	12,138	-	-	-	-	12,138
From Wastewater Fund	75,242	-	863,922	177,647	-	-	-	-	177,647
From Storm Water Overlay Fund	3,091	-	33,402	10,123	-	-	-	-	10,123
From Parking Fund	37,471	-	371,155	106,778	-	-	-	-	106,778
From Library Fund	53,461	-	710,995	237,537	-	-	-	-	237,537
From General Fund	6,000,000	-	6,392,644	977,514	-	-	-	-	977,514
From Water Fund	214,108	-	1,798,557	256,455	-	-	-	-	256,455
Net Project Cost:	(3,704,082)	7,563,706	(2,244,738)	-	-	-	-	-	-

Lifetime project cost: **18,043,656**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Office of Economic Development Projects

136- Economic Development Trust Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c102713	Midtown Plaza Infrastructure & Amenities	17,935	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*54,015*					***Lifetime Project Cost :***	***60,000***	
Total Project Cost Estimate:	**by Fund**	**17,935**	**-**	**-**	**-**	**-**	**-**	**-**
Total Project Cost Estimate:	**by Department**	**18,937,411**	**19,204,121**	**6,605,879**	**-**	**-**	**-**	**25,810,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

136- Economic Development Trust Fund

Midtown Plaza Infrastructure & Amenities

Project Description:

Project # c102713

Activate the midtown commercial area by re-purposing part of the parking lot into a Midtown Plaza with infrastructure and amenities, including design, structure acquistion, and expansion of utility services to support programming.

Project Benefit:

This location is the site of popular weekly programming. The events are free, drawing in neighbors and visits of all ages.

Project Location:

Midtown Plaza

Operating Budget Impact:

There are no expenses from the General Fund. It is anticipated the City may see an increase in sales tax by the public attending Midtown events.

Project Schedule:

FY 2026 - FY 2028

Project Contact Email:

runitt@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 136-10-05-5591-57290									
Project Cost Estimates:	5,985	54,015	11,950	-	-	-	-	-	-
Net Project Cost:	5,985	54,015	11,950	-	-	-	-	-	-

Lifetime project cost: 60,000

Office of Economic Development
Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c102717	Citywide Sign Program Phase II	1,600,497	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*2,000,000*			***Lifetime Project Cost :***	***2,000,000***		
c102701	DLAHP Commercial Tenant Improvements	-	800,000	-	-	-	-	800,000
Cumulative budget through FY 2026 Adopted Budget:		*-*			***Lifetime Project Cost :***	***800,000***		
c102705	Downtown Alley Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*500,000*			***Lifetime Project Cost :***	***500,000***		
c102708	Downtown Library Affordable Housing Project	9,807,808	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*30,820,821*			***Lifetime Project Cost :***	***30,820,821***		
c102715	Downtown Library Phase II FFE	-	17,054,121	6,605,879	-	-	-	23,660,000
Cumulative budget through FY 2026 Adopted Budget:		*4,100,000*			***Lifetime Project Cost :***	***27,760,000***		
c102711	ED IIG Parks and Paseos	112,665	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*6,440,821*			***Lifetime Project Cost :***	***6,440,821***		
c102706	Farmers' Market Structure	495,365	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*2,775,000*			***Lifetime Project Cost :***	***2,775,000***		
c102704	Lower Pacific Avenue Improvements	500,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*3,185,000*			***Lifetime Project Cost :***	***3,185,000***		
c102716	Navigation Center BHCIP	400,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*			***Lifetime Project Cost :***	***30,100,000***		
c102707	Ocean Street Beautification	834,739	150,000	-	-	-	-	150,000
Cumulative budget through FY 2026 Adopted Budget:		*1,010,000*			***Lifetime Project Cost :***	***1,160,000***		
c102709	Pacific Avenue Beautification	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*1,000,000*			***Lifetime Project Cost :***	***1,000,000***		
c102710	Pacific Station North	4,608,241	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*8,899,066*			***Lifetime Project Cost :***	***8,899,066***		

Office of Economic Development Projects

311- General Capital Improvement Fund

			Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c102702	Pacific Station North Commercial Tenant Improvements	-	-	400,000	-	-	-	-	400,000
Cumulative budget through FY 2026 Adopted Budget:		-					***Lifetime Project Cost :***	***400,000***	
c102703	Pacific Station South Tenant Improvements	-	-	500,000	-	-	-	-	500,000
Cumulative budget through FY 2026 Adopted Budget:		-					***Lifetime Project Cost :***	***500,000***	
c102714	Predevelopment Costs for Future Navigation Center at 125 Coral St.	-	303,867	300,000	-	-	-	-	300,000
Cumulative budget through FY 2026 Adopted Budget:		*470,000*					***Lifetime Project Cost :***	***595,133***	
c102712	Wharf Resilience Improvements	-	256,294	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*10,780,204*					***Lifetime Project Cost :***	***11,280,204***	
Total Project Cost Estimate:	**by Fund**		**18,919,476**	**19,204,121**	**6,605,879**	**-**	**-**	**-**	**25,810,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Citywide Sign Program Phase II

Project Description:

Project # c102717

Signage program to update the city's parking and vehicular directional signage, gateway signage, banners, kiosks, interactive maps and River Street and Ocean Street gateways. Current scope is working with CalTrans on the installation of the Gateway sign on River Street located at Highway 1/9.

Project Benefit:

Improve visitor experience in navigating to popular Santa Cruz destinations and update wayfinding signage to a consistent modern aesthetic.

Project Location:

Citywide sign installations, current scope is working with CalTrans on the installation of the Gateway sign on River Street located at Highway 1/9.

Operating Budget Impact:

The City has a separate citywide banners and brackets project in the General Fund.

Project Schedule:

FY 2012 – FY 2027

Project Contact Email:

bborguno@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	1,480,341	519,659	120,156	-	-	-	-	-	-
Funding Estimates:									
Successor Agency contributions	1,502,275	497,725	98,222	-	-	-	-	-	-
Net Project Cost:	(21,934)	21,934	21,934	-	-	-	-	-	-

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

DLAHP Commercial Tenant Improvements

Project Description:

Project # c102701

To fund costs related to the commercial space build out for new tenants of the Downtown Library & Affordable Housing Project (DLAHP).

Project Benefit:

Build out of mixed use project commercial space will facilitate leasing that will generate rental and sales tax revenue for the City.

Project Location:

Downtown Library

Operating Budget Impact:

Commercial rent will generate revenue

Project Schedule:

FY 2027 - FY 2028

Project Contact Email:

bborguno@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	-	-	800,000	-	-	-	-	800,000
Funding Estimates:									
From ED Trust Fund	-	-	-	800,000	-	-	-	-	800,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 800,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Downtown Alley Improvements

Project Description:

Project # c102705

Lighting, placemaking, and wayfinding improvements in downtown alleys.

Project Benefit:

Will improve the feeling of safety and attractiveness of Downtown Alleys and promote local economic activity by enhancing public spaces Downtown. Envisioned lighting, outdoor dining, and family oriented features of the Downtown Alleys, will help attract more foot traffic and time spent Downtown, supporting local businesses.

Project Location:

Downtown Santa Cruz – Frazier Lewis Lane, Pearl Alley, Plaza Lane, Commerce Lane, and others.

Operating Budget Impact:

The project will help address existing maintenance and vagrancy issues in the alleys, reducing maintenance costs. Some savings may be offset with new infrastructure and amenities that will require maintenance or long-term replacement. Overall, operating budget impacts are expected to be roughly neutral.

Project Schedule:

FY 2025 – FY 2027

Project Contact Email:

runitt@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	500,000	-	-	-	-	-	-	-
Funding Estimates:									
Successor Agency contributions	-	500,000	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development — 311- General Capital Improvement Fund

Downtown Library Affordable Housing Project

Project Description: **Project # c102708**

Early phase design and development of the downtown Library/ mixed use affordable housing project.

Project Benefit:

The Downton Lirbary Affordable Housing Project will provide the core and shell of the New Downtown Library, along with 124 Affordable Housing units, a childcare center, public parking garage, and commercial/retail space.

Project Location:

Downtown Santa Cruz, 113/119 Lincoln Street

Operating Budget Impact:

To be included in Parking and Library budget as needed.

Project Schedule:

FY 2020 – FY 2029

Project Contact Email:

bborguno@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	5,572,087	25,248,734	4,235,721	-	-	-	-	-	-
Funding Estimates:									
From Childcare Impact Fee Fund	-	220,718	-	-	-	-	-	-	-
State grants - other	169,380	-	-	-	-	-	-	-	-
From Parking Fund	-	262,910	-	-	-	-	-	-	-
From General Fund	500,000	-	-	-	-	-	-	-	-
From City Public Trust Fund	313,532	186,468	186,468	-	-	-	-	-	-
Intra-entity Fund	2,343,880	21,539,030	1,859,880	-	-	-	-	-	-
From ED Trust Fund	2,070,841	1,032,943	103,333	-	-	-	-	-	-
From Infrastructure Grants and Loans	1,065,643	934,357	934,357	-	-	-	-	-	-
From Affordable Housing Trust Fund	181,119		-	-	-	-	-	-	-
Net Project Cost:	(1,072,309)	1,072,309	1,151,683	-	-	-	-	-	-

Lifetime project cost: **30,820,821**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Downtown Library Phase II FFE

Project Description:

Project # c102715

Build-out of the new Downtown Library core and shell with fixtures, furnishings, and equipment.

Project Benefit:

The project will fund tenant buildouts including fixtures, furnishings, and equipment for the new Downtown Library.

Project Location:

Downtown Santa Cruz

Operating Budget Impact:

None. The funding from the City Public Trust Fund represents proceeds of the sale of the Skypark property to the City of Scotts Valley.

Project Schedule:

FY 2026 - FY 2028

Project Contact Email:

bborguno@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	4,100,000	-	17,054,121	6,605,879	-	-	-	23,660,000
Funding Estimates:									
Contributions- Friends of the Library	-	3,000,000	1,500,000	-	-	-	-	-	-
State grants - other	-	-	-	4,500,000	-	-	-	-	4,500,000
From City Public Trust Fund	-	1,100,000	-	594,121	6,605,879	-	-	-	7,200,000
From ED Trust Fund	-	-	-	1,500,000	-	-	-	-	1,500,000
Intra-entity Fund	-	-	-	10,460,000	-	-	-	-	10,460,000
Net Project Cost:	-	-	(1,500,000)	-	-	-	-	-	-

Lifetime project cost: 27,760,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development — 311- General Capital Improvement Fund

ED IIG Parks and Paseos

Project Description: **Project # c102711**

Paseo, distributed plan and walkway beautification in the downtown area funded by IIG Grant.

Project Benefit:

The IIG funding for paseos and parks will add landscaped features to improve pedestrian access and public use fo the spaces between new housing developments.

Project Location:

Adjacent to the Pacific Station North, Pacific Station South, and Riverfront housing projects

Operating Budget Impact:

The funding is provided entirely by State Infill Infrastructure Grant (IIG) funds.

Project Schedule:

FY 2025 - FY 2028

Project Contact Email:

tlake@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	112,665	6,328,156	-	-	-	-	-	-	-
Funding Estimates:									
State grants - other	-	-	-	-	-	-	-	-	-
Net Project Cost:	112,665	6,328,156	-	-	-	-	-	-	-

Lifetime project cost: 6,440,821

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Farmers' Market Structure

Project Description:

Project # c102706

Design and construction of permanent home for Farmers' Market structure on city property. Additional funding for FY 2026 is for FFE on Lot 16.

Project Benefit:

For over 30 years, Santa Cruz Community Farmers' Markets (SCCFM) have been committed to health and the local economy. SCCFM consists of five farmers' markets throughout the County of Santa Cruz, including one downtown. Purchasing food at the farmers' market ensures purchasers get fresh and healthy foods while supporting local jobs, increasing local spending, and promoting the region's strong farming tradition.

Project Location:

The City is currently considering City parking lot 16 as the permanent home for the Farmers' Market.

Operating Budget Impact:

There is no direct impact to the City's operating fund. However, the successful relocation of the farmers' market will sustain or increase purchases, positively impacting the sales tax revenue contributed to the General Fund.

Project Schedule:

FY 2025 - FY 2028

Project Contact Email:

blipscomb@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	159,365	2,615,635	336,000	-	-	-	-	-	-
Funding Estimates:									
State grants - other	-	550,000	82,056	-	-	-	-	-	-
From ED Trust Fund	159,365	2,065,635	253,944	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 2,775,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development — 311- General Capital Improvement Fund

Lower Pacific Avenue Improvements

Project Description: **Project # c102704**

Infrastructure improvements including street beautification and other related improvements to support and enhance redevelopment efforts.

Project Benefit:

The Lower Pacific Avenue Improvement project will fund improvements including beautification and infrasstructure enhancements as lower blocks of Pacific Avenue are redeveloped.

Project Location:

The funded improvements will start on the 1100 block of Pacific and extend to the Beach area.

Operating Budget Impact:

The project is designed to have limited impact on the General Fund by reducing unplanned costs related to development.

Project Schedule:

FY 2027-FY 2029

Project Contact Email:

jbristow@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	3,185,000	500,000	-	-	-	-	-	-
Funding Estimates:									
Successor Agency contributions	-	3,185,000	500,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 3,185,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Navigation Center BHCIP

Project Description:

DHCS BHCIP grant funding for Navigation Center Residential SUD facility

Project # c102716

Project Benefit:

The facility will fill a crucial gap in the services available to the unhoused population in Santa Cruz by providing a local, residential substance use disorder treatment facility.

Project Location:

125 Coral St

Operating Budget Impact:

Some staff time will be charged to the project, reducing the Personnel Services charges to the General Fund. Some predevelopment costs of the facility are included in the grant budget.

Project Schedule:

FY 2026 - FY 2030

Project Contact Email:

kmintz@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	30,100,000	400,000	-	-	-	-	-	-
Funding Estimates:									
State grants - other	-	30,000,000	-	-	-	-	-	-	-
From General Fund	-	100,000	-	-	-	-	-	-	-
Net Project Cost:	-	-	400,000	-	-	-	-	-	-

Lifetime project cost: 30,100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development — 311- General Capital Improvement Fund

Ocean Street Beautification

Project Description: **Project # c102707**

Design development for improvements based on the Ocean Street Plan, including development of the design details for landscaping, sidewalk, and streetlights. A placeholder for construction is included.

Project Benefit:

The Ocean Street Gateway Project will implement public art, gateway signage, landscape, and safety improvements planned in the Ocean Street Area Plan. The Project will help beautify the Ocean Street Gateway area, while promoting security, economic activity, and reducing illegal activity through environmental design.

Project Location:

Ocean Street Gateway

Operating Budget Impact:

The Project is designed to have limited ongoing impact on the General Fund, by reducing unplanned costs like littering and vagrancy. Durable artwork and landscape materials are planned with project funding from RDA Successor Agency bonds and to create lasting beautification that aligns with existing maintenance funding.

Project Schedule:

FY 2024 - FY 2027

Project Contact Email:

bborguno@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	134,739	875,261	700,000	150,000	-	-	-	-	150,000
Funding Estimates:									
Successor Agency contributions	134,739	875,261	700,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	150,000	-	-	-	-	150,000

Lifetime project cost: 1,160,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Pacific Avenue Beautification

Project Description:

Project # c102709

Improvements based on the Downtown Design Standards, including landscaping, sidewalk and median improvements, lighting, security, and some construction costs for placemaking and activation.

Project Benefit:

Project will fund amenities as private development construction is completed and will also fund beautification efforts not eligible for state grant funding.

Project Location:

Pacific Avenue downtown

Operating Budget Impact:

None

Project Schedule:

FY 2026 - FY 2028

Project Contact Email:

kmintz@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	1,000,000	-	-	-	-	-	-	-
Funding Estimates:									
From ED Trust Fund	-	1,000,000	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

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 # c102710

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 - FY 2027

Project Contact Email:

jdewit@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-51-80-9990-57390									
Project Cost Estimates:	4,608,241	4,290,825	-	-	-	-	-	-	-
Funding Estimates:									
Successor Agency contributions	49,494	-	-	-	-	-	-	-	-
From Infrastructure Grants and Loans	2,000,000	-	-	-	-	-	-	-	-
Contributions- other agencies - capital	3,760,572	-	-	-	-	-	-	-	-
State grants - other	-	2,089,000	-	-	-	-	-	-	-
Successor Agency contributions	900,000	100,000	-	-	-	-	-	-	-
Net Project Cost:	(2,101,825)	2,101,825	-	-	-	-	-	-	-

Lifetime project cost: **8,899,066**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Pacific Station North Commercial Tenant Improvements

Project Description:

Project # c102702

To fund costs related to the commercial space build out for new tenants in the Pacific Station North mixed use project.

Project Benefit:

Build out of mixed use project commercial space will facilitate leasing that will generate rental and sales tax revenue for the City.

Project Location:

Pacific Station North

Operating Budget Impact:

Commercial tenant rent will generate revenue

Project Schedule:

FY 2027

Project Contact Email:

jdewit@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	-	-	400,000	-	-	-	-	400,000
Funding Estimates:									
From ED Trust Fund	-	-	-	400,000	-	-	-	-	400,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 400,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Pacific Station South Tenant Improvements

Project Description:

Project # c102703

To fund costs related to the commercial space build out for new tenants of the Pacific Station South mixed use project.

Project Benefit:

Build out of mixed use project commercial space will facilitate leasing that will generate rental and sales tax revenue for the City.

Project Location:

Pacific Station South

Operating Budget Impact:

Commercial tenant rent will generate revenue

Project Schedule:

FY 2027

Project Contact Email:

jdewit@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	-	-	-	500,000	-	-	-	-	500,000
Funding Estimates:									
From ED Trust Fund	-	-	-	500,000	-	-	-	-	500,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Predevelopment Costs for Future Navigation Center at 125 Coral St.

Project Description:

Project # c102714

This project will fund site clean-up and preparation for short- and long-term setup as a Navigation Center. In the near term, the site may be used for pallet shelters or other services for the unhoused. In the longer term, if grant funding is awarded, the site will be prepared for construction of a new Navigation Center facility.

Project Benefit:

The project will fund assessment of the existing structure and either demolition or repair to it so that at least a portion of the site may be used in the near term.

Project Location:

125 Coral St

Operating Budget Impact:

General Fund rent and other revenues generated from the property 125 Coral St will be redirected into this project.

Project Schedule:

FY 2025 - FY 2027

Project Contact Email:

kmintz@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9980-57102									
Project Cost Estimates:	103,867	366,133	200,000	300,000	-	-	-	-	300,000
Funding Estimates:									
Misc non-operating revenue	150,000	-	-	-	-	-	-	-	-
From General Fund	189,000	60,000	180,000	180,000	-	-	-	-	180,000
Net Project Cost:	(235,133)	306,133	20,000	120,000	-	-	-	-	120,000

Lifetime project cost: 595,133

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Office of Economic Development

311- General Capital Improvement Fund

Wharf Resilience Improvements

Project Description:

Project # c102712

Coastal Conservancy grant-funded project to restore the East Parking Lot, relocate parking gates, complete a Wharf Interpretive Plan, and complete engineering, design, and permitting of several Wharf Master Plan projects (East Promenade, end of wharf, and new boat landings).

Project Benefit:

Project will improve the resilience of the Wharf with near term repairs and reinforcement, as well as prepare shovel ready plans for future Wharf Master Plan projects and resilience improvements. The Entrance Gate relocation will reduce traffic congestion on Beach St, while the East Parking Lot retrofit will reduce maintenance burdens for the Wharf Crew. Future improvements will increase public access and recreational opportunities at the Wharf.

Project Location:

Santa Cruz Wharf

Operating Budget Impact:

The proposed project is not anticipated to impact the Wharf operating budget, although near-term improvements constructed for the project will improve operation efficiency at the Wharf and allow the Wharf Crew to focus their operating budget on other areas of need.

Project Schedule:

FY 2025 - FY 2028

Project Contact Email:

ndaly@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-05-9990-57390									
Project Cost Estimates:	56,294	10,723,910	200,000	-	-	-	-	-	-
Funding Estimates:									
State grant-Coastal Conservancy	53,051	8,606,649	200,000	-	-	-	-	-	-
Successor Agency contributions	33,897	1,066,103	-	-	-	-	-	-	-
From City Public Trust Fund		533,900	-	-	-	-	-	-	-
Successor Agency contributions	986,604	-	-	-	-	-	-	-	-
Net Project Cost:	(1,017,258)	517,258	-	-	-	-	-	-	-

Lifetime project cost: **11,280,204**

Parks and Recreation Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c302201	Agora Surfacing Improvements	-	-	268,500	-	-	-	268,500
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***			
c302517	Arana Gulch Ecosystem and Infrastructure Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*745,754*				***Lifetime Project Cost :***	**-**		
c302605	Bay Street Walkway- Repair Retaining Walls	-	-	287,500	-	-	-	287,500
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	**-**		
c301913	Beach Street Restrooms	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*1,144,045*				***Lifetime Project Cost :***			
c302606	Civic Seat Replacements	-	-	500,000	-	-	-	500,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	**-**		
c302205	Civic Sound System Upgrade	-	-	165,000	-	-	-	165,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***			
c302207	Cowell Beach Restroom and Storage Area	-	-	1,200,000	-	-	-	1,200,000
Cumulative budget through FY 2026 Adopted Budget:					***Lifetime Project Cost :***			
c302311	DeLaveaga Disc Golf Course "Pay to Play": Welcome Area and Course Safety Improvements	-	-	-	-	275,000	-	275,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***275,000***		
c302702	DeLaveaga Park Ballfield Lighting and Score Booth Upgrades	-	370,000	-	-	-	-	370,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***550,000***		
c302210	DeLaveaga Park Ballfield Retaining Walls	-	-	-	-	100,000	-	100,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***100,000***		
c302419	DeLaveaga Park-Culvert Repair, Slope Stabilization, Drainage and Stormwater Runoff	-	-	-	100,000	100,000	-	200,000
Cumulative budget through FY 2026 Adopted Budget:	*81,144*				***Lifetime Project Cost :***			
c302508	Demolish Pogonip Clubhouse	30,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*80,000*				***Lifetime Project Cost :***	***300,000***		

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Parks and Recreation Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c302237	Depot Bike Park - Phase II of Bike Park Renovation	200,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*250,000*				***Lifetime Project Cost :***	***250,000***		
c302703	Depot Park Playground Expansion and Enhancement	-	100,000	-	-	-	-	100,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***100,000***		
c302704	Depot Park Turf Replacement	-	212,093	1,200,000	-	-	-	1,412,093
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***1,412,093***		
c302213	Driving Range Outdoor Safety Improvements	69,500	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*305,000*				***Lifetime Project Cost :***	***305,000***		
c302214	Driving Range Roof & Bldg Improvements	144,858	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*660,000*				***Lifetime Project Cost :***	***660,000***		
c302607	Facility ADA Enhancements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***-***		
c302601	Frederick Street Park - Restroom Renovations	-	-	-	180,000	-	-	180,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***180,000***		
c302216	Frederick Street Park Picnic Area	-	-	285,000	-	-	-	285,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***285,000***		
c302502	Frederick Street Park Stairs Replacement	-	-	60,000	-	-	-	60,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***60,000***		
c302701	Golf Course - Driving Range and Maintenance Facilities Waterproofing Improvements	-	-	75,000	-	-	-	75,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***75,000***		
c302705	Golf Course - Sand Trap and Tee Renovations	-	150,000	-	-	-	-	150,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***150,000***		
c302120	Harvey West Clubhouse Access	-	-	48,000	-	-	-	48,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***48,000***		

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Parks and Recreation Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c302501	Harvey West Park-New Playground	-	-	95,000	-	-	-	95,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***95,000***	
c302221	Harvey West Pool - Facility Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		
c302313	HW Pool-Repairs and Upgrades	137,929	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*155,000*				***Lifetime Project Cost :***	***155,000***	
c302518	Improve and Restore Jessie St. Marsh and SLP	557,594	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*5,277,322*				***Lifetime Project Cost :***	***5,277,322***	
c302306	Infield Irrigation at DeLaveaga Park Ballfields	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		
c302602	Lighthouse Ave Park Playground Renovation	-	-	85,000	-	-	-	85,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***85,000***	
c302608	Lower Delaveaga Park - General Park Upgrades		80,000	-	-	-	-	80,000
Cumulative budget through FY 2026 Adopted Budget:		*60,000*				***Lifetime Project Cost :***	***140,000***	
c302706	Lower DeLaveaga Park - Interior Park Lighting	-	80,000	-	-	-	-	80,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***80,000***	
c302707	Oceanview Park Improvements	-	136,826	-	-	-	-	136,826
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***136,826***	
c302609	Pacific Avenue, South Medians - Landscaping Enhancements	-	-	125,000	-	-	-	125,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***125,000***	
c302708	Plans and Designs for Harvey West Ballfields	-	408,250	-	-	-	-	408,250
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***	***408,250***	
c302603	Poets Park Playground Renovation	125,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*125,000*				***Lifetime Project Cost :***	***125,000***	

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Parks and Recreation Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c302514	Rebuild Golf Course Dr. for Fire Access to Pogonip	-	-	400,000	-	-	-	400,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***400,000***
c302101	Senior Center Rehab	361,107	-	240,000	-	-	-	240,000
Cumulative budget through FY 2026 Adopted Budget:		*378,600*				***Lifetime Project Cost :***		***618,600***
c302513	Sgt. Derby Entrance Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*40,000*				***Lifetime Project Cost :***		***40,000***
c302226	Sgt. Derby Park Irrigation Renovation	-	-	40,000	-	-	-	40,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***40,000***
c302512	Studies, Designs, and Construction Drawings for Park Projects	44,189	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*200,000*				***Lifetime Project Cost :***		***200,000***
c302505	Trescony Park Playground Renovation	-	-	210,000	-	-	-	210,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***210,000***
c302709	University Terrace Basketball Court Resurfacing	-	80,000	-	-	-	-	80,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***80,000***
c302403	Water Conservation & Irrigation System	-	-	500,000	-	-	-	500,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***500,000***
c302408	West Cliff Design & Improvement Standards	-	-	120,000	-	-	-	120,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***120,000***
c302519	Westside Pickle Ball Courts	140,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*140,000*				***Lifetime Project Cost :***		***140,000***
c302227	Wharf - East Parking Lot Paving Project	-	-	-	1,700,000	-	-	1,700,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***1,700,000***
c302233	Wharf - Parking and Road Improvements	-	-	-	3,300,000	-	-	3,300,000
Cumulative budget through FY 2026 Adopted Budget:		-				***Lifetime Project Cost :***		***3,300,000***

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Parks and Recreation Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c302234	Wharf Commons Overhead Walkway Repair & Resurface	-	-	300,000	-	-	-	300,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***300,000***		
c302228	Wharf Commons Surfacing	-	-	396,000	-	-	-	396,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***396,000***		
c302229	Wharf Equipment & Maintenance Shed	-	-	-	250,000	-	-	250,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***250,000***		
c302003	Wharf Railing Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***			
Total Project Cost Estimate:	**by Fund**	**1,810,176**	**1,617,169**	**6,600,000**	**5,530,000**	**475,000**	**-**	**14,222,170**
Total Project Cost Estimate:	**by Department**	**1,810,176**	**1,617,169**	**6,600,000**	**5,530,000**	**475,000**	**-**	**14,222,170**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

DeLaveaga Park Ballfield Lighting and Score Booth Upgrades

Project Description:

Lighting and scoreboard upgrades

Project # c302702

Project Benefit:

The project implements HiAPs for health and wellness and community connectedness, as well as addresses deferred maintenance. It also implements the Parks Master Plan 2030 by providing activities for all ages and abilities and reducing energy use.

Project Location:

DeLaveaga Park

Operating Budget Impact:

Reduce maintenance costs and lower electricity usage.

Project Schedule:

FY2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	370,000	-	-	-	-	370,000
Funding Estimates:									
From City Public Trust Fund	-	-	-	-	-	-	-	-	-
From Park and Recreation Tax	-	-	-	370,000	-	-	-	-	370,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 550,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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

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:

FY 2026-FY 2028

Project Contact Email:

rderrico@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	80,000	30,000	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	80,000	30,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 300,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Depot Bike Park - Phase II of Bike Park Renovation

Project Description: **Project # c302237**

Install beginner and intermediate ramps. The project implements HiAPs for health and wellness and community connectedness, as well as addresses deferred maintenance. It also implements the Parks Master Plan 2030 by providing activities for all ages and abilities.

Project Benefit:

The project implements HiAP goals for health and wellness and community connectedness as well as addresses deferred maintenance. It also implements the Parks Master Plan 2030 by providing activities for all ages and abilities.

Project Location:

Depot Park

Operating Budget Impact:

Would lower maintenance costs.

Project Schedule:

FY2026-FY2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	250,000	200,000	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	-	80,000	30,000	-	-	-	-	-	-
From Quimby SW Quadrant	-	170,000	170,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 250,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Depot Park Playground Expansion and Enhancement

Project Description:

Renovate and expand the playground at Depot Park.

Project # c302703

Project Benefit:

The project implements HiAPs for health and wellness, community connectedness, and equity, as well as addresses deferred maintenance and safety. The project also implements the Parks Master Plan 2030 recommendation to add additional equipment and facilities to the playground.

Project Location:

Depot Park

Operating Budget Impact:

Reduce maintenance costs.

Project Schedule:

FY2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	100,000	-	-	-	-	100,000
Funding Estimates:									
From Quimby SW Quadrant	-	-	-	100,000	-	-	-	-	100,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Depot Park Turf Replacement

Project Description:

Project # c302704

Due to the end of its lifetime, replace synthetic turf on the soccer field at Scott Kennedy Fields.

Project Benefit:

The project implements HiAPs for health and wellness and community connectedness, as well as addresses maintenance needs. The project also implements the Parks Master Plan 2030 policy to accommodate the need for more active sports fields for club, league, and casual play.

Project Location:

Depot Park

Operating Budget Impact:

Reduce maintenance costs.

Project Schedule:

FY2027-2028

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	212,093	1,200,000	-	-	-	1,412,093
Funding Estimates:									
From Quimby SW Quadrant	-	-	-	212,093	-	-	-	-	212,093
From General Fund	-	-	-	-	1,200,000	-	-	-	1,200,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,412,093

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Driving Range Outdoor Safety Improvements

Project Description: **Project # c302213**

Complete replacement of driving range net and replace perimeter cyclone fence.

Project Benefit:

The project implements an HiAP health and wellness goal and addresses deferred maintenance. It also implements Parks Master Plan by prioritizing upgrading existing facilities and providing activities for all ages and abilities.

Project Location:

DeLaveaga Golf Course

Operating Budget Impact:

0

Project Schedule:

FY2022-FY2026

Project Contact Email:

rderrico@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-45-9110-57312									
Project Cost Estimates:	69,500	235,500	-	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	69,500	35,500	-	200,000	-	-	-	-	200,000
From General Fund	-	200,000	-	(200,000)	-	-	-	-	(200,000)
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 305,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Driving Range Roof & Bldg Improvements

Project Description:

Project # c302214

Replace roofing on the Driving Range buildings and upgrade all building exteriors.

Project Benefit:

The project implements an HiAP health and wellness goal and addresses deferred maintenance. It also implements Parks Master Plan by prioritizing upgrading existing facilities and providing activities for all ages and abilities.

Project Location:

DeLaveaga Golf Course

Operating Budget Impact:

0

Project Schedule:

FY2022-FY2026

Project Contact Email:

rderrico@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-45-9120-57203									
Project Cost Estimates:	57,488	602,513	87,370	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	21,730	38,270	87,370	564,243	-	-	-	-	564,243
From GF CIP Reserve	35,758	564,243	-	(564,243)	-	-	-	-	(564,243)
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 660,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Golf Course - Sand Trap and Tee Renovations

Project Description: **Project # c302705**

Design/build project to update golf course sand traps and tees including sand trap layout, drainage, and stormwater management and tee leveling and regrading.

Project Benefit:

The project implements a HiAP health and wellness and addresses deferred maintenance. It also implements Parks Master Plan by prioritizing upgrading existing facilities and providing activities for all ages and abilities.

Project Location:

De Laveaga Golf Course

Operating Budget Impact:

Improving course play will both safeguard and hopefully grow revenues.

Project Schedule:

FY2027

Project Contact Email:

mhicks@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-45-9110-57312									
Project Cost Estimates:	-	-	-	150,000	-	-	-	-	150,000
Funding Estimates:									
From Park and Recreation Tax	-	-	-	150,000	-	-	-	-	150,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 150,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

HW Pool-Repairs and Upgrades

Project Description: **Project # c302313**

Continue implementation of pool improvements, such as lighting, control systems, gutter rebuilds, etc, to ensure safe conditions until the Pool Feasibility Study is complete.

Project Benefit:

The project implements an HiAP for health and wellness and addresses deferred maintenance. It also implements the Parks Master Plan 2030 by providing activities for all ages and abilities.

Project Location:

Harvey West Park - Pool Area

Operating Budget Impact:

N/A

Project Schedule:

FY2023-FY2027

Project Contact Email:

dlawson-thomas@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9150-57390									
Project Cost Estimates:	112,929	42,071	25,000	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	112,929	42,071	25,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 155,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Improve and Restore Jessie St. Marsh and SLP

Project Description: **Project # c302518**

For the San Lorenzo Park, the project involves the planning, design, environmental review, and permitting to improve flood management, expand and enhance habitat, and provide recreational opportunities on approximately 6 acres of lower Riverlands area adjacent to San Lorenzo River. For Jessie St. Marsh, remove contaminated fill, increase wetland, and add trail from East Cliff Ave. to Lemos St.

Project Benefit:

The project involves flood management, natural restoration and recreation improvements in the San Lorenzo Park riverlands. The project implements HiAPs for health and wellness and healthy environments.

Project Location:

Jessie St. Marsh & San Lorenzo Park

Operating Budget Impact:

N/A

Project Schedule:

FY2026-FY2029

Project Contact Email:

ndowning@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	57,594	5,219,728	500,000	-	-	-	-	-	-
Funding Estimates:									
Federal capital grants - NOAA CRRC	56,221	5,221,101	500,000	-	-	-	-	-	-
Net Project Cost:	1,372	(1,372)	-	-	-	-	-	-	-

Lifetime project cost: **5,277,322**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Lower Delaveaga Park - General Park Upgrades

Project Description: **Project # c302608**

The project involves upgrading the lighting, drainage infrastructure, picnic areas, lighting, and maintenance facilities.

Project Benefit:

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

Project Location:

Delaveaga Park, 855 Branciforte Dr, Santa Cruz, CA 95065

Operating Budget Impact:

Reduction in maintenance costs.

Project Schedule:

FY 2026-FY 2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:		60,000	54,002	80,000	-	-	-	-	80,000
Funding Estimates:									
From Park and Recreation Tax	-	60,000	54,002	80,000	-	-	-	-	80,000
Net Project Cost:		-	-	-	-	-	-	-	-

Lifetime project cost: 140,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Lower DeLaveaga Park - Interior Park Lighting

Project Description:

Project # c302706

Light interior of park to improve safety in the parking lot and along the pathways and meadow.

Project Benefit:

The project implements an HiAP for health and wellness and facilitates community connectedness.

Project Location:

DeLaveaga Park

Operating Budget Impact:

Project Schedule:

FY2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	80,000	-	-	-	-	80,000
Funding Estimates:									
From Quimby NE Quadrant	-	-	-	80,000	-	-	-	-	80,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 80,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Oceanview Park Improvements

Project Description: **Project # c302707**

Renovate and improve the playground equipment at Oceanview Park and enhance park overlook.

Project Benefit:

The project implements HiAPs 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 polices related to creating unique and interesting play structures, distributing them in critical locations throughout the City, and ensuring they are safe and accessible.

Project Location:

Oceanview Park

Operating Budget Impact:

Reduce maintenance costs.

Project Schedule:

FY2027

Project Contact Email:

lmccammon@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	136,826	-	-	-	-	136,826
Funding Estimates:									
From Park and Recreation Tax	-	-	-	30,000	-	-	-	-	30,000
From Quimby SE Quadrant	-	-	-	106,826	-	-	-	-	106,826
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 136,826

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Plans and Designs for Harvey West Ballfields

Project Description: **Project # c302708**

Complete plans and designs for Harvey West Park ballfields (with a focus on fields 5 & 6) consistent with park assessment recommendations to improve usability and accommodate more play.

Project Benefit:

The project implements HiAPs for health and wellness and community connectedness, as well as addresses maintenance needs. The project also implements the Parks Master Plan 2030 policy to accommodate the need for more active sports fields for club, league, and casual play.

Project Location:

Harvey West Park

Operating Budget Impact:

Reduce maintenance costs.

Project Schedule:

FY2027

Project Contact Email:

sgomez@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	408,250	-	-	-	-	408,250
Funding Estimates:									
From Park and Recreation Tax	-	-	-	408,250	-	-	-	-	408,250
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 408,250

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

Senior Center Rehab

Project Description:

This project will renovate aspects of the Market Street Senior Center.

Project # c302101

Project Benefit:

The project implements HiAP goals for health and wellness and community connectedness. It also implements a Parks Master Plan 2030 action to expand recreational facilities for seniors.

Project Location:

222 Market St.

Operating Budget Impact:

Reduces the likelihood of asset failure by addressing deferred maintenance; reduces potential liability costs through accessibility improvements.

Project Schedule:

FY2021-FY2027

Project Contact Email:

tjones@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9120-57203									
Project Cost Estimates:	86,629	291,971	274,478	-	240,000	-	-	-	240,000
Funding Estimates:									
From CDBG Fund	85,785	292,815	274,478	-	240,000	-	-	-	240,000
Net Project Cost:	844	(844)	-	-	-	-	-	-	-

Lifetime project cost: 618,600

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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:

FY 2025-FY 2027

Project Contact Email:

lmccammon@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	40,000	-	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	-	40,000	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 40,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	25,266	174,734	18,923	-	-	-	-	-	-
Funding Estimates:									
From Park and Recreation Tax	25,266	174,734	18,923	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 200,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Parks and Recreation — 311- General Capital Improvement Fund

University Terrace Basketball Court Resurfacing

Project Description: **Project # c302709**

Resurface the basketball court at University Terrace Park to address safety and playability issues.

Project Benefit:

The project implements HiAPs because it promotes health and wellness and community connectedness. It implements the Parks Master Plan 2030 by providing activities that improve physical activity and mental health for all ages, abilities, and interests.

Project Location:

University Terrace Park

Operating Budget Impact:

Reduce maintenance costs.

Project Schedule:

FY2027

Project Contact Email:

lmccammon@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-30-41-9110-57312									
Project Cost Estimates:	-	-	-	80,000	-	-	-	-	80,000
Funding Estimates:									
From Park and Recreation Tax	-	-	-	80,000	-	-	-	-	80,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 80,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Police Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c202701	Police Report Writing Expansion Project	-	500,000	-	-	-	-	500,000

Cumulative budget through FY 2026 Adopted Budget: -

Lifetime Project Cost : ***500,000***

Total Project Cost Estimate:	**by Fund**	**-**	**500,000**	**-**	**-**	**-**	**-**	**500,000**
Total Project Cost Estimate:	**by Department**	**-**	**500,000**	**-**	**-**	**-**	**-**	**500,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Police — **311- General Capital Improvement Fund**

Police Report Writing Expansion Project

Project Description: **Project # c202701**

Push out the exterior wall of the report writing section of the police department to increase the square footage (+847sqft) and improve layout of the report writing room, sergeant library and sergeant's office.

Project Benefit:

Increased the amount space and improve the layout of the main operational
workspace for officers and sergeants. Improve ADA compliance between front parking, through the 1st floor interior, and rear parking lot.

Project Location:

Santa Cruz Police Department

Operating Budget Impact:

Police impact fees (Fund 215) will be utilized and there will be no impact to the PD operating budget or general fund.

Project Schedule:

10-weeks of contruction

Project Contact Email:

dhiman@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-20-20-2101-57203									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Funding Estimates:									
From Traffic Offender Fund	-	-	-	-	-	-	-	-	-
From PS Impact Fee - Police Fund	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 500,000

Public Works Projects

221- Gas Tax Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402216	Advance Dilemma Zone Detection and Retroreflective Signal Back Plate Upgrades	1,257,600	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*1,257,600*				***Lifetime Project Cost :***		***2,500,000***
c401905	Bay - West Cliff Intersection Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***100,000***
c402209	Bay and California Intersection Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***60,000***
c402211	Branciforte Drive Retaining Wall Project	72,792	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*75,000*				***Lifetime Project Cost :***		***150,000***
c402303	Calcita Drive Retaining Wall Project	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***100,000***
c402607	Citywide Intersection Daylighting HSIP 12	50,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***2,147,000***
c401602	Citywide Traffic Signal Controller Upgrade	1,417,243	200,000	-	-	-	-	200,000
Cumulative budget through FY 2026 Adopted Budget:		*1,490,000*				***Lifetime Project Cost :***		***2,000,000***
c402517	HSIP11- Unsignalized Crossing Improvement Project	43,381	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***300,000***
c402001	Mission Street Improvement Plan	-	-	250,000	-	-	-	250,000
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***1,000,000***
c401410	Ocean/Water Intersection Improvements	702,847	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*1,230,875*				***Lifetime Project Cost :***		***2,000,000***
c402210	Ocean-Plymouth Multi-modal Transportation Improvements	-	-	-	-	200,000	-	200,000
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***1,000,000***
c401003	Soquel at Frederick Minor Widening	-	-	100,000	-	-	-	100,000
Cumulative budget through FY 2026 Adopted Budget:		*-*				***Lifetime Project Cost :***		***1,500,000***

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

221- Gas Tax Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c400805	State Route 1/9 Intersection Improvements	13,733,250	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*13,800,687*				***Lifetime Project Cost :***	***15,000,000***		
c402610	Unsignalized Crossing Improvement Project HSIP 12	200,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***750,000***		
c402608	Water Street Protected Bike Lanes HSIP 12	60,000	550,000	-	-	-	-	550,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***1,500,000***		
m400819	West Cliff Drive Multi-Use Path Pavement Rehabilitation	417,809	689,542	-	-	-	-	689,542
Cumulative budget through FY 2026 Adopted Budget:	*967,512*				***Lifetime Project Cost :***	***2,500,000***		
Total Project Cost Estimate:	**by Fund**	**17,954,920**	**1,439,542**	**350,000**	**-**	**200,000**	**-**	**1,989,542**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Bay - West Cliff Intersection Improvements

Project Description: **Project # c401905**

The Beach/SOLA Plan, and subsequently the General Plan identified traffic circulation improvements at Bay/West Cliff to reduce congestion and improve safety. This is a Traffic Impact Fee intersection and mitigation for the General Plan buildout where a mini-roundabout is contemplated if right-of-way can be acquired from adjacent land.

Project Benefit:

Roundabout will reduce GHG emissions and delay, and improve traffic circulation.

Project Location:

Bay Street at West Cliff Drive

Operating Budget Impact:

Maintenance is included in the Streets operating budget

Project Schedule:

Dependent upon Coastal Commission approval of 190 West Cliff project

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9320-57306									
Project Cost Estimates:	-	100,000	-	-	-	-	-	-	-
Funding Estimates:									
From Traffic Impact - Citywide	-	100,000	-	-	-	-	-	-	-
State capital grants and contributions	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Bay and California Intersection Improvements

Project Description: **Project # c402209**

As a result of the new Rail Trail project two 3-away stops are in close proximity to one another on Bay Street. To improve traffic flow and reduce green house gas emmssions this project would study the feasiblity of replacing the stops at Bay/California St. and Bay/California Ave. with mini-roundabouts. Right-of-way may be required from La Barracna Park for mini-roundabouts. FY24 funding is for a feasibility study and conceptual design, future construction is anticipated to be grant funded. These are Traffic Impact Fee intersections.

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 - FY 2027

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9320-57306									
Project Cost Estimates:	-	56,053	-	-	-	-	-	-	-
Funding Estimates:									
From Traffic Impact - Citywide	-	56,053	-	-	-	-	-	-	-
Local grant - MBUAPCD	-	-	-	-	-	-	-	-	-
Fed grants - STIP	-	-	-	-	-	-	-	-	-
Local grant - MBUAPCD	-	-	-	-	-	-	-	-	-
Fed grants - STIP	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 60,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Branciforte Drive Retaining Wall Project

Project Description: **Project # c402211**

On Branciforte Drive, north of Goss, there is a 200-300 foot long section where the concrete curb and gutter is pulling away from the asphalt. A geotechnical report recommends a retaining wall composed of drilled piers, soldier piles and timber lagging. The estimated cost is $75k for design and $675k for construction.

Project Benefit:

Stabilizes the hillside and roadway along the 800 block of Branciforte Drive and improves safety

Project Location:

The 800 block of Branciforte Drive, north of Goss

Operating Budget Impact:

Included in Street Maintenance operating budget

Project Schedule:

FY 2026 - 2028

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9341-57304									
Project Cost Estimates:	22,792	127,208	50,000	-	-	-	-	-	-
Funding Estimates:									
State grants-RSTPX Funds	-	-	-	-	-	-	-	-	-
State Grants-AHSC	-	-	-	-	-	-	-	-	-
Net Project Cost:	22,792	127,208	50,000	-	-	-	-	-	-

Lifetime project cost: 150,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Calcita Drive Retaining Wall Project

Project Description: **Project # c402303**

On Calcita Drive an approximately 260 foot retaining wall in the median has experienced some deterioration as a result of surface water and erosion. The wall will be evaluated, and a repair strategy will be proposed based on that engineering evaluation. Proposed funding will address the evaluation and some level of repair.

Project Benefit:

Extend useful life of impacted retaining wall.

Project Location:

200 block of Calcita Drive.

Operating Budget Impact:

Included in project budget

Project Schedule:

FY2026-FY2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9341-57304									
Project Cost Estimates:	-	50,000	-	-	-	-	-	-	-
Net Project Cost:	-	50,000	-	-	-	-	-	-	-

Lifetime project cost: 100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Citywide Intersection Daylighting HSIP 12

Project Description:

Implement daylighting and pedestrian crossing improvements at various nonsignalized locations

Project # c402607

Project Benefit:

Increase multimodal safety and access

Project Location:

Citywide

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

Construction in 2028

Project Contact Email:

cgallogly@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9330-57307									
Project Cost Estimates:	-	2,147,000	50,000	-	-	-	-	-	-
Funding Estimates:									
Federal Grants (HSIP)	-	1,932,300	45,000	-	-	-	-	-	-
Net Project Cost:	-	214,700	5,000	-	-	-	-	-	-

Lifetime project cost: 2,147,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Citywide Traffic Signal Controller Upgrade

Project Description: **Project # c401602**

This project will upgrade existing traffic signal control systems at 33 intersections Citywide. The current controllers are 1980's technology and should be upgraded to current technology that will improve performance and communications, and in some locations be capable of using the interconnected adaptive technology, such as the projects that were completed on Ocean and Laurel Streets. In spring 2025 the City, in partnership with the county, will add fiberoptic cable to improve the traffic signal operations along the Soquel Corridor.

Project Benefit:

Signal controller upgrades allow for more dynamic changes to improve roadway operations and safety.

Project Location:

Citywide

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

Ongoing

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9330-57307									
Project Cost Estimates:	717,243	772,757	700,000	200,000	-	-	-	-	200,000
Net Project Cost:	717,243	772,757	700,000	200,000	-	-	-	-	200,000

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

HSIP11- Unsignalized Crossing Improvement Project

Project Description: **Project # c402517**

Installation of Rectangular Rapid Flashing Beacons (RRFB) at five (5) unsignalized locations to improve pedestrian safety, including pedestrian signs, advanced yield lines with associated signs, high visibility crosswalk markings, and curb ramps. Locations include Delaware Ave/Bethany Curve, Laurel St/Blackburn St, King St/Peyton St, Broadway/Pennsylvania and Seabright/Logan.

Project Benefit:

Improved pedestrian safety.

Project Location:

Improves crossings at unsignalized intersections.

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

FY 2025-2027

Project Contact Email:

destanero@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-62-9330-57307									
Project Cost Estimates:	3,381	273,419	40,000	-	-	-	-	-	-
Funding Estimates:									
From Gas Tax Fund	-	-	-	-	-	-	-	-	-
State capital grants and contribution	3,043	246,077	40,000	-	-	-	-	-	-
Net Project Cost:	338	27,342	-	-	-	-	-	-	-

Lifetime project cost: 300,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — **221- Gas Tax Fund**

Ocean/Water Intersection Improvements

Project Description: **Project # c401410**

This project is in the Citywide Cumulative Development Traffic Study and General Plan to address build out conditions. It is consistent with the Ocean Street Plan and includes the plan design elements. This project includes a second left-turn lane on Ocean southbound to Water, and a right-turn lane on Water eastbound, both which have been completed. The NW corner will be modified to improve pedestrian and bike access and safety as it has been done at the NW and SW corners.

Project Benefit:

Improves bicycle and pedestrian safety and access and facilitates turning movements onto northbound Ocean Street

Project Location:

Northeast corner of Ocean-Water Intersection

Operating Budget Impact:

Included in Streets and Traffic Signal operating budget

Project Schedule:

FY2024-FY2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9320-57304									
Project Cost Estimates:	702,847	150,000	-	-	-	-	-	-	-
Funding Estimates:									
Donations-other	20,000	-	-	-	-	-	-	-	-
From Traffic Impact - Citywide	526,613	-	-	-	-	-	-	-	-
Net Project Cost:	156,233	150,000	-	-	-	-	-	-	-

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Soquel at Frederick Minor Widening

Project Description: **Project # c401003**

Minor widening of Soquel at Frederick to improve east-bound lane transition, and on Frederick to improve the bike lane and vehicle lane assignments. Includes right-turn overlap phase to improve intersection operational efficiency and highlighting pedestrian crossings. Staff are investigating outside funding sources.

Project Benefit:

Improve intersection operations for all users

Project Location:

Soquel-Frederick St intersection

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

FY 2027, contingent on grant approval

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9311-57304									
Project Cost Estimates:	-	-	-	-	100,000	-	-	-	100,000
Funding Estimates:									
State capital grants and contribution	-	-	-	-	-	-	-	-	-
Successor Agency contributions	1,870	-	-	-	-	-	-	-	-
Net Project Cost:	(1,870)	-	-	-	100,000	-	-	-	100,000

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

State Route 1/9 Intersection Improvements

Project Description: **Project # c400805**

The project had been recommended in the Harvey West Traffic Studies, Citywide Cumulative Development Traffic Study and General Plan to reduce congestion and improve safety. The Project Study Report and environmental review are completed and approved by Caltrans. Construction is complete and ongoing project funding is to support post construction phase activities such as plant restoration, monitoring and reporting.

Project Benefit:

Reduction of traffic congestion and improve safety.

Project Location:

State Route 1/9 Intersection

Operating Budget Impact:

Gas Tax will be used to support construction phase activities such as plant restoration, monitoring and reporting.

Project Schedule:

Through FY 2029

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9330-57304									
Project Cost Estimates:	13,728,250	52,437	5,000	-	-	-	-	-	-
Funding Estimates:									
Successor Agency contributions	505,108	-	-	-	-	-	-	-	-
From Traffic Impact - Citywide	5,227,077	-	5,000	-	-	-	-	-	-
Miscellaneous operating revenue	600	-	-	-	-	-	-	-	-
State capital grants-STIP	2,853,000	-	-	-	-	-	-	-	-
State grants-RSTPX Funds	2,188,000	-	-	-	-	-	-	-	-
Net Project Cost:	2,954,465	52,437	-	-	-	-	-	-	-

Lifetime project cost: **15,000,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Unsignalized Crossing Improvement Project HSIP 12

Project Description: **Project # c402610**

Sinage, striping, bulb-outs, islands, and rapid flashing beacons (RRFBs). Locations: Soquel/Poplar and High/Cardiff

Project Benefit:

Increase multimodal safety and access

Project Location:

Soquel/Poplar and High/Cardiff

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

Construction in 2028

Project Contact Email:

cgallogly@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-62-9330-57307									
Project Cost Estimates:	-	387,900	200,000	-	-	-	-	-	-
Funding Estimates:									
State capital grants and contribution	-	349,110	200,000	-	-	-	-	-	-
Net Project Cost:	-	38,790	-	-	-	-	-	-	-

Lifetime project cost: 750,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 221- Gas Tax Fund

Water Street Protected Bike Lanes HSIP 12

Project Description: **Project # c402608**

Construct separated bike lanes on Water Street to fill a network gap and connect to existing separated bike infrastructure in a high active transportation use area

Project Benefit:

Increase multimodal safety and access

Project Location:

Water Street

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

Construction in 2028

Project Contact Email:

destranero@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9330-57307									
Project Cost Estimates:	-	381,000	60,000	550,000	-	-	-	-	550,000
Funding Estimates:									
State capital grants and contribution	-	342,900	54,000	-	-	-	-	-	-
From 2016 Trnsp Measure D-City	-	-	-	550,000	-	-	-	-	550,000
Net Project Cost:	-	38,100	6,000	-	-	-	-	-	-

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 was bid in 2024.The third phase was developed for construction in FY 2024 following the storm damage repair near Chico Avenue. Due to higher than expected bid results, all bids were rejected and the project will be rebid in 2025 following value engineerings redesign.

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 2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 221-40-64-9330-57304									
Project Cost Estimates:	417,809	549,703	-	689,542	-	-	-	-	689,542
Funding Estimates:									
State capital grants-TDA Funds	308,407	-	-	-	-	-	-	-	-
Capital Improvement Projects Fund	35,726	-	-	-	-	-	-	-	-
Capital contributions-developers	100,000	-	-	-	-	-	-	-	-
From Transportation Development Act	44,737	153,007	-	-	-	-	-	-	-
State grants-RSTPX Funds	-	-	-	309,542	-	-	-	-	309,542
State capital grants and contributions	-	-	-	380,000	-	-	-	-	380,000
Net Project Cost:	(71,062)	396,697	-	-	-	-	-	-	-

Lifetime project cost: 2,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

235- Clean Rivers & Beaches Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402612	Storm Drain Infrastructure Master Plan	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***750,000***		
c401701	Stormwater Trash Capture Program	86,505	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*186,505*				***Lifetime Project Cost :***	***200,000***		
Total Project Cost Estimate:	**by Fund**	**86,505**	**-**	**-**	**-**	**-**	**-**	**-**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 235- Clean Rivers & Beaches Fund

Storm Drain Infrastructure Master Plan

Project Description:

Project # c402612

The project will update storm drain, asset management, and watershed plans, assess system conditions and future needs, analyze capital and O&M costs, and review current and future permit requirements.

Project Benefit:

Improved stormwater system reliability, better long-term planning, cost efficiency, regulatory readiness, informed asset management, environmental protection.

Project Location:

Citywide

Operating Budget Impact:

There may be operating budget impacts for ongoing maintenance. All costs will be factored into the operating budget using Measure E funds.

Project Schedule:

FY 2025 - FY 2028

Project Contact Email:

hyu@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 235-40-60-4235-57311									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 750,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 (by 2030). 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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 235-40-60-9235-57311									
Project Cost Estimates:	86,505	100,000	-	-	-	-	-	-	-
Net Project Cost:	86,505	100,000	-	-	-	-	-	-	-

Lifetime project cost: 200,000

Public Works Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402515	800 West Cliff Dr. Road Realignment Project	116,693	223,000	-	-	-	-	223,000
Cumulative budget through FY 2026 Adopted Budget:	*2,000,000*				***Lifetime Project Cost :***	***3,000,000***		
c402408	Active Transportation Update	554,485	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*830,730*				***Lifetime Project Cost :***	***2,000,000***		
c402304	Bay Drive Protected Bike Lanes and Pedestrian Path	381,166	150,000	1,100,000	-	-	-	1,250,000
Cumulative budget through FY 2026 Adopted Budget:	*5,063,947*				***Lifetime Project Cost :***	***6,000,000***		
c401610	Catch Basin Replacement Program	515,775	50,000	50,000	50,000	50,000	50,000	250,000
Cumulative budget through FY 2026 Adopted Budget:	*628,901*				***Lifetime Project Cost :***	***1,700,000***		
c402606	City Hall Campus (Lot 13) EV Charging Infrastructure	75,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***150,000***		
c402605	City Hall Space Renovation	100,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*200,000*				***Lifetime Project Cost :***	***1,500,000***		
c402510	Citywide Energy Efficiency Projects	66,976	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*80,000*				***Lifetime Project Cost :***	***500,000***		
c402402	Corp Yard Site Security Upgrades	88,085	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*196,651*				***Lifetime Project Cost :***	***350,000***		
c601701	Corp Yard Stormwater Pollution Prevention	7,743	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*231,162*				***Lifetime Project Cost :***	***500,000***		
c402506	Laurel Street Sidewalk	-	1,060,000	-	-	-	-	1,060,000
Cumulative budget through FY 2026 Adopted Budget:	*10,000*				***Lifetime Project Cost :***	***1,100,000***		
c402513	Main Beach Living Shorelines Final Design and Implementation	10,802	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*2,610,556*				***Lifetime Project Cost :***	***2,700,000***		
c401806	Market Street Sidewalk and Bike Lane	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***			

Public Works Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c401804	MB Sanctuary Scenic Trail (Rail Trail) Segments 8 & 9	5,636,702	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*13,050,816*			***Lifetime Project Cost :***		***14,000,000***	
c401004	Mission Street Hill Utility Undergrounding	106,506	-	-		-	-	
Cumulative budget through FY 2026 Adopted Budget:		*296,506*			***Lifetime Project Cost :***		***700,000***	
c402519	Murray Street Bridge - Construction Phase	31,827,641	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*19,031,884*			***Lifetime Project Cost :***		***59,000,000***	
c402507	Pacific Beach Roundabout Enhancements	795,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*900,000*			***Lifetime Project Cost :***		***1,500,000***	
c402604	Public Facilites Upgrades and Repairs	167,557	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*575,000*			***Lifetime Project Cost :***		***5,000,000***	
c402509	Riverwalk Rehab Bike/Ped Scale Lighting	-	1,465,000	-	-	-	-	1,465,000
Cumulative budget through FY 2026 Adopted Budget:		*30,000*			***Lifetime Project Cost :***		***1,500,000***	
c601403	SLR Mouth & Lagoon Mgmt Plan Devel.	200,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*5,713,145*			***Lifetime Project Cost :***		***6,500,000***	
c101901	Solar PV Expansion at Corp Yard	1,651,795	-		-	-	-	
Cumulative budget through FY 2026 Adopted Budget:		*1,651,795*			***Lifetime Project Cost :***		***1,700,000***	
c402614	Storm Drain System Repairs	-	100,000	-	-	-	-	100,000
Cumulative budget through FY 2026 Adopted Budget:		*-*			***Lifetime Project Cost :***		***100,000***	
c401805	Swanton Blvd Multi-Use Trail Connector	10,158	300,000	-	-	-	-	300,000
Cumulative budget through FY 2026 Adopted Budget:		*2,968,000*			***Lifetime Project Cost :***		***3,500,000***	
c402407	West Cliff Drive Bethany Curve Culvert	9,955,845	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*12,468,000*			***Lifetime Project Cost :***		***20,000,000***	
c401501	West Cliff Drive Stabilization	17,682,105	-		-	-	-	
Cumulative budget through FY 2026 Adopted Budget:		*22,367,822*			***Lifetime Project Cost :***		***20,000,000***	

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

311- General Capital Improvement Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402305	**West Cliff Resiliency and Accessibility**	383,004	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*850,000*				***Lifetime Project Cost :***	***1,750,000***		
m401402	**West Cliff Stair Repair**	274,419	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*454,343*				***Lifetime Project Cost :***	***500,000***		
Total Project Cost Estimate:	**by Fund**	**70,607,456**	**3,348,000**	**1,150,000**	**50,000**	**50,000**	**50,000**	**4,648,001**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

800 West Cliff Dr. Road Realignment Project

Project Description: **Project # c402515**

This project aims to realign West Cliff Drive at the 800 block to provide a buffer for the road to account for the anticipated natural erosion of the area. This project will incorporate both engineering consulting services and construction.

Project Benefit:

Staff determined that road relocation presented the best repair alternative in this location because it was cost-comparable to other alternatives, was in alignment with City and Coastal Commission policies, was feasible because there is space available to move inland without encroaching into developed private property, was supported by State Parks staff and represented the most durable and resilient repair option without the need for additional coastal armoring.

Project Location:

800 block of West Cliff Drive.

Operating Budget Impact:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

FY 2024-2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-9330-57307									
Project Cost Estimates:	4,693	1,995,308	112,000	223,000	-	-	-	-	223,000
Funding Estimates:									
State grants-RSTPX Funds	-	-	-	223,000	-	-	-	-	223,000
Federal capital grants-FHWA	-	1,777,000	100,000	-	-	-	-	-	-
From Gas Tax Fund	4,693	218,308	12,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 3,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Active Transportation Update

Project Description: **Project # c402408**

The City will begin to update the Active Transportation Plan in FY 2024. This will result in a plan to guide active transportation investments.

Project Benefit:

The Active Transportation Plan will be used to plan active transportation projects citywide.

Project Location:

Citywide

Operating Budget Impact:

Future maintenance will be budgeted within the Transportation Engineering or Street Maintenance divisions operating budgets.

Project Schedule:

Ongoing

Project Contact Email:

cgallogly@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	157,958	672,772	396,527	-	-	-	-	-	-
Funding Estimates:									
State capital grants-TDA Funds	-	-	-	-	-	-	-	-	-
State operating grants-Caltrans	58,420	326,553	326,553	-	-	-	-	-	-
Federal capital grants-SS4A	-	395,880	150,000	-	-	-	-	-	-
From GF CIP Reserve	49,877	-	-	-	-	-	-	-	-
Net Project Cost:	49,661	(49,661)	(80,026)	-	-	-	-	-	-

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Bay Drive Protected Bike Lanes and Pedestrian Path

Project Description: **Project # c402304**

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 wtih 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:

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:

FY 2024 - FY 2028

Project Contact Email:

rvaldes@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	181,166	4,882,781	200,000	150,000	1,100,000	-	-	-	1,250,000
Funding Estimates:									
From 2016 Trnsp Measure D-City	50,000	-	-	150,000	1,100,000	-	-	-	1,250,000
State capital grants-TDA Funds	-	51,000	-	-	-	-	-	-	-
State Grants-AHSC	-	4,400,000	200,000	-	-	-	-	-	-
State grants-RSTPX Funds	79,897	319,103	200,000	-	-	-	-	-	-
From Transportation Development Account	-	120,000	-	-	-	-	-	-	-
From Traffic Impact - Citywide	-	43,947	-	-	-	-	-	-	-
Net Project Cost:	51,269	(51,269)	(200,000)	-	-	-	-	-	-

Lifetime project cost: 6,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Catch Basin Replacement Program

Project Description: **Project # c401610**

Upgrade 15 legacy catch basins with standard Type B catch basins per year at various locations throughout the City to reduce clogging during rainfall, minimizing maintenance and localized flooding.

Project Benefit:

Upgrades non-standard catch basins to reduce clogging and localized flooding during rainfall

Project Location:

Citywide

Operating Budget Impact:

Included in project budget

Project Schedule:

Ongoing

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	465,775	163,126	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Funding Estimates:									
From Gas Tax Fund	391,149	163,126	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Net Project Cost:	74,626	-	-	-	-	-	-	-	-

Lifetime project cost: 1,700,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — **311- General Capital Improvement Fund**

City Hall Campus (Lot 13) EV Charging Infrastructure

Project Description:

Installation of 10-15 electric vehicle chargers at Lot 13/city hall including fleet and employee parking lot.

Project # c402606

Project Benefit:

The City Hall campus (Lot 13) will receive 10-15 new EV chargers, promoting more resilient transportation and the City's EV-first policy, supporting the Climate Action Plan 2030. Charging stations will be Level 2 chargers.

Project Location:

Lot 13 at City Hall

Operating Budget Impact:

There are one-time costs associated with the construction and installation. Ongoing maintenance is budgeted annually in the 4111 Energy Efficiency operating activity.

Project Schedule:

FY 2026

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57390									
Project Cost Estimates:	-	-	75,000	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	-	75,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 150,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

City Hall Space Renovation

Project Description: **Project # c402605**

Renovation of historic section of City Hall to include the offices of the City Manager, Mayor, City Council, City Clerk, and IT department.

Project Benefit:

Improvement of City facilities to include renovations to reconfigure existing office and conference room spaces to address changes in staff and city leadership, ADA accessiblity requirements, updating an accessible public facing space, and improving security access to IT office areas. Additional mechanical upgrades are required and include plumbing, electrical, fire suppression, HVAC updates, and per SC WT Dept standard specs the removal of a buried pipe and relocation of a fire service meter and replacement of an adjacent concrete sidewalk.

Project Location:

City Hall

Operating Budget Impact:

General funds to be used, may be carried over into FY 2027 due to project moving in phases.

Project Schedule:

FY 2026

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57290									
Project Cost Estimates:	-	200,000	100,000	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	200,000	100,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 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 FY25 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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57390									
Project Cost Estimates:	58,976	21,024	8,000	-	-	-	-	-	-
Funding Estimates:									
Energy rebates/incentives	78,297	-	-	-	-	-	-	-	-
From General Fund	-	20,000	8,000	-	-	-	-	-	-
Net Project Cost:	(19,321)	1,024	-	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Corp Yard Site Security Upgrades

Project Description: **Project # c402402**

The City's Risk and Safety Manager completed a physical site security assessment at the Corp Yard in early 2023. The assessment concluded that there are upgrades needed to improve security to the Corp Yard. Includes fencing, cameras, lighting and door access.

Project Benefit:

Reduces the City's risk at this facility, providing a safer space for City staff, equipment, and supplies located at the Corp Yard

Project Location:

Corp Yard, 1125 River Street

Operating Budget Impact:

Reduces repairs and replacement of Corp Yard infrastructure and assets

Project Schedule:

FY 2027

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57390									
Project Cost Estimates:	27,375	169,276	60,710	-	-	-	-	-	-
Funding Estimates:									
From Water Fund	27,375	51,922	18,622	-	-	-	-	-	-
From Refuse Fund	-	70,296	25,211	-	-	-	-	-	-
From Parking Fund	-	16,195	5,808	-	-	-	-	-	-
From Equipment Fund	-	10,863	3,896	-	-	-	-	-	-
From General Fund	-	20,000	7,173	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 350,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Corp Yard Stormwater Pollution Prevention

Project Description: **Project # c601701**

The Stormwater Pollution Prevention Plan (SWPPP) for the Corporation Yard identified storm water quality Best Management Practices (BMP's) and provides funding for implementation. Structural BMP's are required to capture oil and silt from the vehicle and material storage areas and improve drainage. Non-structural BMP's include additional sweeping, monitoring, and inspections.

Project Benefit:

Improves storm water quality discharge to receiving water and improves overall drainage for the Corporation Yard

Project Location:

Corp Yard, 1125 River St, Santa Cruz, CA 95062

Operating Budget Impact:

Included in the Corp Yard operating budget

Project Schedule:

FY 2028

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57311									
Project Cost Estimates:	-	-	7,743	-	-	-	-	-	-
Funding Estimates:									
From Water Fund	45,700	-	-	-	-	-	-	-	-
From Refuse Fund	98,965	-	-	-	-	-	-	-	-
From Equipment Fund	16,717	-	-	-	-	-	-	-	-
From Parking Fund	8,833	-	-	-	-	-	-	-	-
From General Fund		-	7,743	-	-	-	-	-	-
Net Project Cost:	(170,215)	-	-	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Laurel Street Sidewalk

Project Description: **Project # c402506**

Construct sidewalks on Laurel Street between King and Escalona. Funded from the 2023 AHSC Grant. Soft costs are programmed for FY 2026, construction in FY 2027.

Project Benefit:

Install sidewalks where no sidewalks currently exist to improve safety for all modes of traffic.

Project Location:

Laurel Street, between King and Escalona.

Operating Budget Impact:

This project is fully funded by a grant.

Project Schedule:

Beginning July, 2026; complete September, 2027.

Project Contact Email:

dcaberos@santacruz.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	-	10,000	-	1,060,000	-	-	-	-	1,060,000
Funding Estimates:									
State Grants-AHSC	-	10,000	-	1,060,000	-	-	-	-	1,060,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Main Beach Living Shorelines Final Design and Implementation

Project Description: **Project # c402513**

Through this project, the City of Santa Cruz will develop living shoreline designs to 100%, complete environmental review and permitting, implement the living shoreline project, and develop monitoring, operational and maintenance plans, and agreements for the Main Beach/San Lorenzo Rivermouth.

Project Benefit:

Develop a nature-based approach to coastal protection (living shoreline plan). Also beneficial will be the execution of an operational and maintenance plan/agreements for both Main Beach and the San Lorenzo Rivermouth, to ensure the long-term performance, safety, and cost-effectiveness of assets and systems.

Project Location:

Main Beach

Operating Budget Impact:

Funds for this project are currently secured from a NOAA grant. Ongoing maintenance will be required from the General and Stormwater Funds.

Project Schedule:

FY 2026-2029

Project Contact Email:

twisewest@santarcruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-5579-57990									
Project Cost Estimates:	10,802	2,599,754	-	-	-	-	-	-	-
Funding Estimates:									
Federal capital grants - NOAA CRRC	10,614	2,599,942	-	-	-	-	-	-	-
Net Project Cost:	188	(188)	-	-	-	-	-	-	-

Lifetime project cost: 2,700,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

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

Project Description: **Project # c401804**

The project includes 2.18 miles of trail in the City and County of Santa Cruz from the Santa Cruz Wharf to 17th Avenue. The environmental and design phases are funded by ATP Cycle 3, and design and construction is funded by ATP Cycle 6 with matching funds from the SC Land Trust, and Measure D from the City, SCCRTC, and County. A non-infrastructure component for safety, education and encouragement at schools is included in the funding.

Project Benefit:

Increases bike and pedestrian connectivity, mobility, and safety. Reduces greenhouse gas emmissions. 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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	5,228,702	7,822,113	408,000	-	-	-	-	-	-
Funding Estimates:									
Federal capital grants-ATP	-	2,000,000	408,000		-	-	-	-	
Local capital grant-SC County Land Trust	1,500,000	-	-	-	-	-	-	-	-
Local capital grants-SCCRTC Measure D	219,354	2,150,646	-	-	-	-	-	-	-
From 2016 Trnsp Measure D-City	161,067	750,000	-		-	-	-	-	
Measure D-County	-	1,500,000	-	-	-	-	-	-	-
From Liability Insurance Fund	144,463	-	-	-	-	-	-	-	-
State capital grants - ATP	339,330	1,152,671	-		-	-	-	-	
Federal capital grants-ATP	2,852,608	316,393	-	-	-	-	-	-	-
State capital grants-STIP	-	-	-		-	-	-	-	
Net Project Cost:	11,880	(47,597)	-	-	-	-	-	-	-

Lifetime project cost: **14,000,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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. PG&E has deprioritized Santa Cruz projects to focus on undergroudning/fire hardening in other parts of California. Project will be delayed until 2028.

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9360-57390									
Project Cost Estimates:	96,506	200,000	10,000	-	-		-	-	
Funding Estimates:									
From General Fund	96,506	-	-	-	-	-	-	-	-
Contributions - PG&E	-	-	-	-	-	-	-	-	-
From Gas Tax Fund	-	-	-	-	-	-	-	-	-
Local capital grants	-	-	-	-	-	-	-	-	-
Contributions - PG&E	-	-	-	-	-	-	-	-	-
Contributions- other agencies - capital	-	-	10,000	-	-	-	-	-	-
From Gas Tax Fund	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	200,000	-	-	-		-	-	

Lifetime project cost: 700,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Murray Street Bridge - Construction Phase

Project Description: **Project # c402519**

Seismic retrofit of existing bridge over the Harbor. The project construction phase includes new railings, wider bike lanes and sidewalk, street lighting, and utility relocation. Construction is from Spring 2025 to Spring 2028.

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 - 2028

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-9370-57310									
Project Cost Estimates:	12,827,641	6,204,243	19,000,000	-	-	-	-	-	-
Funding Estimates:									
Federal capital grants-FHWA	-	17,000,000	18,860,431	-	-	-	-	-	-
State capital grants and contributions	255,910	600,000	-	-	-	-	-	-	-
From Gas Tax Fund	-	1,300,000	2,443,569	-	-	-	-	-	-
From Road Maint Rehab Acct	-	-	-	-	-	-	-	-	-
From CIP-Street Maint and Rehab Fund	-	-	-	-	-	-	-	-	-
Net Project Cost:	12,571,731	(12,695,757)	(2,304,000)	-	-	-	-	-	-

Lifetime project cost: **59,000,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Pacific Beach Roundabout Enhancements

Project Description:

Project # c402507

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

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:

rvaldes@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9320-57390									
Project Cost Estimates:	134,311	765,689	660,689	-	-	-	-	-	-
Funding Estimates:									
From Traffic Impact - Citywide	-	405,000	300,000	-	-	-	-	-	-
From Liability Insurance Fund	134,311	185,689	185,689	-	-	-	-	-	-
From Transportation Development Act	-	175,000	175,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Public Facilites Upgrades and Repairs

Project Description:

Project # c402604

Upgrades and repairs to public Parks and Rec facilites including the Civic Auditorium building and property, London Nelson Center, and the Golf Lodge.

Project Benefit:

Improvement of City facilities, including London Nelson ceiling repairs, repairs to the Golf Lodge roof, replacement of the fence between the Civic Auditorium and the Parks and Recreation Administration buidling, a new electrical panel, a compliant wheel chair lift at stage and generator to be shared with FS1. Additionally, this project will replace beams and roof structure to protect recent and significant investments to the Golf Lodge building's interior finishes and systems.

Project Location:

Citywide

Operating Budget Impact:

One-time repairs will address current needs in FY 2026 and ongoing preventative maintenance in following fiscal years.

Project Schedule:

FY 2026

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9410-57290									
Project Cost Estimates:	-	575,000	167,557	-	-	-	-	-	-
Funding Estimates:									
From General Fund	-	575,000	167,557	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 5,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Riverwalk Rehab Bike/Ped Scale Lighting

Project Description: **Project # c402509**

Rehabilitate 2000LF of Riverwalk and install additional bike/pedestrian scale lighting to match other areas of Riverwalk. Funded from the 2023 AHSC Grant. Soft costs are programmed for FY26, construction in FY27.

Project Benefit:

Increase mobility by providing improved biking/walking facilities and lighting where none currently exist.

Project Location:

San Lorenzo River Levee Path

Operating Budget Impact:

The project is fully-funded by a grant.

Project Schedule:

Beginning February, 2027; complete October, 2027.

Project Contact Email:

rvaldes@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9320-57305									
Project Cost Estimates:	-	30,000	-	1,465,000	-	-	-	-	1,465,000
Funding Estimates:									
From IIG - AHSC Fund	-	30,000	-	1,465,000	-	-	-	-	1,465,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — **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 breachings, 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 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-00-9145-57106									
Project Cost Estimates:	-	-	200,000	-	-	-	-	-	-
Funding Estimates:									
From Liability Insurance Fund	300,000	-	-	-	-	-	-	-	-
State capital grants-Dept of WT Resources	850,506	-	-	-	-	-	-	-	-
From General Fund	245,000	-	166,353	-	-	-	-	-	-
Contributions-businesses	70,000	-	-	-	-	-	-	-	-
State capital grants-CDFW	1,993,500	675,000	221,500	-	-	-	-	-	-
From Storm Water Fund	861,030	-	-	-	-	-	-	-	-
From Storm Water Overlay Fund	206,600	-	-	-	-	-	-	-	-
FEMA-Other	-	-	-	-	-	-	-	-	-
Other local revenues	10,000	-	-	-	-	-	-	-	-
Net Project Cost:	(4,536,636)	(675,000)	(187,853)	-	-	-	-	-	-

Lifetime project cost: 6,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Solar PV Expansion at Corp Yard

Project Description: **Project # c101901**

This project consists of designing and installing a 166 kW solar photovoltaic system at the Corporation Yard. This project expands the existing 45 kW solar PV system at the same location and the recent roofing improvement project was designed to accommodate the expansion. Most project costs will be wrapped into a Power Purchase Agreement, however there may be ancillary city costs.

Project Benefit:

Provides charging for additional small, medium and heavy duty vehicles at the Corp Yard. Reduces greenhouse gas emmissions and helps to meet increased EV requirements.

Project Location:

Corp Yard, 1125 River Street

Operating Budget Impact:

Maintenance is included in the Corp Yard operating budget. Charger electrical use will be offset by the solar system.

Project Schedule:

Ongoing

Project Contact Email:

fwarren@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-10-00-9410-57290									
Project Cost Estimates:	1,630,857	20,938	20,938	-		-	-	-	
Funding Estimates:									
From Water Fund	219,130	-	-	-	-	-	-	-	-
From Refuse Fund	338,580	-	-	-	-	-	-	-	-
From Parking Fund	70,520	-	-	-	-	-	-	-	-
From Equipment Fund	84,520	-	-	-	-	-	-	-	-
Miscellaneous operating revenue	-	66,116	66,116	-	-	-	-	-	-
Contributions - PG&E	-	-	-	-	-	-	-	-	-
Contributions MBARD, CEC	-	150,000	73,332	-	-	-	-	-	-
Local Operating Grants& Contrib	90,000	-	-	-	-	-	-	-	-
State capital grants-CEC	-	647,929	647,929	-	-	-	-	-	-
Net Project Cost:	828,107	(843,107)	(766,439)	-		-	-	-	

Lifetime project cost: 1,700,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

Storm Drain System Repairs

Project Description: **Project # c402614**

The City's Storm Drain System is constructed in a variety of pipe types which are aging and failing. This project funds repairs when pipes fail and threaten the stabiltiy of roads, hillsides and/or other infrastructure.

Project Benefit:

This project funds repairs when pipes fail and threaten the stabiltiy of roads, hillsides and/or other infrastructure.

Project Location:

Citywide

Operating Budget Impact:

Maintenance of storm drain systems is budgeted between Wastewater Collection operating budget or Measure E/Stormwater funds. Improvements to storm drains will lead to less maintenance costs.

Project Schedule:

FY 2027

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-61-9340-57311									
Project Cost Estimates:	-	-	-	100,000	-	-	-	-	100,000
Funding Estimates:									
From Gas Tax Fund	-	-	-	100,000	-	-	-	-	100,000
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 100,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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:

Maintenance will be absorbed in the Street Maintenance operating budget.

Project Schedule:

FY2024-FY2027

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-57307									
Project Cost Estimates:	9,158	2,958,842	1,000	300,000	-	-	-	-	300,000
Funding Estimates:									
From 2016 Trnsp Measure D-City	-	-	-	300,000	-	-	-	-	300,000
State capital grants - ATP	10,000	2,958,000	150,000	-	-	-	-	-	-
Net Project Cost:	(842)	842	(149,000)	-	-	-	-	-	-

Lifetime project cost: 3,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

West Cliff Drive Bethany Curve Culvert

Project Description: **Project # c402407**

The bomb cyclone events in Winter 2023 caused severe damage to the culvert retaining walls, roadway, and storm drain system. This project proposes to replace the Bethany Curve culvert to maintain storm water drainage system and restore multi-modal access to West Cliff Drive. Work is anticipated to include removal of damaged walls and catch basins, rehabilitation or structural reinforcement around existing culvert pipe, and replacement of the roadway, pathway, and inward and seaward walls. The existing culvert was in place for over 100 years. It is anticipated the new culvert structure replacement would be in place for many decades to come. In addition to General Fund as a local match, the City is seeking grant funding from FHWA.

Project Benefit:

Replaces the 100+ year old Bethany Curve culvert to maintain storm water drainage system and restore multi-modal access to West Cliff Drive.

Project Location:

Bethany Curve at West Cliff Drive and Woodrow Ave.

Operating Budget Impact:

The new culvert structure will be in place for many decades, with little anticipated maintenance.

Project Schedule:

FY 2025- 2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-9330-57307									
Project Cost Estimates:	8,753,026	3,714,974	1,202,819	-	-	-	-	-	-
Funding Estimates:									
From General Fund	300,000	-	-	-	-	-	-	-	-
Federal capital grants-FHWA	-	12,168,000	8,233,290	-	-	-	-	-	-
State grants-RSTPX Funds	-	-	967,458	-	-	-	-	-	-
State capital grants- LPP	-	-	-	-	-	-	-	-	-
Net Project Cost:	8,453,026	(8,453,026)	(7,997,929)	-	-	-	-	-	-

Lifetime project cost: 20,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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:

Project Completion in FY 2027

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-9330-57307									
Project Cost Estimates:	16,682,105	5,685,717	1,000,000	-	-	-	-	-	
Funding Estimates:									
From Liability Insurance Fund	75,000	-	-	-	-	-	-	-	-
From General Fund	1,100,359	-	-	-	-	-	-	-	-
Federal capital grants-FHWA	3,222,235	9,266,200	12,000,000	-	-	-	-	-	-
From GF CIP Reserve	1,500,000	-	-	-	-	-	-	-	-
FEMA disaster relief	-	-	-	-	-	-	-	-	-
State capital grants and contributions	1,716,822	-	620,000	-	-	-	-	-	-
From Gas Tax Fund	-	1,000,000	-	-	-	-	-	-	-
From City Stabilization Reserve Fund	150,000	-	-	-	-	-	-	-	-
State grants-RSTPX Funds	-	-	-	-	-	-	-	-	-
Net Project Cost:	8,917,688	(4,580,483)	(11,620,000)	-	-	-	-	-	

Lifetime project cost: 20,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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. Included in ongoing work is to study the condition of existing caves and rock formations surrounding Lighthouse Point and recommend options to protect, restore, and/or relocate infrastructure along Lighthouse Point, consistent with the City's Local Coastal Program, as part of the City's balanced approach to coastal management.

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:

kcrossley@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-64-9330-54990									
Project Cost Estimates:	377,479	472,521	5,525	-	-	-	-	-	-
Funding Estimates:									
From City Stabilization Reserve Fund	376,947	473,053	5,525	-	-	-	-	-	-
Net Project Cost:	532	(532)	-	-	-	-	-	-	-

Lifetime project cost: 1,750,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 311- General Capital Improvement Fund

West Cliff Stair Repair

Project Description: **Project # m401402**

The repair of two stairways along West Cliff Drive. Construction is contingent on favorable tide and weather conditions. Improvements include handrails, replacement of degraded concrete treads and construction of new landings. City will seek grant funding.

Project Benefit:

Improve public safety by performing routine maintenance on the West Cliff stairs. In FY 2026, maintenance will be completed on the Indicator and Cowell stairs. Maintenance is also required per the California Coastal Commission for mitigation efforts to offset the recent emergency repair work.

Project Location:

West Cliff Drive

Operating Budget Impact:

Maintenance has been scheduled for every 2-4 years from the General Fund and is required for public safety.

Project Schedule:

FY 2026

Project Contact Email:

jspangrud@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 311-40-62-9320-57306									
Project Cost Estimates:	274,419	179,924	-	-	-	-	-	-	-
Funding Estimates:									
Capital contributions-developers	75,000	-	-	-	-	-	-	-	-
From Liability Insurance Fund	100,000	-	-	-	-	-	-	-	-
From General Fund	99,419	150,000	-	-	-	-	-	-	-
Net Project Cost:	-	29,924	-	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

315- CIP- Sidewalk Construction In-Lieu Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402518	Sidewalk & Access Ramps	103,827	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	-				*Lifetime Project Cost :*	*500,000*		
Total Project Cost Estimate:	**by Fund**	**103,827**	**-**	**-**	**-**	**-**	**-**	**-**
Total Project Cost Estimate:	**by Department**	**171,825,411**	**18,722,542**	**37,200,000**	**30,950,000**	**24,950,000**	**24,450,000**	**136,272,544**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 315- CIP- Sidewalk Construction In-Lieu Fund

Sidewalk & Access Ramps

Project Description: **Project # c402518**

A citywide program to install new sidewalks where none currently exist. This project is funded by sidewalk in-lieu fees from development projects where sidewalks are feasible.

Project Benefit:

Installation of new sidewalks and access ramps Citywide to enhance safety measures.

Project Location:

Citywide

Operating Budget Impact:

Maintenance is budgeted in the Street Maintenance operating budget or to the property owner.

Project Schedule:

Ongoing

Project Contact Email:

mstarkey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 315-40-00-9330-57307									
Project Cost Estimates:	43,827	126,173	60,000	-	-	-	-	-	-
Net Project Cost:	43,827	126,173	60,000	-	-	-	-	-	-

Lifetime project cost: 500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

317- Arterial Streets and Roads Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402701	Arterial and Collector Roadway Improvements	-	250,000	-	-	-	-	250,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***1,500,000***		
c402613	Laurel Street Surface Seal and Striping	-	500,000	-	-	-	-	500,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***1,300,000***		
c402702	Residential Street Paving Improvements	-	250,000	-	-	-	-	250,000
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***1,500,000***		
Total Project Cost Estimate:	**by Fund**	**-**	**1,000,000**	**-**	**-**	**-**	**-**	**1,000,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 317- Arterial Streets and Roads Fund

Arterial and Collector Roadway Improvements

Project Description: **Project # c402701**

The project provides major pavement rehabilitation and reconstruction on City arterial roadways, including asphalt overlay, grinding, and full-depth repairs. Project locations are selected using the City's pavement management system and coordinated with planned utility and transportation improvements.

Project Benefit:

This project plans for citywide major paving improvements on arterial streets, high-capacity urban road designed to move traffic efficiently between major activity centers and to/from freeways. Projects are selected based on the City's pavement management computerized system and in coordination with other utilities and transportation projects.

Project Location:

Various locations citywide.

Operating Budget Impact:

Annual paving projects collect funding from Measure H, Gas Tax, RMRA, SB1, TDA, and even State grants as they are available and awarded. Completing major paving programs reduce the amount of operating budget impacts to the Street Maintenance division, as the condition of pavement and striping is improved on a large scale.

Project Schedule:

FY 2027

Project Contact Email:

coconnor@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 317-40-62-9311-57304									
Project Cost Estimates:	-	-	-	250,000	-	-	-	-	250,000
Funding Estimates:									
From Gas Tax Fund	-	-	-	-	-	-	-	-	-
State grants-RSTPX Funds	-	-	-	-	-	-	-	-	-
From Road Maint Rehab Acct	-	-	-	-	-	-	-	-	-
From Transportation Development Account	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	250,000	-	-	-	-	250,000

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 317- Arterial Streets and Roads Fund

Laurel Street Surface Seal and Striping

Project Description: **Project # c402613**

Laurel Street will undergo coordinated roadway repairs and restriping, as a result of recent construction impacts. The project will preserve pavement, update markings, and improve parking on Laurel and Myrtle Streets.

Project Benefit:

The project will restore and extend the life of Laurel Street and Myrtle Street, improving safety, comfort, and reliability for all road users: pedestrians, cyclists, transit riders, and drivers. By repairing damage from recent construction, applying protective pavement treatments, updating striping, and increasing parking supply, the project provides a cost-effective way to preserve roadway conditions, reduce future maintenance needs, and enhance overall mobility in the corridor.

Project Location:

Laurel St

Operating Budget Impact:

There may be operating budget impacts for ongoing maintenance. Those will be budgeted/absorbed within the Transportation Engineering or Street Maintenance operating budgets.

Project Schedule:

2025 - ongoing

Project Contact Email:

kcrossley@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 317-40-64-9311-57304									
Project Cost Estimates:	-	-	-	500,000	-	-	-	-	500,000
Funding Estimates:									
From Transportation Development Account	-	-	476,387	-	-	-	-	-	-
From Road Maint Rehab Acct	-	-	-	500,000	-	-	-	-	500,000
Net Project Cost:	-	-	(476,387)	-	-	-	-	-	-

Lifetime project cost: 1,300,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 317- Arterial Streets and Roads Fund

Residential Street Paving Improvements

Project Description: **Project # c402702**

The project provides pavement reconstruction and preservation treatments, including overlay, cape and slurry seal, and asphalt grinding, on City residential and collector streets. Street segments are selected using the City's pavement management system and coordinated with utility and transportation projects.

Project Benefit:

This project plans for citywide minor paving improvements on residential streets, high-capacity urban road designed to move traffic efficiently between major activity centers and to/from freeways. Projects are selected based on the City's pavement management computerized system and in coordination with other utilities and transportation projects.

Project Location:

Various locations citywide.

Operating Budget Impact:

Grants are not typically available for residential streets so funds will be needed from Measure H. Completing minor paving programs reduces the amount of operating budget impacts to the Street Maintenance division, as the condition of pavement and striping is improved on a large scale.

Project Schedule:

FY 2027

Project Contact Email:

coconnor@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 317-40-62-9311-57304									
Project Cost Estimates:	-	-	-	250,000	-	-	-	-	250,000
Net Project Cost:	-	-	-	250,000	-	-	-	-	250,000

Lifetime project cost: 1,500,000

Public Works Projects

721- Wastewater Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402601	Arroyo Secco Wastewater Access Road Stabilization	100,000	-	750,000	-	-	-	750,000
Cumulative budget through FY 2026 Adopted Budget:	*250,000*				***Lifetime Project Cost :***	***1,200,000***		
c402204	City WWTF Headworks Replacement	22,077,161	750,000	-	-	-	-	750,000
Cumulative budget through FY 2026 Adopted Budget:	*17,200,000*				***Lifetime Project Cost :***	***23,000,000***		
c402502	High Street Sewer Upsizing- Phase I	-	800,000	-	-	-	-	800,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***900,000***		
c402611	Interstage Pump 1 Improvements Project	500,000	250,000	5,000,000	-	-	-	5,250,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***6,000,000***		
c402105	Isbel Pump Station Replacement	39,781	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*1,200,000*				***Lifetime Project Cost :***	***1,300,000***		
c409669	Jessie Street Marsh	232,193	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*524,887*				***Lifetime Project Cost :***	***800,000***		
c401907	Monterey St. and Lighthouse Ave. Sewer	-	-	750,000	-	-	-	750,000
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***850,000***		
m409668	Neary Lagoon Park Rehab-Maint. (Annual)	5,625,232	600,000	100,000	600,000	100,000	600,000	2,000,000
Cumulative budget through FY 2026 Adopted Budget:	*5,425,872*				***Lifetime Project Cost :***	***10,000,000***		
c401511	Sewer System Improvements	8,175,852	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Cumulative budget through FY 2026 Adopted Budget:	*7,636,598*				***Lifetime Project Cost :***	***20,000,000***		
c401706	WWTF Infra. and Major Equip Study	3,950,140	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Cumulative budget through FY 2026 Adopted Budget:	*9,949,500*				***Lifetime Project Cost :***	***25,000,000***		
c402504	WWTF Master Planning	927,531	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*1,750,000*				***Lifetime Project Cost :***	***2,000,000***		
c402516	WWTF Master Planning - Collections System	600,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***350,000***		

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

721- Wastewater Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c401405	WWTF-Electrical System	6,491,132	6,000,000	23,000,000	19,000,000	19,000,000	19,000,000	86,000,000
Cumulative budget through FY 2026 Adopted Budget:	*6,000,000*				***Lifetime Project Cost :***	***96,000,000***		
m409659	WWTF-Equipment Replacement	12,023,793	150,000	2,000,000	2,000,000	2,000,000	2,000,000	8,150,000
Cumulative budget through FY 2026 Adopted Budget:	*13,816,904*				***Lifetime Project Cost :***	***35,000,000***		
c401608	WWTF-Laboratory Modernization	104	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*500,000*				***Lifetime Project Cost :***	***250,000***		
c401607	WWTF-Upgrade Digester Equipment	1,347,685	150,000	800,000	-	800,000	-	1,750,000
Cumulative budget through FY 2026 Adopted Budget:	*2,350,000*				***Lifetime Project Cost :***	***2,500,000***		
Total Project Cost Estimate:	**by Fund**	**62,090,604**	**10,000,000**	**35,200,000**	**24,400,000**	**24,700,000**	**24,400,000**	**118,700,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

Arroyo Secco Wastewater Access Road Stabilization

Project Description: **Project # c402601**

This project will stabilize the access road, including the installation of retaining walls and the rehabilitation of road surface, ditches, curbs, and storm drain infrastructure impacting stability of the road.

Project Benefit:

Stabilization of the access road for storm drain infrastructure.

Project Location:

Arroyo Seco canyon

Operating Budget Impact:

This project will assist with major repair work to reduce emergency repairs from the operating budget. Ongoing routine maintenance will be supported by the operating budget.

Project Schedule:

FY 2026-FY 2028

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7251-57301									
Project Cost Estimates:	-	250,000	100,000	-	750,000	-	-	-	750,000
Net Project Cost:	-	250,000	100,000	-	750,000	-	-	-	750,000

Lifetime project cost: 1,200,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- 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.

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 2026 - FY 2031

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	4,077,161	18,122,839	18,000,000	750,000	-	-	-	-	750,000
Funding Estimates:									
Other long-term debt issued	-	-	-	-	-	-	-	-	-
Net Project Cost:	4,077,161	18,122,839	18,000,000	750,000	-	-	-	-	750,000

Lifetime project cost: 23,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 2027

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57301									
Project Cost Estimates:	-	50,000	-	800,000	-	-	-	-	800,000
Net Project Cost:	-	50,000	-	800,000	-	-	-	-	800,000

Lifetime project cost: 900,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

Interstage Pump 1 Improvements Project

Project Description: **Project # c402611**

Replace interstage pump 1 and its motor, adding a VFD, replacing check valves for all three interstage pumps and various piping, pad and electrical improvements to improve pumping conditions and increase efficiency. County pays 8/17 of cost based on wastewater treatment facility capacity dedicated to County.

Project Benefit:

Repair interstage pump number 1, which is currently out of service and allow for efficient pumping of a greater range of flows by installing a VFD motor.

Project Location:

Wastewater Treatment Facility

Operating Budget Impact:

Maintenance will be absorbed in the Wastewater or Stormwater operating budget.

Project Schedule:

This project is expected to start in 2026 and conclude in 2028.

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	-	-	500,000	250,000	5,000,000	-	-	-	5,250,000
Funding Estimates:									
Local capital grants	-	-	235,294	117,647	2,352,941	-	-	-	2,470,588
Net Project Cost:	-	-	264,706	132,353	2,647,059	-	-	-	2,779,412

Lifetime project cost: 6,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

Isbel Pump Station Replacement

Project Description:

Project # c402105

Complete rebuild of this older style dry/wet well sanitary sewer pump station.

Project Benefit:

Pump stations are essential facilities that move water or wastewater when gravity alone is insufficient. Benefits to replace this pump station would be flood prevention and control and cost-efficient infrastructure.

Project Location:

Isbel Drive

Operating Budget Impact:

Maintenance would be absorbed in the Wastewater Collection operating budget.

Project Schedule:

FY 2027 - 2031

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57312									
Project Cost Estimates:	34,781	1,165,219	5,000	-	-	-	-	-	-
Net Project Cost:	34,781	1,165,219	5,000	-	-	-	-	-	-

Lifetime project cost: 1,300,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works | **721- Wastewater Enterprise Fund**

Jessie Street Marsh

Project Description: **Project # c409669**

Funding to implement components of the approved management plan for Jesse 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 not yet been filed.

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:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57312									
Project Cost Estimates:	232,193	292,694	-	-	-	-	-	-	-
Funding Estimates:									
Local capital grants	120,264	126,742	-	-	-	-	-	-	-
State capital grants and contributions	-	-	-	-	-	-	-	-	-
Net Project Cost:	111,929	165,952	-	-	-	-	-	-	-

Lifetime project cost: 800,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

Monterey St. and Lighthouse Ave. Sewer

Project Description: **Project # c401907**

Sanitary sewer service for the residential block bordered by Santa Cruz St, Monterey St, Lighthouse Ave and West Cliff Dr is located in the backyards of these properties. The 6 inch diameter clay pipe network is difficult and in some cases impossible to access due to fences, overgrown vegetation and distance from the street. The proposed new sewer incudes 700 feet of 8 inch diameter plastic pipe and new manholes.

Project Benefit:

The new sewer would make access for maintenance easier and would make the infrastructure more efficient. Upsizing and upgrading the pipes will provide more capacity.

Project Location:

Monterey Street/Lighthouse Avenue

Operating Budget Impact:

Maintenance will be absorbed in the Wastewater Collection operating budget.

Project Schedule:

FY 2026 - FY 2031

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57301									
Project Cost Estimates:	-	75,000	-	-	750,000	-	-	-	750,000
Net Project Cost:	-	75,000	-	-	750,000	-	-	-	750,000

Lifetime project cost: 850,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57312									
Project Cost Estimates:	4,975,232	1,025,639	650,000	600,000	100,000	600,000	100,000	600,000	2,000,000
Funding Estimates:									
Local capital grants	2,706,559	465,689	305,882	282,353	47,059	282,353	47,059	282,353	941,177
State capital grants and contributions	200,000	164,706	-	-	-	-	-	-	-
Net Project Cost:	2,068,673	395,245	344,118	317,647	52,941	317,647	52,941	317,647	1,058,823

Lifetime project cost: 10,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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.

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 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7251-57304									
Project Cost Estimates:	7,275,852	1,810,746	900,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Net Project Cost:	7,275,852	1,810,746	900,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000

Lifetime project cost: 20,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

WWTF Infra. and Major Equip Study

Project Description: **Project # c401706**

Implement recommendations of the Wastewater Treatment Facility (WWTF) Infrastructure and Major equipment Study which prioritizes equipment replacement and upgrades. County pays 8/17 of cost based on wastewater treatment capacity dedicated to County.

Project Benefit:

Reduces future failure of critical wastewater infrastructure

Project Location:

Wastewater Treatment Facililty

Operating Budget Impact:

Reduces future maintenance needs

Project Schedule:

Ongoing

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	3,760,140	2,000,000	190,000	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Funding Estimates:									
Local capital grants	1,802,793	941,176	89,412	-	705,882	705,882	705,882	705,882	2,823,528
Net Project Cost:	1,957,347	1,058,824	100,588	-	794,118	794,118	794,118	794,118	3,176,472

Lifetime project cost: 25,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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. Santa Cruz County Sanitation District (SCCSD) will pay 8/17th of WWTF portion of project.

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:

Ongoing maintenance after planning efforts is included in the Wastewater Treatment Facility operating budget.

Project Schedule:

FY 2025- FY 2026

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	327,531	1,472,469	600,000	-	-	-	-	-	-
Funding Estimates:									
Local capital grants	154,132	714,102	282,353	-	-	-	-	-	-
Net Project Cost:	173,399	758,367	317,647	-	-	-	-	-	-

Lifetime project cost: 2,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

WWTF Master Planning - Collections System

Project Description: **Project # c402516**

The project will develop a regional master plan for the WWTF to address future treatment and growth needs over a planning horizon. This phase of the project will include an analysis of the City's Wastewater Collection System .

Project Benefit:

The master plan will establish a roadmap for both near-term and long-term Capital Improvement Program (CIP) projects, aligning resources and funding to support both the continuing improvements and future developments of the WWTF Collection System.

Project Location:

Wastewater Treatment Facility Collection System

Operating Budget Impact:

Maintenance after planning efforts are included in the Wastewater Collection operating budget.

Project Schedule:

October 2024-December 2026

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	305,024	294,976	294,976	-	-	-	-	-	-
Net Project Cost:	305,024	294,976	294,976	-	-	-	-	-	-

Lifetime project cost: 350,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

WWTF-Electrical System

Project Description: **Project # c401405**

The 21kV electrical system feed powers the entire treatment plant. Replacement of critical components, which include the main switchgear, cabling and transformer, are needed as they reach the end of their useful life as experienced by reliability and performance issues. The County pays 8/17 of the cost based on the wastewater treatment capacity dedicated to the County.

Project Benefit:

Reduces future failure of critical wastewater infrastructure

Project Location:

Wastewater Treatment Facililty

Operating Budget Impact:

Reduces future maintenance needs

Project Schedule:

FY 2027 - FY 2031

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-65-7252-57301									
Project Cost Estimates:	2,541,132	3,458,868	3,950,000	6,000,000	23,000,000	19,000,000	19,000,000	19,000,000	86,000,000
Funding Estimates:									
Local capital grants	1,189,240	1,634,288	1,858,824	2,823,529	10,823,529	8,941,176	8,941,176	8,941,176	40,470,586
Net Project Cost:	1,351,892	1,824,580	2,091,176	3,176,471	12,176,471	10,058,824	10,058,824	10,058,824	45,529,414

Lifetime project cost: 96,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

WWTF-Equipment Replacement

Project Description: **Project # m409659**

The projects proposed in this general category are a variety of projects that replace worn and obsolete equipment, improve automation, reduce energy, maintain environmental compliance and reduce odors at the Wastewater Treatment Plant. County pays 8/17 of cost based on wastewater treatment facility capacity dedicated to County.

Project Benefit:

Reduces future failure of critical wastewater infrastructure and reduces energy needs

Project Location:

Wastewater Treatment Facililty

Operating Budget Impact:

Reduces future maintenance needs. Included in Wastewater Treatment Facility operating budget.

Project Schedule:

Ongoing

Project Contact Email:

ahogan@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7252-57301									
Project Cost Estimates:	11,273,793	2,543,111	750,000	150,000	2,000,000	2,000,000	2,000,000	2,000,000	8,150,000
Funding Estimates:									
Local capital grants	4,939,441	1,139,181	352,941	70,588	941,176	941,176	941,176	941,176	3,835,292
Net Project Cost:	6,334,352	1,403,930	397,059	79,412	1,058,824	1,058,824	1,058,824	1,058,824	4,314,708

Lifetime project cost: 35,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — **721- Wastewater Enterprise Fund**

WWTF-Laboratory Modernization

Project Description: **Project # c401608**

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. County pays 8/17 of the cost based on the wastewater treatment facility capacity dedicated to County.

Project Benefit:

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.

Project Location:

Wastewater Treatment Facility

Operating Budget Impact:

County pays 8/17 of the cost based on the wastewater treatment facility capacity dedicated to County.

Project Schedule:

FY 2026-FY 2031

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57301									
Project Cost Estimates:	104	1,499,896	-	-	-	-	-	-	-
Funding Estimates:									
Local capital grants	49	705,833	-	-	-	-	-	-	-
Net Project Cost:	55	794,063	-	-	-	-	-	-	-

Lifetime project cost: 250,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 721- Wastewater Enterprise Fund

WWTF-Upgrade Digester Equipment

Project Description: **Project # c401607**

The project includes cleaning, condition assessment, rehabilitation and replacement of WWTF Digesters and associated gas handling equipment. 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:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 721-40-62-7259-57301									
Project Cost Estimates:	1,347,685	250,000	-	150,000	800,000	-	800,000	-	1,750,000
Funding Estimates:									
Local capital grants	646,479	117,647	-	70,588	376,471	-	376,471	-	823,530
Net Project Cost:	701,206	132,353	-	79,412	423,529	-	423,529	-	926,470

Lifetime project cost: 2,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

731- Refuse Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402401	Food Waste Pre-processing System Improvement Project	-	800,000	500,000	-	-	-	1,300,000
Cumulative budget through FY 2026 Adopted Budget:	*200,000*				***Lifetime Project Cost :***	***1,500,000***		
c401909	Landfill Master Plan Development	7,101,838	815,000	-	6,500,000	-	-	7,315,000
Cumulative budget through FY 2026 Adopted Budget:	*7,230,000*				***Lifetime Project Cost :***	***15,000,000***		
c401811	Recycling Building and Equipment Improvement	1,114,191	825,000	-	-	-	-	825,000
Cumulative budget through FY 2026 Adopted Budget:	*1,600,000*				***Lifetime Project Cost :***	***2,500,000***		
c402111	Recycling Center Storm Water Quality Improvements	1,671,245	250,000	-	-	-	-	250,000
Cumulative budget through FY 2026 Adopted Budget:	*975,259*				***Lifetime Project Cost :***	***2,000,000***		
c402512	Resource Recovery Facility Enclosed Flare Installation	2,737,060	100,000	-	-	-	-	100,000
Cumulative budget through FY 2026 Adopted Budget:	*1,850,000*				***Lifetime Project Cost :***	***6,000,000***		
c402202	RRF Household Hazardous Waste Facility Improvement Project	485,522	95,000	-	-	-	-	95,000
Cumulative budget through FY 2026 Adopted Budget:	*716,326*				***Lifetime Project Cost :***	***900,000***		
Total Project Cost Estimate:	**by Fund**	**13,109,856**	**2,885,000**	**500,000**	**6,500,000**	**-**	**-**	**9,885,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 731- 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:

Improves staff and equipment protection, reducing potential for injury, and extends life of equipment and efficiency of system

Project Location:

Santa 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 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-61-7352-57308									
Project Cost Estimates:	-	200,000	-	800,000	500,000	-	-	-	1,300,000
Net Project Cost:	-	200,000	-	800,000	500,000	-	-	-	1,300,000

Lifetime project cost: 1,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 731- Refuse Enterprise Fund

Landfill Master Plan Development

Project Description: **Project # c401909**

Planning, development, design and construction of a master excavation plan for the landfill, the next cell, partial final closure, slope repair and desilting basin.

Project Benefit:

Ensures the landfill reaches its maximum potential life and fill capacity, reduces long-term City costs, and meets state regulations

Project Location:

Santa Cruz Resource Recovery Facility at Dimeo Lane

Operating Budget Impact:

Included in project

Project Schedule:

Cell 3B was completed in July 2022. Master plan design is ongoing for future cells.

Project Contact Email:

hyu@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-62-7359-57308									
Project Cost Estimates:	6,951,838	378,162	150,000	815,000	-	6,500,000	-	-	7,315,000
Net Project Cost:	6,951,838	378,162	150,000	815,000	-	6,500,000	-	-	7,315,000

Lifetime project cost: 15,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 731- Refuse Enterprise Fund

Recycling Building and Equipment Improvement

Project Description: **Project # c401811**

Project includes repairing concrete and pavement sections, 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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-62-7353-57308									
Project Cost Estimates:	964,191	735,809	150,000	825,000	-	-	-	-	825,000
Net Project Cost:	964,191	735,809	150,000	825,000	-	-	-	-	825,000

Lifetime project cost: 2,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 731- Refuse Enterprise Fund

Recycling Center Storm Water Quality Improvements

Project Description: **Project # c402111**

Development, design and construction of an above ground stormwater treatment system in the South Canyon to manage stormwater runoff generated at the recycling center.

Project Benefit:

Improved stormwater management at the Resource Recovery Facility to reduce flooding.

Project Location:

Resource Recovery Facililty

Operating Budget Impact:

Operating budget will be responsible for ongoing maintenance.

Project Schedule:

FY 2026 - FY 2028

Project Contact Email:

hyu@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-62-7353-57308									
Project Cost Estimates:	971,245	1,037,014	700,000	250,000	-	-	-	-	250,000
Net Project Cost:	971,245	1,037,014	700,000	250,000	-	-	-	-	250,000

Lifetime project cost: 2,000,000

Resource Recovery Facility Enclosed Flare Installation

Project Description: **Project # c402512**

Install an enclosed flare at the RRF per new Title V permit. Project includes building a concrete pad and small retaining wall, bring electrical power to the flare, and make the necessary connection to the existing landfill gas collection system.

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-62-7353-57308									
Project Cost Estimates:	251,190	2,748,810	2,485,870	100,000	-	-	-	-	100,000
Net Project Cost:	251,190	2,748,810	2,485,870	100,000	-	-	-	-	100,000

Lifetime project cost: 6,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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:

hyu@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 731-40-62-7351-57203									
Project Cost Estimates:	405,522	310,804	80,000	95,000	-	-	-	-	95,000
Funding Estimates:									
State capital grants and contributions	223,826	264,000	-	-	-	-	-	-	-
Net Project Cost:	181,696	46,804	80,000	95,000	-	-	-	-	95,000

Lifetime project cost: **900,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

741- Parking Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402107	Downtown Parking Garages Signs and Paint Upgrade	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*200,000*				***Lifetime Project Cost :***			
c402004	Elevator Controls Upgrade	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*150,000*				***Lifetime Project Cost :***			
c402603	Major Parking Lot Improvements	100,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*1,153,620*				***Lifetime Project Cost :***	***1,200,000***		
c402609	Parking Structure - Cedar and Cathcart	3,000,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***22,000,000***		
Total Project Cost Estimate:	**by Fund**	**3,100,000**	**-**	**-**	**-**	**-**	**-**	**-**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 741- Parking Enterprise Fund

Major Parking Lot Improvements

Project Description: **Project # c402603**

Elevator repairs and modernization, facility improvements. Most likely to include: deck restoration, concrete repairs, waterproofing and other improvements to extend the useful life of all Parking Facilities.

Project Benefit:

Improved public safety and OSHA compliance.

Project Location:

Parking lots located in, and owned by, the City of Santa Cruz

Operating Budget Impact:

The operating budget has been significantly impacted because it did not account for unforeseen issues, however, by closing several projects that can be postponed, we can address the concerns related to elevator repairs, avoid legal issues, and ensure compliance with OSHA regulations.

Project Schedule:

FY 2026

Project Contact Email:

ghussey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 741-40-64-7401-57309									
Project Cost Estimates:	-	1,153,620	100,000	-	-	-	-	-	-
Net Project Cost:	-	1,153,620	100,000	-	-	-	-	-	-

Lifetime project cost: 1,200,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 741- Parking Enterprise Fund

Parking Structure - Cedar and Cathcart

Project Description:

Project # c402609

The parking structure associated with the Downtown Library Affordable Housing Project, c102708.

Project Benefit:

New multi-use building, which will house parking, library and mixed-use retail space.

Project Location:

Cedar/Cathcart Streets

Operating Budget Impact:

Maintenance for the parking garage will be budgeted in Fund 741 Parking.

Project Schedule:

FY 2026 - 2031

Project Contact Email:

ghussey@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 741-40-64-7452-57390									
Project Cost Estimates:	-	21,600,000	3,000,000	-	-	-	-	-	-
Net Project Cost:	-	21,600,000	3,000,000	-	-	-	-	-	-

Lifetime project cost: 22,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Public Works Projects

752- Storm Water Overlay Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c402602	Downtown Catch Basin Improvements	2,000,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*2,500,000*				***Lifetime Project Cost :***	***2,500,000***		
c401707	Downtown SLR Drainage System Assessment	613,142	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*17,930,000*				***Lifetime Project Cost :***	***20,000,000***		
c402112	FEMA Levee Certification	2,159,100	50,000	-	-	-	-	50,000
Cumulative budget through FY 2026 Adopted Budget:	*2,147,391*				***Lifetime Project Cost :***	***3,000,000***		
Total Project Cost Estimate:	**by Fund**	**4,772,242**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Public Works — 752- Storm Water Overlay Enterprise Fund

Downtown Catch Basin Improvements

Project Description: **Project # c402602**

Project to replace outdated and undersized catch basins in the downtown area with City standard Type B catch basins. Project will include curb, gutter, and flow line modifications as needed to complete storm water improvements.

Project Benefit:

Flooding in the downtown area will be reduced.

Project Location:

Downtown Santa Cruz

Operating Budget Impact:

Operating budget will be responsible for ongoing maintenance.

Project Schedule:

FY 2026

Project Contact Email:

kstewart@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 752-40-62-7552-57311									
Project Cost Estimates:	-	2,500,000	2,000,000	-	-	-	-	-	-
Funding Estimates:									
State capital grants - IIG	-	2,500,000	2,000,000	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 2,500,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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.

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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 752-40-61-7552-57311									
Project Cost Estimates:	536,476	17,143,524	76,666	-	-	-	-	-	-
Funding Estimates:									
Federal capital grants-FHWA	-	10,500,000	10,000	-	-	-	-	-	-
OES disaster relief	-	2,250,000	1,500	-	-	-	-	-	-
From IIG - AHSC Fund	-	2,500,000	-	-	-	-	-	-	-
Net Project Cost:	536,476	1,893,524	65,166	-	-	-	-	-	-

Lifetime project cost: 20,000,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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.

Project Benefit:

Conducting required maintenenance 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:

sglucs@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 752-40-62-7552-57311									
Project Cost Estimates:	1,759,100	538,291	400,000	50,000	-	-	-	-	50,000
Funding Estimates:									
From General Fund	103,364	251,636	-	-	-	-	-	-	-
State capital grants-Dept of WT Resources	539,834	-	-	-	-	-	-	-	-
Net Project Cost:	1,115,903	286,655	400,000	50,000	-	-	-	-	50,000

Lifetime project cost: 3,000,000

Water Projects

711- Water & Water System Development Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c702103	ASR - Santa Margarita Groundwater Basin	161,206	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*1,224,012*				***Lifetime Project Cost :***	***161,206***		
c701609	ASR Planning	4,281,773	-	362,726	221,744	103,277	-	687,747
Cumulative budget through FY 2026 Adopted Budget:	*5,409,758*				***Lifetime Project Cost :***	***6,386,496***		
c702503	Beltz 8 Upgrades for Aquifer Storage and Recovery	459,006	-	268,606	91,137	94,326	-	454,069
Cumulative budget through FY 2026 Adopted Budget:	*656,347*				***Lifetime Project Cost :***	***5,114,047***		
c702101	Beltz 8&12 Design with Beltz 12 Upgrades	6,624,158	-	42,849	-	-	-	42,849
Cumulative budget through FY 2026 Adopted Budget:	*6,493,399*				***Lifetime Project Cost :***	***6,831,147***		
c702601	Beltz 9 Upgrades for Aquifer Storage and Recovery	325,076	190,000	1,032,353	1,845,468	1,157,278	-	4,225,099
Cumulative budget through FY 2026 Adopted Budget:	*633,482*				***Lifetime Project Cost :***	***5,303,556***		
c702305	Beltz WTP Upgrades	852,801	30,000	1,586,199	1,733,181	8,212,975	16,313,565	27,875,920
Cumulative budget through FY 2026 Adopted Budget:	*1,482,529*				***Lifetime Project Cost :***	***29,884,843***		
c702002	Brackney Landslide Area Pipeline Risk Reduction	3,551,976	-	-	702,066	1,952,442	758,620	3,413,128
Cumulative budget through FY 2026 Adopted Budget:	*12,861,664*				***Lifetime Project Cost :***	***30,186,288***		
c702202	CMMS Software Replacement for Water Dept	562,782	-	-	203,534	-	-	203,534
Cumulative budget through FY 2026 Adopted Budget:	*865,746*				***Lifetime Project Cost :***	***766,316***		
c702901	Coast Pump Station Rehab/Replacement Project	-	-	575,044	618,322	711,247	826,653	2,731,266
Cumulative budget through FY 2026 Adopted Budget:	*-*				***Lifetime Project Cost :***	***30,865,865***		
e702301	DR 4683 Felton Diversion Pipeline	2,998,579	-	37,668	-	-	-	37,668
Cumulative budget through FY 2026 Adopted Budget:	*3,061,357*				***Lifetime Project Cost :***	***3,072,640***		
c701907	Facility & Infrastructure Improvements	972,508	-	434,700	449,917	465,662	481,958	1,832,237
Cumulative budget through FY 2026 Adopted Budget:	*1,540,753*				***Lifetime Project Cost :***	***8,536,852***		
c701906	Felton Diversion Pump Station Assessment	353,539	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*409,421*				***Lifetime Project Cost :***	***5,132,319***		

Water Projects

711- Water & Water System Development Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c701501	GHWTP CC Tanks Replacement	51,032,376	320,000	105,163	-	-	-	425,163
Cumulative budget through FY 2026 Adopted Budget:		*47,739,883*			***Lifetime Project Cost :***	***51,447,614***		
c700025	GHWTP Facilities Improvement Project	26,538,575	12,130,000	38,357,839	38,607,982	38,937,494	37,834,539	165,867,854
Cumulative budget through FY 2026 Adopted Budget:		*30,360,727*			***Lifetime Project Cost :***	***222,929,549***		
c702201	GHWTP SCADA Radio System Replacement	365,618	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:		*327,344*			***Lifetime Project Cost :***	***365,618***		
c702205	Intertie 1 - Santa Cruz-Scotts Valley	13,180,434	-	32,243	16,686	-	-	48,929
Cumulative budget through FY 2026 Adopted Budget:		*13,129,791*			***Lifetime Project Cost :***	***13,380,903***		
c700004	Main Replacements - Customer Initiated	301,259	-	51,750	53,562	55,436	57,376	218,124
Cumulative budget through FY 2026 Adopted Budget:		*351,259*			***Lifetime Project Cost :***	***883,851***		
c701507	Main Replacements - Distribution Section	3,644,047	750,000	776,250	803,423	831,540	860,640	4,021,853
Cumulative budget through FY 2026 Adopted Budget:		*3,644,047*			***Lifetime Project Cost :***			
c700002	Main Replacements - Engineering Section	11,510,674	1,940,000	2,070,000	2,142,460	2,217,440	2,295,040	10,664,940
Cumulative budget through FY 2026 Adopted Budget:		*11,578,391*			***Lifetime Project Cost :***	***80,804,911***		
c700003	Main Replacements - Outside Agency	1,604,553	10,000	51,750	53,562	55,436	57,376	228,124
Cumulative budget through FY 2026 Adopted Budget:		*1,652,016*			***Lifetime Project Cost :***	***1,230,981***		
c701606	NCD I/O Replacement Project	99,612,405	-	184,857	96,869	-	-	281,726
Cumulative budget through FY 2026 Adopted Budget:		*101,798,662*			***Lifetime Project Cost :***	***100,071,036***		
c702105	Newell Creek Pipeline Felton/Graham Hill WTP	24,379,648	1,250,000	140,250	49,748	51,489	29,878	1,521,365
Cumulative budget through FY 2026 Adopted Budget:		*27,127,686*			***Lifetime Project Cost :***	***30,647,668***		
c702801	Newell Creek Pipeline Felton/Loch Lomond	-	-	-	-	-	1,127,481	1,127,481
Cumulative budget through FY 2026 Adopted Budget:		*-*			***Lifetime Project Cost :***	***66,240,484***		
c702303	North Coast System Phase 4	-	-	535,615	-	-	-	535,615
Cumulative budget through FY 2026 Adopted Budget:		*-*			***Lifetime Project Cost :***	***127,675,892***		

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027 - 2031

Water Projects

711- Water & Water System Development Enterprise Fund

		Estimated Actuals Thru End of FY 2026	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2027 - FY 2031 Total
c702603	Pasatiempo Tanks Replacement Project	66,026	250,000	414,293	1,679,637	3,283,177	30,804	5,657,911
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***5,806,982***		
c702602	Photovoltaic Systems Improvements	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*70,000*				***Lifetime Project Cost :***	***70,000***		
c702701	Sampling Stations Replacement	-	150,000	144,500	-	-	-	294,500
Cumulative budget through FY 2026 Adopted Budget:	-				***Lifetime Project Cost :***	***289,000***		
c701704	Security Camera & Building Access Upgrades	673,496	130,000	-	-	-	-	130,000
Cumulative budget through FY 2026 Adopted Budget:	*673,496*				***Lifetime Project Cost :***	***803,496***		
c701903	Tait Diversion Rehab/Replacement	643,391	-	44,314	270,069	490,269	538,671	1,343,323
Cumulative budget through FY 2026 Adopted Budget:	*713,730*				***Lifetime Project Cost :***	***11,023,167***		
c702401	Trailers at BSR	75,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*75,000*				***Lifetime Project Cost :***	***75,000***		
c702107	Union/Locust Back-up Generator	310,000	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*310,000*				***Lifetime Project Cost :***	***310,000***		
c701505	University Tank No. 4 Rehab/Replacement	6,180,556	1,290,000	-	-	-	-	1,290,000
Cumulative budget through FY 2026 Adopted Budget:	*5,168,162*				***Lifetime Project Cost :***	***7,556,123***		
c701901	Water Program Administration	2,559,684	2,600,000	2,214,861	1,595,052	1,437,105	1,539,034	9,386,052
Cumulative budget through FY 2026 Adopted Budget:	*2,326,224*				***Lifetime Project Cost :***	***25,802,294***		
c702003	Water Program Management Reserve	-	-	-	-	-	-	-
Cumulative budget through FY 2026 Adopted Budget:	*3,820,568*				***Lifetime Project Cost :***			
c701705	Water Supply Augmentation	7,918,895	4,380,000	6,254,070	8,450,435	21,243,440	22,567,565	62,895,510
Cumulative budget through FY 2026 Adopted Budget:	*8,959,215*				***Lifetime Project Cost :***	***192,582,141***		
Total Project Cost Estimate:	**by Fund**	**271,740,041**	**25,420,000**	**55,717,900**	**59,684,854**	**81,300,033**	**85,319,200**	**307,441,987**
Total Project Cost Estimate:	**by Department**	**271,740,041**	**25,420,000**	**55,717,900**	**59,684,854**	**81,300,033**	**85,319,200**	**307,441,987**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

ASR - Santa Margarita Groundwater Basin

Project Description: **Project # c702103**

Evaluate the feasibility of Aquifer Storage and Recovery (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 the City's water supply gap.

Project Location:

Santa Margarita Groundwater Basin

Operating Budget Impact:

Costs will be associated with the ongoing operation of ASR wells.

Project Schedule:

Construction: TBD

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	45,857	1,178,155	115,349	-	-	-	-	-	-
Net Project Cost:	45,857	1,178,155	115,349	-	-	-	-	-	-

Lifetime project cost: 161,206

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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, and developing new workflow procedures to operate ASR wells and comply with ASR permits.

Project Benefit:

ASR will provide additional potable water to City, 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 June 2030

Project Contact Email:

lvandermaaten@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	3,952,088	1,457,670	329,685	-	362,726	221,744	103,277	-	687,747
Net Project Cost:	3,952,088	1,457,670	329,685	-	362,726	221,744	103,277	-	687,747

Lifetime project cost: **6,386,496**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Beltz 8 Upgrades for Aquifer Storage and Recovery

Project Description: **Project # c702503**

Implement Aquifer Storage and Recovery (ASR) in the Mid-County Groundwater Basin per the recommendations of the Water Supply Advisory Committee. This project looks specifically at the use of existing infrastructure in the Mid-County Basin. Work includes construction and conversion of the existing Beltz 8 production well into a permanent ASR facility.

Project Benefit:

ASR will provide additional potable water to City, addressing part of water supply deficiencies.

Project Location:

City water service area and Santa Cruz Mid-County Groundwater Basin. Beltz 8 site.

Operating Budget Impact:

Costs will be associated with the ongoing operation of the ASR well and additional permit requirements.

Project Schedule:

Construction 03/2026 - 05/2027

Project Contact Email:

efonseca@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	35,347	621,000	423,659	-	268,606	91,137	94,326	-	454,069
Net Project Cost:	35,347	621,000	423,659	-	268,606	91,137	94,326	-	454,069

Lifetime project cost: 5,114,047

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Beltz 8&12 Design with Beltz 12 Upgrades

Project Description: **Project # c702101**

Implement Aquifer Storage and Recovery (ASR) in the Mid-County Groundwater Basin per the recommendations of the Water Supply Advisory Committee. This project looks specifically at the use of existing infrastructure at Beltz 8 and Beltz 12. Work includes design (Beltz 8 &12), construction (Beltz 12 only) and conversion of existing wells to permanent ASR wells.

Project Benefit:

Provides additional potable water to City, addressing part of the City's water supply gap. Provides the added benefit of helping the groundwater basin reach sustainability.

Project Location:

City water service area and Santa Cruz Mid-County Groundwater Basin. Beltz 8 and Beltz 12.

Operating Budget Impact:

Costs will be associated with the ongoing operation of one ASR well. Increased outside laboratory cost for water quality monitoring and RWQCB permit compliance. Daily operator site visits during water injection.

Project Schedule:

Construction: 03/2025 - 11/2026

Project Contact Email:

efonseca@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	2,344,282	4,149,117	4,279,876	-	42,849	-	-	-	42,849
Funding Estimates:									
Local capital grants	953,355	696,645	696,645	-	-	-	-	-	-
Local Operating Grants& Contrib	-		-	-	-	-	-	-	-
Net Project Cost:	1,390,927	3,452,472	3,583,231	-	42,849	-	-	-	42,849

Lifetime project cost: **6,831,147**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Beltz 9 Upgrades for Aquifer Storage and Recovery

Project Description:

Project # c702601

Implement Aquifer Storage and Recovery (ASR) in the Mid-County Groundwater Basin per the recommendations of the Water Supply Advisory Committee. This project looks specifically at the use of existing infrastructure in the Mid-County Basin. Work includes design, construction and conversion of the existing Beltz 9 production well into a permanent ASR facility.

Project Benefit:

ASR will provide additional potable water to City, addressing part of water supply deficiencies.

Project Location:

City water service area and Santa Cruz Mid-County Groundwater Basin. Beltz 9 site.

Operating Budget Impact:

Costs will be associated with the ongoing operation of the ASR well and additional permit requirements.

Project Schedule:

Construction: 12/2027 - 11/2029

Project Contact Email:

lvandermaaten@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	482	633,000	324,594	190,000	1,032,353	1,845,468	1,157,278	-	4,225,099
Net Project Cost:	482	633,000	324,594	190,000	1,032,353	1,845,468	1,157,278	-	4,225,099

Lifetime project cost: 5,303,556

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 water recovered from Aquifer Storage and Recovery. Preliminary planning and conceptual design began in early 2023.

Project Benefit:

Addresses aging infrastructure concerns and restores the capability of this treatment plant to reliably treat native groundwater and recovered 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: Late 2029 - Mid-2031

Project Contact Email:

mzeman@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7152-57302									
Project Cost Estimates:	851,170	631,359	1,631	30,000	1,586,199	1,733,181	8,212,975	16,313,565	27,875,920
Net Project Cost:	851,170	631,359	1,631	30,000	1,586,199	1,733,181	8,212,975	16,313,565	27,875,920

Lifetime project cost: **29,884,843**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 has been temporarily put on hold and will be completed as part of a larger Newell Creek Pipeline Replacement Project.

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: FY 2032-2033

Project Contact Email:

lkay@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	3,538,784	9,322,880	13,192	-	-	702,066	1,952,442	758,620	3,413,128
Funding Estimates:									
FEMA - HMGP	1,136,806	3,933,144	-	-	-	-	-	-	-
Misc non-operating revenue	1,926	-	-	-	-	-	-	-	-
Net Project Cost:	2,400,053	5,389,736	13,192	-	-	702,066	1,952,442	758,620	3,413,128

Lifetime project cost: **30,186,288**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

CMMS Software Replacement for Water Dept

Project Description: **Project # c702202**

In 2019, an operations and maintenance technology evaluation found the current work order and preventive maintenance system called Maintenance Connection, used by the Water-Distribution Section as well as several Public Works sections, is not sufficiently supporting the City's needs. This system will be replaced with one that is more intuitive, GIS-based, and aligned with work processes and that enhances coordination between various City divisions. The CMMS system in the Water Distribution Section was replaced in Fall 2023 and implementation of the new system in other Water Sections is ongoing.

Project Benefit:

This project will provide the City of Santa Cruz with an effective Asset Management System (AMS) tool that captures critical asset information. Some key success matrix include all key data migrated to Cityworks, GIS fully integrated, mobile data for managing work and maintenance data used for planning and strategic decision-making.

Project Location:

Citywide

Operating Budget Impact:

Ongoing operating costs include an annual software maintenance fee that will be shared between the Public Works and Water departments.

Project Schedule:

Duration: 10/2022 - 10/2029

Project Contact Email:

jsegal@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7159-57901									
Project Cost Estimates:	562,782	302,964	-	-	-	203,534	-	-	203,534
Net Project Cost:	562,782	302,964	-	-	-	203,534	-	-	203,534

Lifetime project cost: 766,316

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Coast Pump Station Rehab/Replacement Project

Project Description: **Project # c702901**

The Coast Pump Station Rehabilitation/Replacement Project includes upgrades to the Coast Pump Station (mechanical, electrical, etc.) to increase system capacity and provide 100-year flood protection.

Project Benefit:

Multiple operational benefits will be generated, including, but not limited to: increased pumping capacity and operational redundancy, and 100-year flood protection and resiliency enhancements.

Project Location:

River Street, Santa Cruz

Operating Budget Impact:

No change at this time.

Project Schedule:

Project to begin FY 2029 and construction to occur FY 2031- FY 2032

Project Contact Email:

tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	-	-	-	-	575,044	618,322	711,247	826,653	2,731,266
Net Project Cost:	-	-	-	-	575,044	618,322	711,247	826,653	2,731,266

Lifetime project cost: 30,865,865

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

DR 4683 Felton Diversion Pipeline

Project Description:

Project # e702301

Emergency repair of the Felton Diversion Pipeline cause by the Zayante Creek Erosion occurring in FEMA disaster declaration 4683 (2023 Winter Storms). The FEMA reimbursement request in process.

Project Benefit:

Repair of critical water pipeline infrastructure damaged during severe winter storm.

Project Location:

Felton, CA

Operating Budget Impact:

None

Project Schedule:

Construction completed 2023

Project Contact Email:

lkay@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	2,960,384	100,973	38,195	-	37,668	-	-	-	37,668
Net Project Cost:	2,960,384	100,973	38,195	-	37,668	-	-	-	37,668

Lifetime project cost: 3,072,640

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- 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 facilites 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 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7159-57302									
Project Cost Estimates:	502,508	1,038,245	470,000	-	434,700	449,917	465,662	481,958	1,832,237
Funding Estimates:									
Misc non-operating revenue	2,046	-	-	-	-	-	-	-	-
Net Project Cost:	500,461	1,038,245	470,000	-	434,700	449,917	465,662	481,958	1,832,237

Lifetime project cost: **8,536,852**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Felton Diversion Pump Station Assessment

Project Description: **Project # c701906**

Constructed in 1978, the Felton Diversion facility is an inflatable bladder dam and pump station used to divert water from the San Lorenzo River to Loch Lomond Reservoir. This project consists of evaluation of the concrete structures, and pump station, electrical, and controls systems. Condition assessments will be performed and recommendations made for improvements to the facility which may include new pumps and drives to improve energy efficiency and safety, as well as fish passage modifications to meet current regulations.

Project Benefit:

Improved passage and protection for aquatic species, diversion redundancy, and Improved functionality safety and reliability.

Project Location:

Felton, CA

Operating Budget Impact:

Reduced future repairs expected and avoidance of emergency repairs.

Project Schedule:

Construction: 09/2036 - 04/2037

Project Contact Email:

tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	353,539	55,882	-	-	-	-	-	-	-
Net Project Cost:	353,539	55,882	-	-	-	-	-	-	-

Lifetime project cost: 5,132,319

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 a low-interest loan 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 - 05/2026

Project Contact Email:

mzeman@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7152-57302									
Project Cost Estimates:	42,365,999	5,373,884	8,666,377	320,000	105,163	-	-	-	425,163
Net Project Cost:	42,365,999	5,373,884	8,666,377	320,000	105,163	-	-	-	425,163

Lifetime project cost: **51,447,614**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 reliablility. The project's design-build team will complete the design phase in 2026 with a subsequent construction duration from 2027 through 2031. 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 capabilites.

Project Schedule:

Construction: 01/2027 - 12/2031

Project Contact Email:

mzeman@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7152-57302									
Project Cost Estimates:	25,366,509	4,994,218	1,172,066	12,130,000	38,357,839	38,607,982	38,937,494	37,834,539	165,867,854
Net Project Cost:	25,366,509	4,994,218	1,172,066	12,130,000	38,357,839	38,607,982	38,937,494	37,834,539	165,867,854

Lifetime project cost: **222,929,549**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 - Spring 2026

Project Contact Email:

egoad@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-95-7152-57302									
Project Cost Estimates:	295,792	32,826	69,826	-	-	-	-	-	-
Net Project Cost:	295,792	32,826	69,826	-	-	-	-	-	-

Lifetime project cost: 365,618

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Intertie 1 - Santa Cruz-Scotts Valley

Project Description: **Project # c702205**

This project will connect the City of Santa Cruz and Scotts Valley Water District through the construction of a nearly 2-mile intertie pipeline and pump station. The pipeline's alignment will be along La Madrona Drive, from the City's Pasatiempo area to the intertie pump station in Scotts Valley's service area. 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: 10/2024 - 05/2026

Project Contact Email:

tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	5,660,479	7,469,312	7,519,955	-	32,243	16,686	-	-	48,929
Funding Estimates:									
Local Operating Grants& Contrib	14,514	-	-	-	-	-	-	-	-
Local capital grants	569,122	4,486,314	-	6,036,472	-	-	-	-	6,036,472
Misc non-operating revenue	328,254	-	-	-	-	-	-	-	-
Net Project Cost:	4,748,590	2,982,998	7,519,955	(6,036,472)	32,243	16,686	-	-	(5,987,543)

Lifetime project cost: **13,380,903**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Main Replacements - Customer Initiated

Project Description: **Project # c700004**

Recurring program to accommodate customer-requested service connections to inadequate mains. Funds, to the extent of the appropriation, are disbursed to customers on a first-come, first-served basis.

Project Benefit:

Maintains the reliability of the treated water distribution system.

Project Location:

Treated Water Distribution system

Operating Budget Impact:

Reduced maintenance costs due to fewer leak incidents.

Project Schedule:

Continuous

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 715-70-91-7151-57302									
Project Cost Estimates:	301,259	50,000	-	-	51,750	53,562	55,436	57,376	218,124
Net Project Cost:	301,259	50,000	-	-	51,750	53,562	55,436	57,376	218,124

Lifetime project cost: 883,851

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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.

Project Location:

Treated Water Distribution system

Operating Budget Impact:

Reduced maintenance costs due to fewer leak incidents.

Project Schedule:

Continuous

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-97-7151-57302									
Project Cost Estimates:	3,001,171	642,876	642,876	750,000	776,250	803,423	831,540	860,640	4,021,853
Net Project Cost:	3,001,171	642,876	642,876	750,000	776,250	803,423	831,540	860,640	4,021,853

Lifetime project cost:

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Main Replacements - Engineering Section

Project Description: **Project # c700002**

Recurring program to replace distribution system water mains identified and prioritized by the Department based on maintaining water system reliability, delivering adequate fire flows, improving circulation and water quality, and reducing maintenance costs. These projects are typically installed by contractors according to bid plans and specifications. Funds may also be budgeted in project c709833 and will be distributed between the two projects when that year's replacement project is identified.

Project Benefit:

This project maintains the reliability of the treated water distribution system.

Project Location:

Treated Water Distribution system

Operating Budget Impact:

Ongoing investment in main replacements reduce maintenance costs due to fewer leak incidents.

Project Schedule:

Continuous

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	10,010,674	1,567,717	1,500,000	1,940,000	2,070,000	2,142,460	2,217,440	2,295,040	10,664,940
Funding Estimates:									
Misc non-operating revenue	1,682	2,015	-	-	-	-	-	-	-
Net Project Cost:	10,008,992	1,565,702	1,500,000	1,940,000	2,070,000	2,142,460	2,217,440	2,295,040	10,664,940

Lifetime project cost: **80,804,911**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Main Replacements - Outside Agency

Project Description:

Project # c700003

Relocation of water mains, service lines, valves, and/or water meters as necessitated by City, County or other Agency improvements - such as road improvement, storm drain improvement projects, and/or other projects - that conflict with existing water infrastructure.

Project Benefit:

Maintains the reliability of the treated water distribution system.

Project Location:

Treated Water Distribution system

Operating Budget Impact:

Ongoing investment in main replacements reduces maintenance costs due to fewer leak incidents.

Project Schedule:

Continuous

Project Contact Email:

dvalby@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	1,539,705	112,311	64,848	10,000	51,750	53,562	55,436	57,376	228,124
Net Project Cost:	1,539,705	112,311	64,848	10,000	51,750	53,562	55,436	57,376	228,124

Lifetime project cost: 1,230,981

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

NCD I/O Replacement Project

Project Description: **Project # c701606**

The Newell Creek Dam was constructed in the 1960s. A pipeline runs through the base of the dam to deliver water to the reservoir from Felton Diversion and from the reservoir to the Graham Hill Water Treatment Plant. The pipeline will be replaced along with related infrastructure. This project is being implemented with oversight by the Division of Safety of Dams and, having demonstrated compliance with existing seismic regulations, is an upgrade to improve day to day operations and emergency drawdown rate. This project is being financed with a low-interest loan through the State Revolving Fund (SRF) Loan Program. The project will remain active through the post construction and warranty period.

Project Benefit:

This project protects the City's water supply system by addressing existing deficiencies, establishes long-term reliable water supply storage, meets DSOD drawdown requirements, improves operational efficiency and system performance, as well as inspection and maintenance access.

Project Location:

Loch Lomond Reservoir, Felton, CA

Operating Budget Impact:

No changes to operating costs are expected.

Project Schedule:

Construction completed May 2023

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	99,249,558	2,549,104	362,847	-	184,857	96,869	-	-	281,726
Funding Estimates:									
Misc non-operating revenue	2,500	-	-	-	-	-	-	-	-
Net Project Cost:	99,247,058	2,549,104	362,847	-	184,857	96,869	-	-	281,726

Lifetime project cost: 100,071,036

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Newell Creek Pipeline Felton/Graham Hill WTP

Project Description: **Project # c702105**

This project renews approximately 3.75 miles of the Newell Creek Pipeline from Felton toward 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.

Project Benefit:

This project ensures continued reliability of this critical water supply transmission main.

Project Location:

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: 12/2024 - 04/2027

Project Contact Email:

dvalby@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	7,946,979	19,180,707	16,432,669	1,250,000	140,250	49,748	51,489	29,878	1,521,365
Funding Estimates:									
Federal capital grants-FHWA	-	959,752	959,752	-	-	-	-	-	-
Misc non-operating revenue	622	-	-	-	-	-	-	-	-
Net Project Cost:	7,946,358	18,220,955	15,472,917	1,250,000	140,250	49,748	51,489	29,878	1,521,365

Lifetime project cost: **30,647,668**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — 711- Water & Water System Development Enterprise Fund

Newell Creek Pipeline Felton/Loch Lomond

Project Description: **Project # c702801**

The entire Newell Creek Pipeline extends 9.5 miles from the Newell Creek Dam to the Graham Hill Water Treatment Plant. This phase of the overall project replaces the remaining pipeline segements between Loch Lomond and the Felton Booster Pump Station.

Project Benefit:

This project ensures continued reliability of this critical water supply transmission main.

Project Location:

Pipeline between Loch Lomond and Felton Booster Pump Station

Operating Budget Impact:

Reduced costs for future repairs expected.

Project Schedule:

Construction: 11/2033 - 11/2035

Project Contact Email:

dvalby@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	-	-	-	-	-	-	-	1,127,481	1,127,481
Net Project Cost:	-	-	-	-	-	-	-	1,127,481	1,127,481

Lifetime project cost: 66,240,484

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Pasatiempo Tanks Replacement Project

Project Description: **Project # c702603**

Complete replacement of the concrete tank and welded steel tank at Pasatiempo (Kite Hill) built in the 1920's and 1968, respectively, due to structural deficiencies and age.

Project Benefit:

This project will improve water quality and reliability concerns associated with aging infrastructure and will serve as an intermediate storage tank for the Scotts Valley Water District Intertie project.

Project Location:

Kite Hill Rd, Santa Cruz, CA

Operating Budget Impact:

No changes to the operating budget.

Project Schedule:

Planning: January 2026 – December 2026
Design: January 2027 – June 2028
Construction: October 2028 – June 2030

Project Contact Email:

abobby@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-92-7153-57302									
Project Cost Estimates:	-	-	66,026	250,000	414,293	1,679,637	3,283,177	30,804	5,657,911
Net Project Cost:	-	-	66,026	250,000	414,293	1,679,637	3,283,177	30,804	5,657,911

Lifetime project cost: 5,806,982

Water

711- Water & Water System Development Enterprise Fund

Photovoltaic Systems Improvements

Project Description:

Project # c702602

Improvements for existing solar projects at Water Dept facilities.

Project Benefit:

Existing solar projects on Water Dept facilities to be upgraded, as needed, to maximize capacity and/or functionality.

Project Location:

TBD

Operating Budget Impact:

Projects will reduce energy costs and/or reduce maintenance needed.

Project Schedule:

Expected FY 2027

Project Contact Email:

Mkaping@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7159-57302									
Project Cost Estimates:	-	-	-	-	-	-	-	-	-
Net Project Cost:	-	-	-	-	-	-	-	-	-

Lifetime project cost: 70,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Sampling Stations Replacement

Project Description:

Project # c702701

Replacement of 50-60 sampling stations used by our Water Quality Control Lab. Stations are located throughout our water service area and watershed. Costs include cost of materials and staff labor to install.

Project Benefit:

This project will replace aging sampling stations used by the Water Quality Control Lab resulting in more efficient sample collection.

Project Location:

Countywide

Operating Budget Impact:

No changes to the operating budget.

Project Schedule:

FY 2027 & FY 2028

Project Contact Email:

lneun@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-96-7159-57302									
Project Cost Estimates:	-	-	-	150,000	144,500	-	-	-	294,500
Net Project Cost:	-	-	-	150,000	144,500	-	-	-	294,500

Lifetime project cost: 289,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Security Camera & Building Access Upgrades

Project Description:

Project # c701704

Continuation of the evaluation and implementation of security camera and building access upgrades at various Water Department facilities.

Project Benefit:

This project provides enhanced security and building access at the Water Department's remote facilities.

Project Location:

Various Water facilities

Operating Budget Impact:

Operating cost captured in IT budget.

Project Schedule:

Continuous

Project Contact Email:

bjones@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	567,995	105,501	105,501	130,000	-	-	-	-	130,000
Net Project Cost:	567,995	105,501	105,501	130,000	-	-	-	-	130,000

Lifetime project cost: **803,496**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Tait Diversion Rehab/Replacement

Project Description: **Project # c701903**

The Tait Diversion diverts surface water from the San Lorenzo River to the Graham Hill Water Treatment Plant. Alternative analyses of this aging facility include fish passage and screening upgrades, evaluation of climate change impacts due to sea level rise, and riverine geomorphological assessments. A future phase of the project includes planning, design and construction of flood-protection improvements and hydraulic capacity upgrades (pumps, piping, etc.) at the Coast Pump Station in coordination with the City's Water Rights Project, and the Habitat Conservation Plan (HCP).

Project Benefit:

This project will provide fisheries improvements (salmonids), flood resiliency and operational upgrades.

Project Location:

River Street, Santa Cruz

Operating Budget Impact:

Reduced future repairs expected due to flood protection. Increase in maintenance requirements for fish passage component.

Project Schedule:

Construction: 09/2028 - 04/2029

Project Contact Email:

tkihoi@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7151-57302									
Project Cost Estimates:	642,772	70,958	619	-	44,314	270,069	490,269	538,671	1,343,323
Net Project Cost:	642,772	70,958	619	-	44,314	270,069	490,269	538,671	1,343,323

Lifetime project cost: 11,023,167

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Trailers at BSR

Project Description: **Project # c702401**

Installation of trailers at Bay Street Reservoir for staff workspace and locker rooms. Project schedule will begin with updating federal permitting requirements, and the trailers will be moving from GHWTP in late October. They will be transported to BSR and built out to ADA requirements in November/December.

Project Benefit:

The trailers will provide office space and locker room facilities for the maintenance staff currently located at the Graham Hill Water Treatment Plant (GHWTP) during construction of the GHWTP Facilities Improvement Project.

Project Location:

Bay Street Reservoir

Operating Budget Impact:

None

Project Schedule:

Late Spring 2025

Project Contact Email:

egoad@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-95-7159-57302									
Project Cost Estimates:	10,441	64,559	64,559	-	-	-	-	-	-
Net Project Cost:	10,441	64,559	64,559	-	-	-	-	-	-

Lifetime project cost: 75,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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 interruping 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 Spring 2026

Project Contact Email:

jsegal@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	222,614	87,386	87,386	-	-	-	-	-	-
Net Project Cost:	222,614	87,386	87,386	-	-	-	-	-	-

Lifetime project cost: 310,000

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

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, piping improvements, 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: 10/2024 - 05/2027

Project Contact Email:

abobby@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	2,214,139	2,954,023	3,966,417	1,290,000	-	-	-	-	1,290,000
Net Project Cost:	2,214,139	1,954,023	2,966,417	1,290,000	-	-	-	-	1,290,000

Lifetime project cost: **7,556,123**

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Water Program Administration

Project Description: **Project # c701901**

The City orginally 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 Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7159-57302									
Project Cost Estimates:	3	2,326,221	2,559,681	2,600,000	2,214,861	1,595,052	1,437,105	1,539,034	9,386,052
Net Project Cost:	3	2,326,221	2,559,681	2,600,000	2,214,861	1,595,052	1,437,105	1,539,034	9,386,052

Lifetime project cost: 25,802,294

Water

711- Water & Water System Development Enterprise Fund

Water Program Management Reserve

Project Description:

Project # c702003

Establish and budget a management reserve to align with best practices of capital program implementation. Both the American Association of Cost Estimating Engineers and Project Management Institute recommend budgeting for a contingency fund independent of individual project estimates and contingencies to cover unanticipated cost changes due to schedule slippage, program risks, and other uncertainty.

Project Benefit:

Improves confidence to deliver program within budget and maintain project schedules.

Project Location:

Various projects as needed.

Operating Budget Impact:

Not applicable

Project Schedule:

On-going

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7159-57302									
Project Cost Estimates:	-	3,820,568	-	-	-	-	-	-	-
Net Project Cost:	-	3,820,568	-	-	-	-	-	-	-

Lifetime project cost:

City of Santa Cruz
Proposed Capital Investment Program Budget (by department)
Fiscal Years 2027-2031

Water — **711- Water & Water System Development Enterprise Fund**

Water Supply Augmentation

Project Description: **Project # c701705**

This project captures various higher-level feasiblity studies and analyses to support the evaluation of water supply alternatives identified by the Water Supply Advisory Committee that address the City's water supply deficiencies.

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 June 2032

Project Contact Email:

irivera@santacruzca.gov

	Prior Year Totals	Fiscal Year 2026 Amended Budget	Fiscal Year 2026 Estimated Actuals	FY 2027 Proposed	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	Total 2027-2031
Account # 711-70-91-7153-57302									
Project Cost Estimates:	6,784,254	2,174,961	1,134,641	4,380,000	6,254,070	8,450,435	21,243,440	22,567,565	62,895,510
Funding Estimates:									
Local Operating Grants& Contrib	-	-	-	-	-	-	-	-	-
Local capital grants	304,237	645,763	150,000	495,763	-	-	-	-	495,763
Net Project Cost:	6,480,017	1,529,198	984,641	3,884,237	6,254,070	8,450,435	21,243,440	22,567,565	62,399,747

Lifetime project cost: 192,582,141

CITY OF SANTA CRUZ







APPENDICES

Fiscal Year
July 1, 2026-
June 30, 2027



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RESOLUTION NO. NS-30,524

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 2026

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 6.44% increase in California per capita personal income for the price factor and 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 2026.

PASSED AND ADOPTED this 24th day of June, 2025 by the following vote:

AYES: Councilmembers Trigueiro, Brunner, Newsome, Golder, O'Hara; Vice Mayor Kalantari-Johnson; Mayor Keeley.

NOES: None.

ABSENT: None.

DISQUALIFIED: None.

APPROVED: _____
Fred Keeley, Mayor

ATTEST: _____
Bonnie Bush, City Clerk Administrator

Debt Service and Pension Obligations

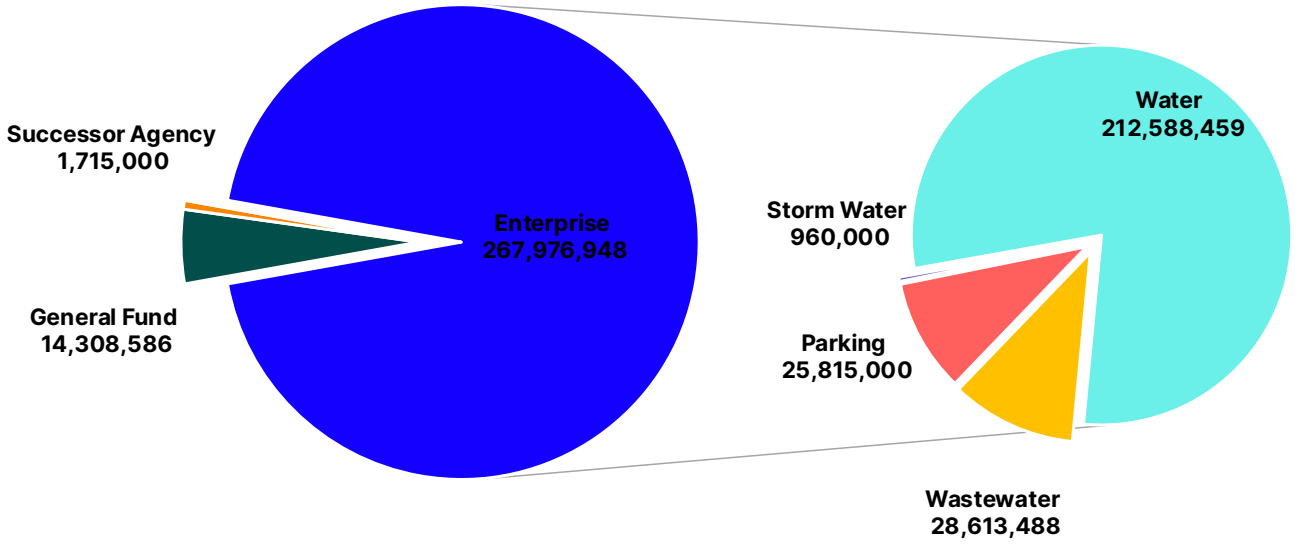
Overview

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 $14,308,586 in the General Fund, $1,715,000 in RDA Successor agency debt, and $267,976,948 in the City's Enterprise funds for a total outstanding debt obligation of $284,000,534 at the end of fiscal year 2026.



FY 2026 Debt Issues

The Water Department is pursuing a low interest loan from the California State Water Resources Control Board Drinking Water State Revolving Fund (SFR) to provide funding for the Graham Hill Water Treatment Plant Facilities Improvement Project.

FY 2027 Planned Debt

The Water Department continues to pursue low interest and no interest loans and grants to fund its infrastructure projects.
The Public Works Department has been working on a funding application with the State Water Resources Control Board Clean Water State Revolving Fund for the Wastewater Treatment Facility Energy and Electrical Resiliency (WEER) project. The amount of the loan will be a maximum of $50 million.

FY 2027 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

General Long-Term Debt	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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.*	2,670,000	-	465,000	2,205,000	500,000	1,705,000
2012 Golf COP Refunding Loan Maturity: 5/1/2029	*Refinanced 2004 COP 13. Original issue was for golf course improvements.*	868,814	-	206,033	662,781	213,307	449,474

General Long-Term Debt	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	Due Within 1 Year	Due in More Than 1 Year
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.*	3,830,000	-	215,000	3,615,000	225,000	3,390,000
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.*	1,355,000	-	175,000	1,180,000	175,000	1,005,000
2018 California Energy Commission Loan Maturity: 12/22/2033	*For comprehensive energy efficiency retrofit project*	851,240	-	85,856	765,384	86,717	678,668
2020 PG&E Loan - Interest Free (119 Center) Maturity: 3/1/2030	*Lighting upgrades at Depot Park*	39,644	-	8,346	31,298	8,346	22,952
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	-	96,101	2,328,123	122,380	2,205,746
2023 Site LogiQ BofA Municipal Loan	*Offset 2023 CEC loan projects*	3,625,000		104,000	3,521,000	113,000	3,408,000
Total General Long-Term Debt		**15,663,923**	-	**1,355,336**	**14,308,586**	**1,443,750**	**12,864,837**

Enterprise Debt - Water

Water Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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*	6,335,000	-	490,000	5,845,000	505,000	5,340,000

Water Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	Due Within 1 Year	Due in More Than 1 Year
2016 I-Bank Water Infrastructure Loan Maturity: 8/1/2046	*For City-wide improvements to the water system*	20,467,648	-	652,216	19,815,433	673,347	19,142,085
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.*	19,005,000	-	425,000	18,580,000	450,000	18,130,000
2020 Water Resources Loan-Newell Creek Inlet Maturity: 10/1/2052	*For the Newell Creek Inlet-Outlet Replacement project.*	92,637,462	-	2,564,076	90,073,386	2,539,411	87,533,974
2021 Water Resources Loan-Graham Hill Maturity: 4/30/2054	*Replacement of 4.5 miles of pipeline to Graham Hill Treatment Plant.*	35,431,871	5,027,761	-	40,459,632	1,094,487	39,365,145
2023 WIFIA Loan Maturity: 5/1/2063	*For City-wide improvements to the water system*	25,435,682	2,132,864	-	27,568,546	-	27,568,546
2024 Water Fund Wells Fargo Line of Credit Maturity: 6/30/2027	*For water related projects*	16,130,892	130,892	6,400,000	9,861,784	9,861,784	-
2025 Water Resources Loan-Newell Creek Pipeline Maturity: 12/1/2056	*Low interest loan from the California State Water Resources Control Board Drinking Water State Revolving Fund (SRF) program for the Newell Creek Pipeline Project from Felton to the Graham Hill Water Treatment Plant*	384,679	-	-	384,679	-	384,679
Total Water Liabilities		**215,828,235**	**7,291,517**	**10,531,292**	**212,588,459**	**15,124,029**	**197,464,430**

Enterprise Debt - Wastewater

Wastewater Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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*	3,168,954	-	87,998	3,080,956	90,198	2,990,758
2025 I-Bank Wastewater Loan Maturity: 8/1/2054	*Front / Spruce / Pacific 54" sewer rehabilitation; Wastewater Treatment Facility Headworks structure rehabilitation and replacement*	26,000,000	-	467,468	25,532,532	485,933	25,046,599
Total Wastewater Liabilities		**29,168,954**	**-**	**555,466**	**28,613,488**	**576,131**	**28,037,358**

Enterprise Debt - Parking

Parking Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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.*	1,240,000	-	295,000	945,000	300,000	645,000
2025 Parking Revenue Bond Maturity: 4/1/2055	*Parking structure at Cedar / Cathcart*	24,870,000	-	-	24,870,000	-	24,870,000
Total Parking Liabilities		**26,110,000**	**-**	**295,000**	**25,815,000**	**300,000**	**25,515,000**

Enterprise Debt - Stormwater

Storm Water Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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.*	1,320,000	-	360,000	960,000	370,000	590,000

Storm Water Enterprise Liabilities	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	Due Within 1 Year	Due in More Than 1 Year
Total Storm Water Liabilities		1,320,000	-	360,000	960,000	370,000	590,000
Total Enterprise Funds Liabilities		272,427,189	7,291,517	11,741,758	267,976,948	16,370,160	251,606,788

Successor Agency Trust

Successor Agency Trust	Purpose	Balance 6/30/25	Additions to Debt	Principal Paydown & Maturities	Balance 6/30/26	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.*	1,960,000	-	245,000	1,715,000	255,000	1,460,000
Total Successor Agency Trust		1,960,000	-	245,000	1,715,000	255,000	1,460,000
Subtotal Debt Service Obligations		290,051,112	7,291,517	13,342,094	284,000,534	18,068,909	265,931,625

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	6/30/2024	422,685,473	555,948,837	133,263,364	76.0%	139,695,967
Safety employees	6/30/2024	245,496,692	348,288,529	102,791,836	70.5%	95,425,573
Total PERS Obligations		668,182,692	904,237,366	236,055,200	73.9%	235,121,540

Other Post-Employment Benefits (OPEB)	Actuarial Value of Assets	Accrued Liability	Unfunded Liability	Funded Percentage of Assets	Prior Valuation Unfunded Liability
Total OPEB Obligations	4,669,199	48,870,472	44,201,273	9.6%	42,094,728
Subtotal Pension and OPEB Obligations	672,851,364	953,107,838	280,256,473	70.6%	277,216,268

Other Future Obligations without Annual Debt Service

Obligation Source	FY 2025 Budget Balance as of Reporting Date	FY 2026 Budget Balance as of Reporting Date
Compensated absences	2,224,604	3,697,010
Claims and judgments	14,414,148	16,018,280
Landfill closure	11,042,136	11,554,964
Total Future Debt Obligations	27,680,888	31,270,254

Summary of Total Obligations

Obligation Source	FY 2026 Budget Balance as of Reporting Date	Percentage of Total Debt	FY 2027 Budget Balance as of Reporting Date	Percentage of Total Debt
City-wide Debt before Pension	290,051,112	48.8%	284,000,534	47.7%
City-wide Unfunded Pension Liability	277,216,268	46.6%	280,256,473	47.1%
Other future debt obligations	27,680,888	4.7%	31,270,254	5.3%
TOTAL ALL CITY OBLIGATIONS	**594,948,268**		**595,527,261**	



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.

The City's total net debt applicable to the limit in FY 2025, as a percentage of debt limit, is 0.06%, well below the legal debt margin.

Legal Debt Margin for Fiscal Year 2025:

Total assessed value	13,468,834,413
Fifteen percent (15%) of total assessed value	2,020,325,162
Debt applicable to limit:	
General obligation bonds (reported at accreted value)	2,670,000
Less: Amount available in the debt service fund for re-payment of bonds	1,493,588
Total net debt applicable to limit	1,176,412
Legal debt margin	**2,019,148,750**

Sources:

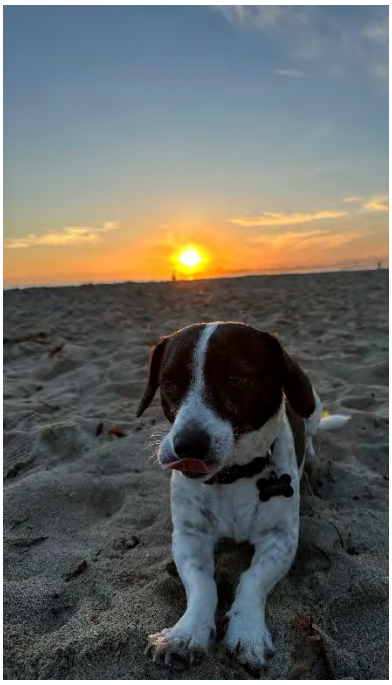
County of Santa Cruz Auditor-Controller's Office

City of Santa Cruz, California FY 2025 Comprehensive Annual Financial Report

[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% full market value. Thus, the limit shown is 3.75 is (one-fourth the limit of 15%).

Acronyms

3CE	Central Coast Community Energy
ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHSC	Affordable Housing and Sustainable Communities
APO	Administrative Procedure Order
ARPA	American Rescue Plan Act
ATP	Active Transportation Program
BFCC	Beach Flats Community Center
BHCIP	Behavioral Health Continuum Infrastructure Project
BRE	Business Retention and Expansion
CalPERS	California Public Employees' Retirement System
Caltrans	California Department of Transportation
CAP 2030	Climate Action Plan
CARD	City Arts Recovery Design
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CDFW	California Department of Fish and Wildlife
CEC	California Energy Commission
CFOC	Children's Fund Oversight Committee
CIP	Capital Investment Program
CMO	City Manager's Office
COP	Certificates of Participation
COVID-19	Coronavirus disease 2019



CMMS	Computerized Maintenance Management System
CPVAW	Commission for the Prevention of Violence Against Women
CRM	Cooperative Retail Management
CRSP	Community Request for Service Portal
CSAP	Central Service Allocation Plan
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
DLAHP	Downtown Library and Affordable Housing Project
ED	Office of Economic Development (formerly Economic Development and Housing, EDH)
EIFD	Enhanced Infrastructure Financing District
ERF	Encampment Resolution Fund
ERP	Enterprise Resource Planning, see NATE
EOC	Emergency Operations Center
EV	Electric Vehicle
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FTE	Full-Time Equivalents
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association

GHG	Greenhouse gas
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
HRT	Homelessness Response Team
HSIP	Highway Safety Improvement Program
HUD	Housing and Urban Development (US)
HVAC	Heating, Ventilation, and Air Conditioning
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
LCP	Local Coastal Program
LHMP-CAP	Local Hazard Mitigation Plan – Climate Adaptation Plan
LHTF	State Local Housing Trust Fund
LMIH	Low- and Moderate-Income Housing Fund
LNCC	London Nelson Community Center
LRFP	Long-Range Financial Plan
MBARD	Monterey Bay Air Resources District
MBNMS	Monterey Bay National Marine Sanctuary



MOU	Memorandum of Understanding
NATE	Name for the City's core business system modernization project
NEPA	National Environmental Policy Act
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
OES	Office of Emergency Services
OPEB	Other Post-Employment Benefits
PG&E	Pacific Gas and Electric Company
P&R	Parks and Recreation
PCD	Planning and Community Development
PEPRA	Public Employees' Pension Reform Act
PERS	Public Employees' Retirement System
POB	Pension Obligation Bond
PSIF	Public Safety Impact Fee
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
SCCRTC	Santa Cruz Regional Transportation Commission (also "RTC")
SCCSD	Santa Cruz County Sanitation District
SCFD	Santa Cruz Fire Department



SCMU	Santa Cruz Municipal Utilities
SCO	State Controller's Office (California)
SCPD	Santa Cruz Police Department
SCPL	Santa Cruz Public Library
SLP	San Lorenzo Park
SLR	San Lorenzo River
SRF	State Revolving Fund
SSB/SSBT	Sugar-Sweetened Beverage/Sugar-Sweetened Beverage Tax
SUD	Substance use disorder
SWPPP	Stormwater Pollution Prevention Plan
TOT	Transient Occupancy Tax
UCAP	Utility Customer Assistance Program
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
WSAIP	Water Supply Augmentation Implementation Plan
WWTF	Wastewater Treatment Facility



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-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 - 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 - 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 public be financed or recovered primarily through user charges. The City has established five enterprise funds: Water, Wastewater, 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 and Budgetary Policies - General and specific guidelines adopted by the Council that govern financial plan preparation and administration

Financial Position – 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 number 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 to 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

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

Strategic Plan - Provides policy guidance and direction for the highest priority objectives to be accomplished during the year

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.

