



## 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 are passionate about our work and try to instill our values of integrity, innovation, objectivity, professionalism, teamwork and transparency in everything we do. We collect water, treat and test it, move it, store it, distribute it, track how much is used and bill our customers for their use. We are at the end of the phone when customers call, and the smiling faces customers see when they visit the Department. We educate our customers about the quality of their water and how to use less. Our work includes maintenance and operation of the Loch Lomond Recreation area, as well as the protection of Majors, Liddell, Newell Creek, Zayante and Laguna watersheds. We are stewards of an important community asset - the water system and all it entails, as well as a range of natural resources and ecosystems that many species depend on. We take pride in meeting the diverse needs of the broad region we serve and value our partnerships with neighboring agencies to develop long range solutions to the regions drinking water needs.

## Core Services

Everyday Department staff work hard to produce and deliver millions of gallons of water to nearly 98,000 customers and perform all the related utility, land and natural resource management activities that often happen behind the scenes, but play a part in providing reliable, high quality water service to our community. In addition to the Department's daily duties, the Department is undergoing a major reinvestment in water infrastructure from upgrades to the water treatment plant, improvements to the Loch Lomond dam and the replacement of all system meters, to mention a few. In order 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 and consists of the following sections: Water Resources, Water Production, Water Quality Control (laboratory), Distribution and the Water Recreation Facility (Loch Lomond).

- The Water Resources Management section is responsible for the 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 in the near future.
- 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. We are pleased our ranger staff are, once again, providing in-person, watershed education program 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 storage tanks, transmission lines, and the exploration of increasing storage in underground aquifers in partnership with neighboring agencies.
- The Utility and Environmental Planning group helps the Department to plan adequately for a 21st century drinking water system. Foundational documents such as the Urban Water Management Plan, serves as a guide to 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 Water Conservation. These three sections interface with the public frequently and we strive to provide consistently 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, and only water services to the unincorporated surrounding areas. 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 that covers the City of Santa Cruz and the unincorporated surrounding areas. 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 Water Conservation section is responsible for promoting efficient water use and for implementing management practices that reduce customer demand for water, including public information and education activities, water budgets for large landscape customers, plumbing fixture replacement and appliance rebate programs, technical assistance, administration of landscape, and water waste regulations. The Conservation section has been instrumental to teaching customers about the new metering system and how to use it to their advantage.

Administration - The Water Administration section coordinates and manages department business by focusing on the following operational areas: human resources, finances, public 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 Capital Investment Program, and ensures adequate reserves. This section also facilitates the communication and interaction with the Water Commission, City Council City Manager's Office and regulatory agencies.

## Accomplishments and Goals

FY 2022 Accomplishment	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well-Being, Sustainability	New & Improved Funding Sources	Green Economy
Produced and delivered 2.49 billion gallons of clean, safe, reliable drinking water.				x			
Completed the Proposition 218 process which resulted in City Council approval of 5 year rates (2023-2027) along with the Long Range Financial Plan	x		x				
Secured funding for critical water supply capital projects, including an application invitation from the Environmental Protection Agency to obtain a \$164 million low interest loan.	x		x			x	
Completed the Department Emergency Response Plan, as required by the 2018 America’s Water Infrastructure Act				x			
Completed Laguna Creek Diversion retrofit project	x			x			
Incorporated the source water monitoring program which resulted in 34% more samples processed	x			x			
Completed the Ocean Street Extension Water Main Replacement	x			x			
Began installation phase of the system-wide Meter Replacement Project	x		x	x			
Updated the Operations Plan for the Graham Hill Water Treatment Plan				x			
Completed the 2020 Urban Water Management Plan and Water Shortage Contingency Plan			x				

FY 2023 Goals	Infrastructure	DT & Other Business Sectors	Fiscal Sustainability	Core Services	Equity, Health & Well-Being, Sustainability	New & Improved Funding Sources	Green Economy
Submit the \$164 million low interest loan application for the federal Environmental Protection Agency (WIFIA) and the initial package for Drinking Water State Revolving Fund for Facility Improvement Project at the Graham Hill Water Treatment Plant.	x		x				
Solicit grants from federal and state programs as they become available			x				
Complete the Anadromous Salmonid Habitat Conservation Plan	x				x		
Finalize the water rights petition process	x			x	x		
Continue work on wildfire resiliency planning	x		x				
Complete construction on the Newell Creek Dam Inlet/Outlet Project	x						
Complete the installation phase of the Meter Replacement Project	x		x				
Complete design and begin construction on two pipelines (Brackney Landslide Risk Reduction project and the Newell Creek Pipeline Felton to Graham Hill Road project)	x						
Complete the Aquifer Storage and Recovery (ASR) demonstration studies at Beltz Wells 8 and 12 leading to the development of full scale & permanent injection and retrieval sites	x						

## Workload Indicators and Performance Measures

<b>Workload Indicators</b>	<b>Focus Area</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimate</b>	<b>FY 2023 Goal</b>
Drinking water consumed (billions of gallons)	Core Service	2.36	2.26	2.13	2.04	2.5
Number of phone calls, emails and lobby visits handled by SCMU Customer Service Unit	Core Service	59,621	63,653	64,000	64,000	64,000
Amount of dollars of new construction investments (in millions)	Infrastructure	\$48.5	\$29.7	\$46.0	\$113.2	\$35.5

<b>Performance Measures</b>	<b>Focus Area</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimate</b>	<b>FY 2023 Goal</b>
Compliance with drinking water standards	Core Service	100%	100%	100%	100%	100%
Number of workers comp claims requiring employee absence greater than 30 days	Core Service	1	0	0	0	0
Maintain excellent bond ratings to ensure favorable borrowing rates thereby reducing cost to customers	Infrastructure	AA-/A+	AA-/A+	AA-/A+	AA-/A-	AA-/A-
Percentage of customer bills paid within 60 days (1)	Fiscal Sustainability	98%	97%	91%	94%	98%

(1) The Governor's Executive Order prohibited water shut-off from 4/2/20 to 12/31/21. Accordingly, FY20 and FY21 are higher than normal delinquency rates.

## Budget Summary - Water

	Fiscal Year* 2021 Actuals	Fiscal Year 2022			Fiscal Year 2023 Adopted
		Adopted Budget	Amended* Budget	Year-End Estimate	
<b>EXPENDITURES BY CHARACTER:</b>					
Personnel Services	13,774,554	16,479,243	16,714,151	15,427,372	17,691,832
Services, Supplies, and Other Charges	13,504,675	15,646,123	16,402,854	14,113,092	16,156,529
Capital Outlay	383,593	601,500	762,898	567,012	323,000
Debt Service	3,683,200	4,098,626	4,098,626	4,098,710	5,131,706
Total Expenditures	<u>31,346,021</u>	<u>36,825,492</u>	<u>37,978,530</u>	<u>34,206,186</u>	<u>39,303,067</u>
<b>EXPENDITURES BY ACTIVITY:</b>					
Water Administration	7101 5,838,628	6,832,579	7,030,921	6,171,092	6,952,880
Water Engineering	7102 1,969,117	2,733,585	2,759,319	2,331,996	2,929,364
Water Customer Services	7103 1,985,247	2,156,811	2,159,047	2,073,964	2,221,948
Water Conservation	7104 726,902	923,414	1,095,295	801,656	1,238,471
Water Resources	7105 2,039,642	1,898,211	2,237,936	1,673,906	2,104,695
Water Production	7106 6,641,345	8,114,704	8,231,200	7,793,018	8,315,225
Water Quality	7107 1,601,453	1,766,806	1,785,987	1,754,292	2,052,893
Water Distribution	7108 4,428,150	5,164,890	5,330,832	4,878,405	5,292,432
Water Recreation	7109 1,117,544	1,398,771	1,401,827	1,227,785	1,399,897
Water Operations	7110 500,959	832,416	593,055	450,772	635,719
Water Meter Shop	7113 861,595	904,679	979,178	808,920	1,027,837
Water Debt Service	7140 3,604,550	4,098,626	4,098,626	4,098,710	5,131,706
Drought Response 2014	7199 30,890	-	275,307	141,670	-
Subtotal Other Funds	<u>31,346,021</u>	<u>36,825,492</u>	<u>37,978,530</u>	<u>34,206,186</u>	<u>39,303,067</u>
Total Expenditures	<u>31,346,021</u>	<u>36,825,492</u>	<u>37,978,530</u>	<u>34,206,186</u>	<u>39,303,067</u>
<b>RESOURCES BY FUND</b>					
Water	711 37,572,138	40,699,706	40,707,839	36,169,170	38,526,543
Water Rate Stabilization Fund	713 2,980,114	3,248,689	3,248,689	2,860,909	3,058,312
Water System Development Fees Fund	715 1,325,845	410,000	410,000	472,000	472,000
Water - Emergency Reserve Fund	717 131,970	-	-	-	-
Total Resources	<u>42,010,066</u>	<u>44,358,395</u>	<u>44,366,528</u>	<u>39,502,079</u>	<u>42,056,855</u>
	<b>FY 2021</b>			<b>FY 2022</b>	<b>FY 2023</b>
<b>TOTAL AUTHORIZED PERSONNEL:</b>	<u>117.25</u>			<u>118.25</u>	<u>120.25</u>

\*Sums may have discrepancies due to rounding



## Staffing

Positions	2019-20 Revised*	2020-21 Revised*	2021-22 Revised*	2022-23 Adopted	FY 2023 Change
Administrative Assistant I/II	2.00	2.00	2.00	2.00	-
Administrative Assistant III	2.00	2.00	2.00	2.00	-
Assistant Engineer I/II	4.00	4.00	4.00	4.00	-
Associate Planner I/II	3.00	3.00	3.00	3.00	-
Associate Professional Engineer	4.75	4.75	4.75	4.75	-
Chief Ranger	1.00	1.00	1.00	1.00	-
Community Relations Specialist	1.00	1.00	1.00	1.00	-
Customer Service Manager	1.00	1.00	1.00	1.00	-
Deputy Water Director/Engineering Manager	1.00	1.00	1.00	1.00	-
Deputy Water Director/Operations Manager	1.00	1.00	1.00	1.00	-
Director of Water Department	1.00	1.00	1.00	1.00	-
Engineering Associate	1.00	1.00	1.00	1.00	-
Engineering Technician	2.00	2.00	2.00	3.00	1.00
Environmental Microbiologist I/II/III	2.00	2.00	2.00	2.00	-
Environmental Programs Analyst I/II	1.00	1.00	1.00	1.00	-
Laboratory Technician	2.00	2.00	2.00	2.00	-
Management Analyst	2.00	3.00	3.00	4.00	1.00
Principal Management Analyst	1.00	1.00	2.00	2.00	-
Principal Planner	1.00	1.00	1.00	1.00	-
Ranger I/II	3.00	3.00	3.00	3.00	-
Ranger Assistant	3.50	3.50	3.50	3.50	-
Senior Electrician	1.00	1.00	1.00	1.00	-
Senior Professional Engineer	1.00	1.00	1.00	1.00	-
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 Supervisor	1.00	1.00	1.00	1.00	-
Water Chief Financial Officer	1.00	1.00	1.00	1.00	-
Water Conservation Representative	2.00	2.00	2.00	2.00	-
Water Distribution Crew Leader III/IV	6.00	6.00	6.00	6.00	-



	2019-20 Revised*	2020-21 Revised*	2021-22 Revised*	2022-23 Adopted	FY 2023 Change
Water Distribution Operator II/ III	9.00	9.00	9.00	9.00	-
Water Distribution Sup V Chief Distribution Operator	1.00	1.00	1.00	1.00	-
Water Facilities Electrical/Instr Tech II/III	1.00	1.00	1.00	1.00	-
Water Facilities Field Supervisor	1.00	1.00	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	3.00	3.00	3.00	3.00	-
Water Meter Supervisor	1.00	1.00	1.00	1.00	-
Water Meter Technician	1.00	1.00	1.00	1.00	-
Water Quality Chemist I/II/III	2.00	2.00	2.00	2.00	-
Water Quality Manager	1.00	1.00	1.00	1.00	-
Water Resources Analyst	3.00	3.00	3.00	3.00	-
Water Resources Supervisor	2.00	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 Sup IV/V-Chief Plant Operator	1.00	1.00	1.00	1.00	-
Watershed Compliance Manager	1.00	1.00	1.00	1.00	-
	117.25	117.25	118.25	120.25	2.00

\*Revised salary authorizations are Adopted staffing plus any Mid-year adjustments

# Organization Chart

