

PUBLIC WORKS DEPARTMENT

Mission

The Department of Public Works is responsible for the design, construction, contract administration, and overall maintenance and operation of the City's transportation, stormwater, wastewater, parking, buildings, and parks infrastructure.

Organization

The Department is comprised of Administration/Engineering and Maintenance, including Streets, Sewer, Storm, Traffic, Fleet, Parks, and Facilities. Overall, Department funding is allocated to seven operational budgetary units: Admin/Engineering (5110); Fleet (5311); Street Maintenance (5411); Traffic Operations (5611); Wastewater (6311); and Stormwater (5211); and three capital budget units: Gas Tax (1610); Measure A (5711); and Parking (2811). Descriptions are included within each budgetary unit.

Org Code

01511000, 01531000, 01541000, 01561000, 01711000-01719000, 06631000, 14391000, 14571000, 15521000, 16610000, 18188000, 28281000, 95951000

Dept #

1880, 2810, 3910, 5110, 5210, 5310, 5410, 5610, 5710, 6100, 6310, 7110-7190, 9510

Description

Under the direction of the Public Works Director, the Public Works Department consists of 39 full-time regular employees and 12.9 contract employees.

Program	Management
Administration/Engineering (13 FTEs)	Public Works Director/City Engineer
Facilities Maintenance (8 FTEs/Contract)	Public Works Superintendent
Fleet Maintenance (1 FTE)	Public Works Superintendent
Park Maintenance (14.9 FTEs/Contract)	Public Works Superintendent
Wastewater (10 FTEs)	Public Works Superintendent
Stormwater (2.5 FTEs)	Public Works Superintendent
Street Maintenance (2.5 FTEs)	Public Works Superintendent

PUBLIC WORKS DEPARTMENT

PUBLIC WORKS DEPARTMENT	
Program Name	Administration/Engineering
Organization	13 FTEs: Public Works Director, Assistant Public Works Director, City Engineer, Senior Engineer, Senior Traffic Engineer, 2 Associate Engineers, 2 Civil Engineering Assistants, Civil Engineering Technician, 2 Public Works Inspectors, Management Analyst, Administrative Assistant
Major Services	<ul style="list-style-type: none"> • Capital Improvement Program/engineering • Development and permitting • Traffic engineering • Traffic operations analysis and investigation services • Safety and effective movement of people and vehicles • Parking programs • Sidewalk Maintenance Program
FY 2024-25 Accomplishments	<ul style="list-style-type: none"> • Completed the Pulgas Creek Watershed Management Plan • Completed the update to the Sewer Master Plan • Completed the update to the 5-year Paving Master Plan • Completed construction of Fire Station 16 • Constructed San Carlos Ave. Phase III Pedestrian Safety Improvement Project • Completed landslide repairs across from 270 Dartmouth Ave, behind 995 Crestview Dr., behind, 3144 Brittan Ave., and behind 3141-61 Melendy Dr. • Completed Storm Drainage improvements at 1000 Drake Ct., 1005 Drake Ct., 261 El Camino Real, and 3017 Brittan Ave. • Completed the demolition of the 1232 Cherry Street building • Completed approximately 8,700 lineal feet of pavement crack sealing • Completed the largest Pavement Rehabilitation Program project to date with the resurfacing of 68 streets • Completed the largest Sewer Rehabilitation Program project to date with replacement/rehabilitation of 9,300 linear feet of sewer mains, 216 lower laterals, and 50 manholes • Completed sidewalk shaving throughout the entire city • Completed the Traffic Signal Master Plan • Completed the Local Roadway Safety Plan • Completed Transportation Study Guidelines • Completed the Midblock Crossing Project at Industrial Rd. • Completed the Safe Routes to School Project at Arroyo Ave. and Chestnut St. • Completed Upgrade of 75 Pedestrian Signal Heads • Completed the Illuminated Street Name Sign Replacement Project • Completed the pre and post installation study and public outreach for the Greater East San Carlos Slow Street Pilot Project • Completed installation of Kadence technology at all traffic signals along El Camino Real • Completed Pick Up/Drop Off Pilot Project in Downtown
FY 2025-27 Goals	<ul style="list-style-type: none"> • Design of safety improvements for pedestrians and bicyclists at the Holly/US 101 interchange • Complete public outreach and design of improvements for the San Carlos Pedestrian Safety Improvement Phase IV Project

- Complete the environmental processing and design of the Shoreway Rd. Sanitary Sewer Main Replacement Project
- Conduct a nexus study and update transportation impact fees
- Complete the School Travel Fellowship Program Project at Mariposa and Tierra Linda Schools
- Complete installation of video detection pilot equipment at 2 locations
- Complete installation of a Kimley-Horn Integrated Transportation System at 12 intersections
- Complete installation of battery backup systems at all San Carlos-maintained traffic signals
- Complete installation of rapid rectangular flashing beacons at Industrial Rd. and Tanklage Rd.
- Complete the Industrial Rd. Turning Mitigation Project
- Complete the Crestview Dr. and Edmonds Rd. Pilot Roundabout
- Complete the downtown traffic study as part of the Downtown Specific Plan
- Complete the downtown parking study as part of the Downtown Specific Plan
- Complete the Parking Policy and TDM ordinance update
- Complete the upgrade of accessible push buttons
- Complete public outreach and sidewalk improvements along Brittan Ave., between Milano Way and Alameda de las Pulgas
- Complete sidewalk improvements along San Carlos Ave., between Cordilleras Ave. to Alameda De La Pulgas
- Complete the Tierra Linda Sanitary Sewer Pump Station improvements
- Complete the annual Sanitary Sewer Rehabilitation, Lateral Replacement and On-call Sewer Replacement projects
- Complete the annual Sanitary Sewer Main Root Foaming Project
- Complete the annual On-call Traffic Markings and Striping Project
- Complete the annual Storm Drain Improvements Project
- Complete the Library Building Emergency Back-Up Generator Project
- Complete the Highland Park Path Project
- Complete the 2025 Landslide Repairs Project
- Complete the Wastewater Financial Rate and Capacity Charge Study

Program Goals	The goal of Administration/Engineering is to provide leadership, oversight, and support to develop and deliver innovative, high-quality programs and services that meet the needs and interests of San Carlos residents and businesses.
	The goal of the Sidewalk Maintenance Program is to provide repair and inspection services to ensure that public sidewalks and walkways are well maintained and free of obstructions to enhance pedestrian safety and mobility.
	The goal of the Traffic/Engineering Program is to provide traffic operation analysis and investigation services to provide efficient, safe, and effective movement of people and vehicles throughout the city.
	The goal of the Parking Program is to administer permits for existing City parking lots and on-street parking to provide for resident and business parking needs.
	The goal of the Capital Improvement Program (CIP) is to systematically undertake and evaluate potential projects to preserve the City's infrastructure while ensuring efficient use of public funds.
	The goal of the Development and Permitting Program is to process, review, and approve development of public and private plans and applications to ensure conformance with local, state, and federal requirements.

Leadership and Management	The goal of Administration/Engineering is to provide leadership, oversight, and support to develop and deliver innovative, high-quality programs and services that meet the needs and interests of San Carlos residents and businesses.
	Objective 1
	The performance measures we use are designed to ensure we are meeting this objective. We prioritize the Council's Strategic Plan objectives assigned to our department to ensure their completion. We ensure we expedite our activities, including taking items regularly to Council for direction. We provide regular updates and communications to the Council and community through the <i>Council Newsletter</i> and presentations to committees. We also receive many requests electronically, which is an efficient way to communicate with the community about our activities.

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of residents satisfied with the City's effort to maintain storm drains, sewers, and creeks		N/A	93%	N/A	95%
Description	This data is collected as part of the Community Satisfaction Survey that is conducted biennially by True North Research, Inc. This year's survey polled 680 adults in January 2025.				
Purpose	The survey provides a statistically reliable understanding of residents' satisfaction, priorities, and concerns as they relate to services and facilities provided by the City.				

Status	The last survey was conducted in 2025, and the next survey will be conducted in 2027. Community survey reports can be found at www.cityofsancarlos.org/communitysurveys .
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Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of staff reports taken to Council	56	50	50	50
# of Inform San Carlos requests received (Engineering)	192	255	250	250
# of council, commission, subcommittee & workshop presentations made	13	15	15	15

Sidewalk Program	The goal of the Sidewalk Maintenance Program is to provide repair and inspection services to ensure that public sidewalks and walkways are well maintained and free of obstructions to enhance pedestrian safety and mobility.
Objective 2	The performance measures we use quantify our progress with this program. We include the number of sidewalks, curbs and gutters, and driveway approaches repaired. We also track the number of inspections performed, as not all lead to repairs during that year. We also track the number of sidewalks permits so we know the amount of sidewalk being repaired in the city outside of our program.

Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
Linear footage of new sidewalk installed	0	1,600	2,200	2,000
Description	This measure tracks the linear footage of new sidewalks installed throughout the City per the Bicycle and Pedestrian Master Plan and Safe Routes to School recommendations.			
Purpose	This measure allows the City to install new sidewalks to complete gaps in areas that currently do not have sidewalks to improve accessibility.			
Status	The City is committed to installing new sidewalks along San Carlos Ave. and Brittan Ave. to close gaps along two of the city's busiest corridors. No new sidewalk was installed in FY 2024. The allocated funding was rolled over into FY 2025 to accumulate a larger budget. This approach is intended to achieve economies of scale, allowing the City to secure more competitive bids and lower unit prices for the work.			
Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
Square footage of sidewalk shaving	33,000	48,000	500	500
Description	This measure tracks the square footage of sidewalk shaved through concrete cutting.			

Purpose	This measure allows the City to reduce the amount of sidewalk deviations throughout the city to improve safety.
Status	The City expects to complete sidewalk shaving throughout the entire city by the end of FY 2024-25 to catch up with the backlog and will continue to use sidewalk shaving to maintain City facilities in the future.

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
Sq. ft. of sidewalk repaired by City (in CIP)	34,313	52,878	1,000	1,000
Sq. ft. of driveway approaches repaired by City (in CIP)	771	1,163	500	500
Linear feet of curb/gutter repaired by City (in CIP)	155	283	175	175
# of sidewalk inspections conducted	65	50	50	50
# of sidewalk locations repaired by City program	1,334	2,012	100	100
# of private sidewalk permits issued	39	39	42	42

Traffic Engineering Objective 3	<p>The goal of the Traffic Engineering program is to provide traffic operations analysis and investigation services to provide efficient, safe, and effective movement of people and vehicles throughout the city.</p>
	<p>Traffic requests are among the most common requests we receive and must be investigated. These performance measures help us track how well we are doing. We track how many studies we've completed and how many result in traffic calming measures implemented to determine how often requests result in the need to slow traffic. We measure the number of traffic speed surveys we conduct and their timeliness to resolve safety concerns as soon as practicable. We also track the number of requested investigations, and the number completed to ensure we are dealing with traffic issues efficiently.</p>

Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of resident-initiated traffic cases resolved	31%	40%	50%	55%
Description	<p>This measure tracks the percentage of community traffic related issues and concerns that are resolved. Most cases require traffic engineering staff to perform analysis, consisting of policy review, traffic counts and neighborhood outreach. Resolution of investigations may require coordination with Fire and Sheriff's offices, Caltrans, San Carlos School District, and property and business owners.</p>			
Purpose	<p>Traffic investigations address citizen concerns and complaints. This also ensures traffic operations are in good working order and infrastructure safety concerns are addressed.</p>			

Status	Community members continuously report concerns and issues related to speed, safety, and congestion. Staff respond to complaints and resolve them in a timely manner despite the large volume of concerns received annually.			
Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of Safe Routes to School (SRTS) Projects completed or in progress	8	5	5	5
Description	This measures the number of projects that are developed from school walk audits, SRTS program recommendations, and community concerns. Projects involve design and construction of transportation infrastructure improvements and are identified in collaboration with the San Carlos School District, individual schools, parents/students, emergency response services, and the County Office of Education.			
Purpose	The SRTS Program seeks to improve traffic operations and safety through infrastructure improvement projects in the vicinity of schools. Improvements increase safety and provide connectivity for pedestrians and cyclists to schools.			
Status	Several SRTS projects are in progress at various stages of design and construction. Further, the City was awarded the 2025 School Travel Fellowship Cycle 4, which focuses on the ingress and egress to the Mariposa and Tierra Linda school campus.			
Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of traffic policies, guidelines & master plans developed	6	2	2	1
Description	Plan/policy documents are developed to govern the City's transportation related projects and ensure the transportation network is safe, up to date, and operates effectively.			
Purpose	The purpose of these plans/policies is to bring San Carlos up to date with current codes and regulations as well as address grant eligibility requirements.			
Status	Drafted plans/policies undergo a robust public outreach process, are presented to the Planning and Transportation Commission, approved by the City Council, and published as needed.			

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of resident-initiated traffic cases	68	75	80	85
# of resident traffic cases resolved	21	30	40	47
# of traffic and circulation studies conducted or in progress	25	20	20	20
# of traffic counts performed	21	20	20	20

# of encroachment permit projects submitted with needed detailed and iterative traffic control plan review. Each project requires an average of 3 rounds of reviews before approval	40	40	40	40
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Parking Program

Objective 4

The goal of the parking program is to administer permits for existing City parking lots and on-street parking to provide for the parking needs of residents and businesses in San Carlos.

The measure we use to track the success of each permit program is the number of permits issued. We also track the number of complaints received to determine how much effort needs to be made to resolve parking issues. We also track how quickly we are responding to and resolving parking complaints to ensure we are efficiently responding to them.

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of total residential GESC permits issued		87%	88%	90%	90%
Description	This measure tracks the percentage of parking permits issued to residents in the Greater East San Carlos (GESC) neighborhood. This is by far the largest parking program the City manages, and all permits are free to residents.				
Purpose	The GESC parking permits exempt GESC residents from the two-hour parking limit in the participating GESC residential zones.				
Status	The GESC parking permits are valid for one calendar year and are applied for and distributed throughout the year on an as-needed basis. The percentage will never be 100% because not all residents choose to participate in the program.				
Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of parking complaints addressed within 24 hours		40%	45%	50%	50%
Description	This metric tracks the percentage of parking-related complaints that are acknowledged or responded to within 24 hours of receipt.				
Purpose	To measure the responsiveness of the City's customer service team. Improving this metric helps ensure timely resolution of residents' concerns and supports community satisfaction.				
Status	Performance has steadily improved over the past few years and is expected to stabilize at 50% in FYs 2026 and 2027. Further improvements may require additional staffing, training, or process optimization.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of business GESC permits issued	116	133	140	140
# of downtown employee permits issued	36	55	60	60
# of resident parking complaints received	6	7	10	10

Development and Permitting

Objective 5

The goal of the Development and Permitting program is to process, review, and approve public and private plans and applications for development projects to ensure conformance with local, state, and federal requirements.

Permitting is an important function of the City to ensure that work performed in San Carlos meets our standards. Our department tracks the number of permits to determine how much staff time must be devoted to efficiently process permits. It also provides staff with information on how much activity is happening in the city to ensure adequate resources are available.

Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of planning applications reviewed within 3 weeks	100%	100%	100%	100%
Description	This measure tracks the percentage of private development projects—ranging from single-family residences to large commercial developments—that are reviewed by the Engineering Division during the entitlement (planning application) phase. Under California’s Permit Streamlining Act and related “shot clock” laws, these applications are required to be reviewed within 30 days to ensure timely feedback and avoid automatic approval due to processing delays.			
Purpose	Conducting development review at the early stage of planning and entitlement ensures that conditions of approval are established to protect public utilities and infrastructure, and to ensure compliance with City codes and safety requirements.			
Status	Development activity continues to increase. While actual construction may have slowed due to rising material and construction costs, project entitlements are still actively being pursued. The Engineering Division remains committed to timely review despite the growing volume of applications.			

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# encroachment permits issued	628	630	630	630
# sewer lateral permits issued	85	68	68	68
# utility permits issued	292	350	350	350
# of grading permits reviewed	12	15	15	15
# of inspections conducted	836	800	800	800

**Capital
Improvement
Program**

Objective 6

The goal of the Capital Improvement Program (CIP) is to systematically evaluate and undertake potential projects to improve and preserve the City's infrastructure while ensuring efficient use of public funds.

Maintaining and improving the City's infrastructure are essential goals of the City. We track the number of projects, cost, and how well we are delivering these projects to our community to ensure we are meeting this objective.

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of CIP projects initiated or managed		41	41	38	38
Description	This measure tracks the number of capital improvement projects being initiated or managed.				
Purpose	This measure helps gauge the City's capacity to manage multiple projects simultaneously, while also providing insight into the overall scope of activity within the Capital Improvement Program.				
Status	The City has implemented an ambitious capital improvement program aimed at accelerating the preservation and enhancement of its infrastructure. Capital improvement projects are continuously completed and added to maintain and improve the City's infrastructure.				
Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
\$ of capital invested		\$38,640,000	\$38,705,000	\$35,000,000	\$35,000,000
Description	This measure tracks the total dollar amount invested in capital improvement projects.				
Purpose	This measure allows the City to track its financial commitment to capital projects while also providing insight into the overall scale of activity.				
Status	The City Council adopted a substantial increase in funding for the improvement of street pavement and the rehabilitation of the sanitary sewer system in the adopted FY 2024-25 budget. Availability of funding is expected to be a challenge, so it is important to continue pursuing grant funding opportunities.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of RFPs	5	6	7	7
# of projects bid out	7	7	8	8
# of project change orders	19	22	20	20

PUBLIC WORKS DEPARTMENT

Program Name	Facilities Maintenance
Organization	3 FTE: Senior Maintenance Workers 5 FTEs: Contractors
Major Services	<ul style="list-style-type: none">• Manage maintenance for all City buildings• Respond to service requests from City staff• Respond to service requests from the public
FY 2024-25 Accomplishments	<ul style="list-style-type: none">• Purchased two sets of commercial scrubbers—one for the Library and City Hall parking garages, and the other for the Wheeler parking garage and downtown sidewalks—along with additional cleaning equipment to enable efficient in-house maintenance• Purchased commercial scrubbers and cleaning equipment for the maintenance of parking lots, garages, and downtown sidewalks, resulting in an estimated annual savings of \$126,783.72
FY 2025-27 Goals	<ul style="list-style-type: none">• Replace the roofs at the Corporation Yard and Library, integrating new solar panel systems at the Library and upgrading the existing ones at the Corporation Yard• Remodel the kitchen and six bathrooms at the Library• Install security cameras in the Library parking garage

Program Goals	The goal of Facility Maintenance is to ensure that all City buildings are safe, functional, and clean by performing regular maintenance, cleaning, and inspections using a combination of in-house staff and contract services.
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Facilities Maintenance	Manage maintenance for all City buildings.
Objective	We track how many buildings and the total square footage of them to ensure we have the resources needed to properly maintain them.

Key Performance Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% requests addressed within 48 hours	100%	100%	100%	100%
% requests completed within one week	85%	85%	85%	85%
Description	The Maintenance team receives facility requests on a continual basis, responds to the requests within two days, and strives to complete the tasks within one week.			
Purpose	City facilities are maintained by a staff of three senior maintenance workers who oversee several contractors to address and resolve all requests.			
Status	Staff is committed to the ongoing maintenance of all City facilities.			

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of facilities maintained	9	9	9	9
# of requests received	1,428	1,431	1,500	1,500
Square footage of facilities maintained	205,786	205,786	205,786	205,786

PUBLIC WORKS DEPARTMENT

Program Name	Fleet Maintenance
Organization	1 FTE: Senior Mechanic
Major Services	<ul style="list-style-type: none"> • Manage vehicle equipment maintenance and purchasing • Operate the Corp Yard fuel station • Dispose of surplus City vehicles and equipment
FY 2024-25 Accomplishments	<ul style="list-style-type: none"> • Surplused the following vehicles to optimize fleet management and reduce unnecessary inventory: Ford F-450 dump truck #113, Dodge Ram 2500 pick-up #121, Ford Ranger #185, GMC Topkick dump truck #123, and Ford F-250 #104 • Smog checked all vehicles with even VINs and performed smoke tests on heavy-duty trucks, ensuring compliance with new regulations • Maintained low usage hours for California Air Resources Board (CARB) vehicles and vehicles patch truck, supporting operational efficiency for the Streets/Traffic Division • Provided aerial lift training for articulating lift vehicle and new vehicle Altec Boom truck to Corp Yard employees • Provided Hazmat training for Corp Yard employees • In accordance with Advanced Clean Fleet Strategy from CARB, the City met the mandates to transition fleet to zero emission vehicles • Purchased electrical equipment and skid steer • 100% of in-house landscape maintenance equipment has been converted to electric
FY 2025-27 Goals	<ul style="list-style-type: none"> • Investigate and secure a new combination vacuum truck • Proceed with the surplus of Ford Ranger #186, Chevy 1500 pick-up #124, Chevy 1500 pick-up #168, and small engine equipment • Continue specifying and submitting purchase requests for replacements of Sewer, Street, Traffic, and Building Inspector vehicles • As vehicles reach the end of life cycle the City will pursue EV options as they become available

Program Goals	The goal of the Fleet Program is to provide vehicle services to manage and maintain the Department of Public Works, Parks, Building, and Pool vehicles in a safe and drivable manner.
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Fleet Maintenance Objective	<p>Manage vehicle and equipment maintenance and purchasing, operate the fuel station, and dispose of surplus equipment.</p> <p>These metrics help us track the resources needed to purchase and maintain the vehicles and equipment used in service to the community. We also track the value of surplus (retired) vehicles and equipment, which is used toward the purchase of replacements. We also track our fuel station violations to ensure we have successful safety practices in place.</p>
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Key Performance Measure	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of fleet receiving preventative maintenance inspections each year	80%	90%	90%	90%
Description	The Senior Mechanic inspects and maintains the City's entire fleet of vehicles and equipment.			
Purpose	Annual preventative maintenance inspections serve to ensure the safety of the vehicles and the staff who use them for day-to-day operations. In addition, the inspections extend the lifespan of the vehicles providing cost savings on future replacements.			
Status	Inspections are conducted on an ongoing basis.			

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of inventory vehicles, equipment, misc. equipment	201	201	201	201
# of vehicles/equipment pieces maintained (routine and non-routine)	201	201	201	201
# of employees certified in aerial lift training for articulating lift	20	22	22	22
\$ auction proceeds from surplus vehicles and equipment	\$18,994.66	\$6,000	\$6,000	\$6,000

PUBLIC WORKS DEPARTMENT

Program Name	Parks Maintenance
Organization	7 FTEs: Public Works Superintendent, Public Works Assistant Superintendent, 5 Senior Maintenance Workers 7.9 FTEs: Contractors
Major Services	<ul style="list-style-type: none">• Manage maintenance, upkeep, and safety of all City parks, playgrounds, medians, hiking trails, athletic fields and courts• Manage third party contractors who provide maintenance services• Maintain Water Conservation Plan
FY 2024-25 Accomplishments	<ul style="list-style-type: none">• Conducted regular watering, pruning, cleaning, and monitoring of plant health to promote vibrant urban greenery and ensure a visually appealing environment for the water wall sleeves in the downtown area• Completed resurfacing and restriping initiatives for basketball courts in City parks to improve playability and safety• Installed sod at Les Mundell Grove• Eliminated uneven surfaces at the Laureola Park picnic area
FY 2025-27 Goals	<ul style="list-style-type: none">• Continue supporting the implementation of the Parks and Recreation Master Plan• Install electric vehicle (EV) charging stations at key public parks across the city, providing accessible and sustainable charging options

Program Goals	The goal of Parks Maintenance is to provide safe, attractive, and well-maintained parks, trails, and open space using a combination of in-house staff and contract services while maintaining responsible water use and waste diversion practices.
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Parks Maintenance Objective	<p>Manage maintenance and upkeep of all City parks, playgrounds, residential and commercial medians, hiking trails, athletic fields, and tennis courts. Manage third party contractors who provide park and median maintenance services.</p> <p>These metrics allow us to track the amount of park and medians we maintain. It helps us determine the amount of resources needed to properly maintain them. We track them separately, as the level of effort varies depending on the kind of maintenance needed. We also track them to measure our efficiency in responding to requests for service.</p>
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Key Performance Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of requests addressed within 48 hours	80%	80%	90%	90%
% of requests completed within one week	90%	90%	90%	90%
Description	The Parks Maintenance staff receives requests throughout the year, responds to the requests within two days, and strives to complete the tasks within one week.			
Purpose	All City parks are maintained by Maintenance staff who also oversee the work of several contractors to address and resolve all requests and to ensure the safety of all the residents who enjoy the parks.			
Status	Staff maintains all parks on a continual basis.			

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of water wall planters maintained	139	139	139	139
# of acres of developed parks maintained	62.5	62.5	62.5	62.5
# of work orders completed in-house	1,000	1,300	1,300	1,300
# of total work orders completed	3,600	3,600	3,600	3,600
# acres open space non-developed parks maintained	110	110	110	110
# sports fields maintained	10	10	10	10
% of year sports fields are available for use	88%	88%	88%	88%
# playground inspections conducted (integrity inspection)	96	96	96	96
# of playgrounds maintained	9	9	9	9

PUBLIC WORKS DEPARTMENT

Program Name	Wastewater
Organization	10 FTEs: Public Works Assistant Superintendent, Civil Engineer Technician, Senior Maintenance Worker, 6 Maintenance Workers, Senior Administrative Clerk
Major Services	<ul style="list-style-type: none"> • Manage maintenance of sanitary sewer mains, laterals, and lift station pumps • Manage capital projects for sewer collection system replacement • Respond to resident requests and emergencies • Respond to Silicon Valley Clean Water funding needs
FY 2024-25 Accomplishments	<ul style="list-style-type: none"> • Completed the largest Sewer Rehabilitation Project to date with replacement/rehabilitation of 9,300 linear feet of sewer mains, 216 lower laterals, and 50 manholes • Completed the update to the Sewer Master Plan • Secured CIP approval for the Smart-Cover manhole telemetry system to monitor critical manholes • Successfully reduced sewer spills compared to the previous year by 50% • Ensure ongoing compliance with State Water Board regulations under the Waste Discharge Requirements (WDR) • Repaired various Grade 4 and 5 defects in sewer main lines
FY 2025-27 Goals	<ul style="list-style-type: none"> • Purchase, install, and implement the manhole telemetry system for monitoring critical manholes • Enhance and modernize the existing wet-well telemetry system • Maintain ongoing initiatives to minimize the occurrence of sewer spills • Ongoing process of repairing Grade 4 and 5 defects in sewer main lines to enhance system reliability and performance • Complete the environmental processing and design of the Shoreway Road Sanitary Sewer Main Replacement Project • Complete the Tierra Linda Sanitary Sewer Pump Station Improvements • Complete the annual Sanitary Sewer Rehabilitation, Lateral Replacement, and On-call Sewer Replacement projects • Complete the annual Sanitary Sewer Main Root Foaming Project • Complete the Wastewater Financial Rate and Capacity Charge Study

Program Goals	The goal of the Wastewater program is to manage, maintain, repair, and enhance the City's sewer system for the residents and businesses in conformance with local, state, and federal requirements.
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Wastewater Objective	<p>Manage maintenance of sanitary sewer mains, laterals, and lift station pumps and manage capital projects for infrastructure replacement.</p> <p>We track these metrics to comply with various regulatory requirements and to understand the resources required to maintain the sewer system.</p>
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Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of linear feet of sewer lines cleaned		249,857	0	310,000	0
Description	This measure refers to the total distance of sewer pipes that have undergone cleaning operations to remove debris, grease, tree roots, and other obstructions that can hinder the flow of wastewater.				
Purpose	The primary purpose of this key performance measure is to track the linear feet of sewer lines cleaned compared to the target goal of cleaning and inspecting the entire system every four to five years. This project is completed every other year. As such, no cleaning or inspection will be performed in FYs 2025 and 2027.				
Status	The City conducts sewer cleaning and inspection projects consisting of three to five sewer basins each. The result will be that the City will have cleaned and inspected the entire sewer system every four to five years and will coordinate the schedule of inspection with anticipated future sewer rehabilitation projects.				
Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of sewer system cleaned		45%	0%	53%	0%
Description	This measure refers to the percentage of the entire length of sewer lines that have undergone cleaning compared to the total length of the sewer system to remove debris, grease, tree roots, and other obstructions that can hinder the flow of wastewater.				
Purpose	The primary purpose of this key performance measure is to track the percentage of sewer lines cleaned compared to the target goal of cleaning and inspecting the entire system every four to five years. This project is completed every other year. As such, no cleaning or inspection will be performed in FYs 2025 and 2027.				
Status	The City conducts sewer cleaning and inspection projects consisting of three to five sewer basins each. The result will be that the City will have cleaned and inspected the entire sewer system every four to five years and will coordinate the schedule of inspection with anticipated future sewer rehabilitation projects.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of Smart-Covers installed	0	25	25	25
# sewer line point repairs	14	80	80	80
# of emergency responses	209	180	180	180
# of citizen requests	92	100	100	100
# of feet of sewer line rehabilitated	7,932	9,153	9,153	9,153
# of laterals replaced (by City and permitted private work)	85	250	250	250
# of laterals cleaned	638	680	680	680

PUBLIC WORKS DEPARTMENT

Program Name	Stormwater
Organization	2.5 FTEs: 0.5 Senior Maintenance Worker, 2 Maintenance Workers
Major Services	<ul style="list-style-type: none">• Monitoring and maintenance of storm drain systems.• Levee maintenance and repair• Storm drainpipe/culvert cleaning• Implementation of National Pollution Discharge Elimination System permit requirements• Creek monitoring
FY 2024-25 Accomplishments	<ul style="list-style-type: none">• Collaborated with Engineering to repair damaged storm lines, ensuring proper drainage and infrastructure integrity• Partnered with Engineering to address and mitigate landslides, completing rear yard concrete retaining walls at 3017 Brittan Ave. and 1000/1005 Drake Ct.• Conducted thorough cleaning of all trash capture devices• Proactively prepared for the upcoming storm season by implementing necessary maintenance and readiness measures
FY 2025-27 Goals	<ul style="list-style-type: none">• Continue ongoing maintenance and monitoring of the storm pump station to ensure optimal performance and reliability• Continue collaborating with the public to support and implement the Annual Creek Maintenance Program• Prepare proactively for the upcoming storm season, ensuring system readiness• Minimize sewer spills to protect and maintain the integrity of the stormwater system• Implement an Adopt-a-Drain program

Program Goals	The goal of the Stormwater program is to manage, maintain, repair, and enhance the City's creeks, levees, drains, pipes, and culverts for the residents and businesses of San Carlos in conformance with local, state, and federal requirements.
Stormwater Objective	<p>Manage maintenance of storm drainage systems, creek monitoring, levee maintenance and repair, pipe/culvert cleaning, and implementation of National Pollution Discharge Elimination System permit requirements.</p> <p>We track these metrics to ensure compliance with regulatory requirements and to provide the necessary resources where needed.</p>

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of inspections conducted (storm drain, creek, levee)		100%	100%	100%	100%
% of linear feet of culvert cleaned		100%	100%	100%	100%
% of linear feet of ditches cleaned		100%	100%	100%	100%
Description	Staff conducted numerous and thorough cleanings of all storm drains, creeks, levees, culverts, ditches and trash capture devices, ensuring the effective removal of debris and pollutants from the stormwater system.				
Purpose	This ongoing maintenance effort helps prevent blockages, reduces environmental contamination, and supports compliance with stormwater regulations. By keeping these devices, areas, and waterways clean and fully operational, the City enhances water quality and upholds its commitment to environmental stewardship and public health.				
Status	Continuous upkeep initiative.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of inspections conducted (storm drain, creek, levee)	2,630	2,800	1,500	1,500
# of linear feet of culvert cleaned	9,021	9,000	6,000	6,000
# of catch basins cleaned	906	1,315	1,000	1,000
Linear feet of ditches cleaned (sediment removed)	1,974	2,000	2,500	2,500
Tons of debris removed from inlets and creek guards	40	50	35	35
Linear feet of storm drain lines installed	176	101	101	101
# of trash capture devices cleaned	250	250	250	250
# of inlets replaced	2	5	5	5
% or # of MRP 3.0 internal deadlines met	100%	100%	100%	100%

PUBLIC WORKS DEPARTMENT

Program Name	Street Maintenance
Organization	2.5 FTEs: 0.5 Senior Maintenance Workers, 2 Maintenance Workers
Major Services	<ul style="list-style-type: none">• Manage bridge and retaining wall inspections• Pavement maintenance and repair• Maintain street lighting system and traffic signals and respond to requests• Maintain traffic signs and markings and respond to requests
FY 2024-25 Accomplishments	<ul style="list-style-type: none">• Expected to address 420 Inform San Carlos requests, ensuring timely and effective responses to community needs• Identified a cost-effective alternative for materials to replace and rebuild pedestrian paddles• Provided ongoing support for minor road repairs, enhancing roadway safety and functionality• Successfully completed the pilot program to evaluate the retro-reflective value of signs, leading to the expansion of geographic information system (GIS) layering and the development of a comprehensive maintenance program for signs, striping, and curb lining to enhance visibility and safety• Provided minor asphalt repairs, ensuring road quality preservation and extending pavement lifespan
FY 2025-27 Goals	<ul style="list-style-type: none">• Replace illuminated street signs to enhance visibility, improve safety, and ensure long-term reliability• Acquire a cold planer attachment for the skid steer to enhance road maintenance capabilities• Invest in a new pothole filling product to improve repair efficiency and durability• Continue to expand GIS layers to be able to enhance roadway visibility and safety• Improve the Pavement Condition Index (PCI) to 60 or greater

Program Goals	The goal of the street maintenance program is to maintain a street and highway system for the public that maintains acceptable levels of service and street condition to support a safe and responsive transportation system.
Street Maintenance	Manage bridge and retaining wall inspections, pavement maintenance and repair, street lighting and traffic signals, signs, and striping.
Objective 1	These metrics are tracked to determine where resources are needed and to measure our efficiency in responding to requests.

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
% of street signs replaced		5%	13%	20%	20%
Description	Staff create and install new street signs to replace broken, damaged, or faded signs.				
Purpose	Clear and intact street signs enhance roadway safety for vehicles and pedestrians.				
Status	Staff evaluate and replace street signs on an ongoing basis.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of streetlights repaired	11	20	30	30
# of traffic signals repaired	54	25	30	30
# of linear feet of curb painted	6,400	7,500	8,000	8,000
# of street signs replaced	308	832	300	300
# of square feet of potholes repaired by Maintenance	1,440	1,400	1,300	1,300
# of requests received by PW Maintenance	381	420	215	215
Average response rate for requests received	3 days	3 days	3 days	3 days

**Street
Maintenance**

Objective 2

Maintain quality and reliability of streets through annual striping, repair, and upgrading projects.

We use these metrics along with the Pavement Condition Index (PCI) to help us track how much work we are accomplishing with the limited resources we have to devote to streets. They also show that we continue to make progress on maintaining our streets.

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
City's overall PCI		56	56	60	63
Description	<p>This measure tracks the City's overall PCI, which details the overall pavement rating based on all the streets throughout the City. 100 represents a brand-new or perfect pavement with no visible defects. 0 indicates a pavement that is completely deteriorated. The following typical ranges are referenced from the Bay Area Metropolitan Transportation Commission (MTC) Annual Pavement Condition Report:</p> <p>Excellent (PCI 90-100): Pavement is in very good condition with no or minimal distress. Only routine maintenance is needed.</p> <p>Very Good (PCI 80-89): Pavement shows minor signs of wear, but it is still in very good condition. Preventive maintenance is required to preserve the pavement.</p> <p>Good (PCI 70-79): Pavement shows minor signs of wear, minor cracks, but it is still in good condition. Preventive maintenance is required to preserve the pavement.</p> <p>Fair (PCI 60-69): Pavement has noticeable distress such as cracks and minor surface damage. Maintenance or rehabilitation is necessary soon to avoid further deterioration.</p> <p>Poor (PCI 40-49): Pavement shows significant deterioration. There are major cracks, potholes, and other signs of severe distress. Rehabilitation or full resurfacing is likely required.</p> <p>Very Poor (PCI 0-39): Pavement is severely damaged, with large cracks, extensive potholes, and significant structural failure. Immediate repair or replacement is necessary.</p>				
Purpose	This measure allows the City to understand its overall PCI rating and determine the steps needed to maintain or improve the pavement condition throughout the City.				
Status	The City is committed to provide additional funding for the Pavement Program in order to improve its overall PCI rating to reach 65 by the end of this current 5-year paving plan.				

Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of miles paved		0	2.42	4.6	4.6
% of total system paved since 2010		0	2.79%	5.32%	5.32%
Description	This measure tracks the length of roadway paved in miles via grind and overlay.				
Purpose	This measure allows the City to resurface a number of streets every year in order to improve roadway conditions by bringing those streets back to a like-new condition throughout the City and improve its overall PCI rating.				
Status	The City is committed to provide additional funding for the Pavement Program in order to improve its overall PCI rating to reach 65 by the end of this current 5-year paving plan.				
Key Performance Measure		FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
# of miles streets sealed		0	6.53	5.85	5.85
% of total system sealed since 2010		0	7.57%	6.78%	6.78%
Description	This measure tracks the length of roadway paved in miles via slurry sealing.				
Purpose	This measure allows the City to slurry seal a number of streets every year as part of pavement maintenance in order to prevent further weathering and deterioration of the current roadway conditions while other streets are resurfaced via grind and overlay.				
Status	The City is committed to provide additional funding for the Pavement Program in order to improve its overall PCI rating to reach 65 by the end of this current 5-year paving plan.				

Workload Measures	FY 2024 Actuals	FY 2025 Projected	FY 2026 Proposed	FY 2027 Proposed
Linear feet of striping replaced	22,546	25,164	40,000	40,000
Square feet of markings replaced	2,096	2,543	5,000	5,000