

Manis, Dina

From: Reilly, Shelley
Sent: Monday, February 24, 2020 2:13 PM
To: Manis, Dina
Subject: FW: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Monday, February 24, 2020 2:06 PM
To: Reilly, Shelley <sreilly@srcity.org>; Conner, Veronica <VConner@srcity.org>; Frugoli, Mike <MFrugoli@srcity.org>; Klaven, Janet <JKlaven@srcity.org>
Subject: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

Budget Staff Comment Form

Your name, email address, and phone number are not required. However, if you provide them, we will be able to ask follow-up questions and better understand your comments.

First Name	Misha
Last Name	Swarthout
Email Address	misha.swarthout@att.net
Phone Number	17074784824
Comments & Questions	Mayor, Vice Mayor and City Council. Please list a revised Telecommunications Ordinance as a high priority. This is urgent for many reasons. As a mother of five, the health and safety of my children is paramount. The Santa Rosa City Council has taken an oath of office to protect the public health and safety of their citizens. It is their responsibility to ensure that no resident, especially children, will be harmed by RF microwave radiation emitting from 4G and 5G Wireless Telecommunications Facilities. Thank you.

Email not displaying correctly? [View it in your browser.](#)

Manis, Dina

From: Minor, Rachel <rminor@santarosa.edu>
Sent: Monday, February 24, 2020 3:54 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Santa Rosa City Budget

Dear City Council Members:

I am a Santa Rosa citizen and home owner, and am very concerned about climate change. It will be vital this year to construct the city budget with the understanding that every decision to be made will be affected by the climate crisis. Therefore, we must earmark money and staff time to work on this crisis.. Please do your utmost to address the severity of the crisis by putting our money where the greatest problem is.

Many thanks for the hard work that goes into this endeavor

Sincerely,

Rachel Minor

Museum Supervisor/Curator
Jesse Peter Multicultural Museum
Santa Rosa Junior College
1501 Mendocino Avenue
Santa Rosa, CA 95401
(707) 524-1862
<https://museum.santarosa.edu/>



Manis, Dina

From: Hunter Geiss, Angela <ahuntergeiss@santarosa.edu>
Sent: Monday, February 24, 2020 3:54 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] City Budget - Climate Crisis

It will be vital this year to construct the city budget with the understanding that every decision to be made will be affected by the climate crisis. Therefore, we must earmark money and staff time to work on this crisis.. Please do your utmost to address the severity of the crisis by putting our money where the greatest problem is. Many thanks for the hard work that goes into this endeavor

Sincerely,

*Angela Hunter Geiss
422 Saint Mary Place, Santa Rosa, CA 95409*

Manis, Dina

From: Persons, Nancy <npersons@santarosa.edu>
Sent: Monday, February 24, 2020 4:05 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Please devote budget and staff time to climate crisis effort

Dear Santa Rosa City Council,

I am writing to ask you to protect our climate and help make Santa Rosa known far and wide as an environmentally conscientious community attractive for many to visit. Please do this by devoting a significant budget and staff time to be allocated to work on this issue. Please, please do your utmost to address this crisis by putting our money where the greatest problem is.

Thank you for all that you do to serve the citizens of this beautiful city.

Nancy Persons
4726 Golf View Ct.
Santa Rosa, CA 95405

[Nancy A. Persons](#)

Faculty Member of [SRJC Libraries](#), recipient of the 2020 ACRL Community College Excellence in Academic Libraries award

Public Services Librarian/Library Department Chair

RYT200

Librarian Liaison to ESL in Santa Rosa and Southwest Center,
World Languages, Child Development, Behavioral Sciences,
Philosophy, Religion, and Humanities Departments in Santa Rosa

4343 Doyle Library

Santa Rosa Junior College

Santa Rosa, CA 95405

ph. 707.521.6902

Manis, Dina

From: Jesse (Froehlich) Savou <jfrojo@gmail.com>
Sent: Monday, February 24, 2020 4:08 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Please fund the CER

Dear City Council Members,

I send heartfelt thanks to the council for passing the Climate Emergency Resolution.

Now please take the next vital step of funding the CER by prioritizing it for allocation of budget at staffing. The Resolution won't have the impact it needs to if it isn't fully resourced.

Thank you,

Jesse Savou
1809 Fenwick Place
Santa Rosa, 95401

*Coordinator, SRJC Community & Contract Education
Founder/Owner, BlueBarrel Rainwater Catchment Systems*

Manis, Dina

From: Michael Lipelt <eclecticdr@gmail.com>
Sent: Monday, February 24, 2020 7:02 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Funding

Thanks again for unanimously passing the Climate Emergency Resolution. On January 14, 2020 the council stated that their intention to act and form policy was based on the tenet that " all council decisions be made through the lens of Climate Change". With that, funding for Climate Action needs to be made commensurate with the emergency it is. If we as a community don't invest now, the next generation will not have the funds to meet the needs to reduce emissions, drawdown existing CO2 and adapt to the deleterious effects of climate change. Climate Change affects us all and disadvantaged communities to a greater degree since they often don't have the resources to adapt. Let's leave a message to our children and grandchildren that we did everything we could to keep our planet livable!

I appreciate the difficult job you all have, Blessings, Dr. Michael Lipelt
1217 Monroe St
Santa Rosa, Ca 95404

Manis, Dina

From: Michelle <mbpoggi@aol.com>
Sent: Monday, February 24, 2020 9:41 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Please support the climate crisis with budget and staffing

Dear Santa Rosa City Council Members,

It will be vital this year to construct the city budget with the understanding that every decision to be made will be affected by the climate crisis. Therefore, we must earmark money and staff time to work on this crisis. Please do your utmost to address the severity of the crisis by putting our money where the greatest problem is.

Many thanks for the hard work that goes into this endeavor.

Sincerely,

Michelle Booher-Poggi
1661 Astaire Court
Santa Rosa, CA 95403

Michelle

Michelle Poggi
c: 707-292-6103
w: 707-521-7854
#coffeystrong

Manis, Dina

From: Reilly, Shelley
Sent: Tuesday, February 25, 2020 8:05 AM
To: Manis, Dina
Subject: FW: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Tuesday, February 25, 2020 12:59 AM
To: Reilly, Shelley <sreilly@srcity.org>; Conner, Veronica <VConner@srcity.org>; Frugoli, Mike <MFrugoli@srcity.org>; Klaven, Janet <JKlaven@srcity.org>
Subject: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

Budget Staff Comment Form

Your name, email address, and phone number are not required. However, if you provide them, we will be able to ask follow-up questions and better understand your comments.

First Name	Sidnee
Last Name	Cox
Email Address	sidnee@sonic.net
Phone Number	707-322-1860
Comments & Questions	<p>Hello Santa Rosa City Council Members,</p> <p>I understand that you are in the process of setting budget priorities for the upcoming fiscal year. Since a number of small cell installations for the telecom industry will be placed in many locations within city limits, I feel it imperative that these installations be monitored on a regular basis so that they will be compliant with the permitted FCC Radio Frequency range for which they are certified. This will require the services of a number of qualified independent RF engineers (not from the telecom industry). In addition, the installation of these small cells needs to be carefully controlled so that they are not less than the allowable distance to residences, schools, and places of business where people spend a good portion of their day. Some say that distance is 500 feet, but others feel that is too close. In addition, small cell installations should be no less than 1,500 feet away from another small cell. I do know that you are in the process of studying the impacts of RF's on</p>

neighborhoods and would like to mitigate potential issues whenever possible. I thank you for your concerns and hope you will allocate whatever funds are needed to keep our neighborhoods and our population safe from excessive RF exposure.

With appreciation,

Email not displaying correctly? [View it in your browser.](#)

Manis, Dina

From: Reilly, Shelley
Sent: Tuesday, February 25, 2020 8:05 AM
To: Manis, Dina
Subject: FW: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Monday, February 24, 2020 9:06 PM
To: Reilly, Shelley <sreilly@srcity.org>; Conner, Veronica <VConner@srcity.org>; Frugoli, Mike <MFrugoli@srcity.org>; Klaven, Janet <JKlaven@srcity.org>
Subject: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

Budget Staff Comment Form

Your name, email address, and phone number are not required. However, if you provide them, we will be able to ask follow-up questions and better understand your comments.

First Name Kim

Last Name Kobre

Email Address Kobre@sbcglobal.net

Phone Number 707-573-8323

Comments & Questions This community, especially our tight-knit neighborhoods that look out for each other and get surprised with information from our own city who is supposed to be looking out for us and our children. Why wouldn't you seriously consider what scientists and the health professionals are showing you. We rely on their expertise. Allowing these corporations to come into our areas for money and a faster click of a button. This makes no sense. I am a middle-aged woman who was born and raised here and also raised our boys here. We have people affected with cancer in our family. We don't need anymore radiation than we're all already getting and why can't we all feel safe in our own homes without corporations secretly putting these towers around us.

Do your do diligence for us and our children. We don't care about faster internet and I surely hope it's not for money.

Do the right thing..

Email not displaying correctly? [View it in your browser.](#)

Manis, Dina

From: M. Alima Silverman <alimas@sbcglobal.net>
Sent: Tuesday, February 25, 2020 9:11 AM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Climate change in the budget

Mr. Mayor, Ms. Vice-Mayor, and Council Members,

I'm writing to request that you make Climate Change a priority in your budget for next year. Climate Change underscores everything that we do, and since you passed a Climate Emergency Resolution on January 14th, a funding priority should follow to reduce GHG emissions and implement other strategies that will rapidly reduce the City's carbon footprint.. You need to be leaders and do everything possible to create a sustainable environment that we can leave to our children.

Alima Silverman
Santa Rosa
FoCAP member

Manis, Dina

From: Marcia LaBrucherie <marla3401@gmail.com>
Sent: Tuesday, February 25, 2020 10:34 AM
To: _CityCouncilListPublic
Subject: [EXTERNAL] Please Fund Climate Actions Appropriately

Dear Santa Rosa City Council,

It is so crucial this year to be sure the budget allows for money and staff time to work on the climate crisis. Please do whatever it takes to address the importance of the crisis by putting our money towards this massive problem we face.

Thank you,
Marcia LaBrucherie
2424 Forse Lane
Santa Rosa, CA 95404

Manis, Dina

From: Reilly, Shelley
Sent: Tuesday, February 25, 2020 10:36 AM
To: Manis, Dina
Subject: FW: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Tuesday, February 25, 2020 10:09 AM
To: Reilly, Shelley <sreilly@srcity.org>; Conner, Veronica <VConner@srcity.org>; Frugoli, Mike <MFrugoli@srcity.org>; Klaven, Janet <JKlaven@srcity.org>
Subject: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

Budget Staff Comment Form

Your name, email address, and phone number are not required. However, if you provide them, we will be able to ask follow-up questions and better understand your comments.

First Name	Adnan
Last Name	Jerkovic
Email Address	adijerkovic@yahoo.com
Phone Number	7606684246
Comments & Questions	The city council needs to adopt a revised Telecommunications Ordinance to protect our residents' public health as soon as possible. It is not safe to install CPMA's in neighborhoods. Please re-consider. Thank you! - Adi Jerkovic

Email not displaying correctly? [View it in your browser.](#)

Manis, Dina

From: Tish Levee <tishela@sonic.net>
Sent: Tuesday, February 25, 2020 12:05 PM
To: _CityCouncilListPublic
Cc: Mike Turgeon
Subject: [EXTERNAL] Santa Rosa's budget priorities for the coming year.

The City Council has prioritized the Climate Crisis as a tier one priority, and has recently declared a Climate Emergency. You have passed a number of excellent measures dealing with this crisis. It is critical that we continue to reduce the city's greenhouse gas emissions. In setting budget priorities, it is important to realize that every decision the Council makes will be affected by the Climate Crisis. (And the Climate Crisis will affect Santa Rosa in ever so many ways!)

It is imperative that we budget the money necessary to reduce our greenhouse gas emissions; please do everything possible to address this severe crisis through the budgeting process.

Thank you for all that you have been doing to prioritize this issue.

For the planet, in unity and peace,

Tish Levee, columnist for the *Gazette*

1555 Terrace Way, #5, Santa Rosa, CA 95404, 707-526-9864

Manis, Dina

From: Reilly, Shelley
Sent: Tuesday, February 25, 2020 12:17 PM
To: Manis, Dina
Subject: FW: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Tuesday, February 25, 2020 12:04 PM
To: Reilly, Shelley <sreilly@srcity.org>; Conner, Veronica <VConner@srcity.org>; Frugoli, Mike <MFrugoli@srcity.org>; Klaven, Janet <JKlaven@srcity.org>
Subject: [EXTERNAL] Online Form Submittal: Budget Staff Comment Form

Budget Staff Comment Form

Your name, email address, and phone number are not required. However, if you provide them, we will be able to ask follow-up questions and better understand your comments.

First Name Tish

Last Name Levee

Email Address tishela@sonic.net

Phone Number 707-526-9864

Comments & Questions The City Council has prioritized the Climate Crisis as a tier one priority, and has recently declared a Climate Emergency. The Council has passed a number of excellent measures dealing with this crisis. It is critical that we continue to reduce the city's greenhouse gas emissions. In setting budget priorities, it is important to realize that every decision the Council makes will be affected by the Climate Crisis. (And the Climate Crisis will affect Santa Rosa in ever so many ways!)

It is imperative that we budget the money necessary to reduce our greenhouse gas emissions; please do everything possible to address this severe crisis through the budgeting process.

Thank you for all that you have been doing to prioritize this issue.

Manis, Dina

From: City Clerk
Sent: Tuesday, February 25, 2020 1:41 PM
To: Manis, Dina; Williams, Stephanie
Subject: FW: [EXTERNAL] 15.1 PUBLIC HEARING - PUBLIC HEARING ON FISCAL YEAR 2020/21 BUDGET PRIORITIES
Attachments: Final%20Specific%20Plan.pdf; Staff Report(4).pdf; Final%20Budget%20Book%2019-20.pdf

From: Evette Minor <minoreve@prodigy.net>
Sent: Tuesday, February 25, 2020 12:07 PM
To: City Clerk <cityclerk@srcity.org>
Subject: [EXTERNAL] 15.1 PUBLIC HEARING - PUBLIC HEARING ON FISCAL YEAR 2020/21 BUDGET PRIORITIES

To: City Council

Subject: Roseland Library build and relocations

I have included attachments that help support the continue work of the Roseland Village Project, Southwest Santa Rosa and Roseland. The city has made great strides to move Roseland forward in the aspect of equity and equality. Since the annexation on November 1, 2017 there are many circumstance that has stifled the movement, the growth and hinder the progress. However due to unforeseen circumstance the city has endure in the last three years, we are still moving the needle forward ever so slightly.

I am writing this on the behalf of the Roseland Library. As we toggle back and forth between City and County, there is a move that is fast appoaching and funding is needed to help with this move. Although we don't know how long it will take for the permanent structure to be built in Roseland. We are in need of monies to continue to keep the equity balanced in the city because many of the local neighbors utilize this great resource. As the neighborhood struggles to maintain their lives, work and just day to day living it would be a disservice if the library was unable to stay in the community. For those that don't have the means to go to the other libraries in town this is a much needed entity. The local schools walk to the library to attend free events and the services that are all free help maintain a sense of belonging, as a whole. I know that this is a tier two priority for the city, but unfortunately Roseland have been put on the back burner for many years and now that we have a voice with the city. We now have the ability to bring Roseland up to par and make it look like the rest of the city. So please reconsider helping with monies not only with the move but also with the building of the library.

As the city moves forward in the budget, there many be a creative way to utilize some type of grant funding to help with this process.

Thanks you for the consideration.

Evette Minor

CONFIDENTIALITY NOTICE:

This communication constitutes an electronic communication within the meaning of the Electronic Communications Privacy Act, 18 USC 2510, and its disclosure is strictly limited to the recipient intended by the sender of this message. This communication and any files transmitted with it may contain confidential and privileged material for the sole use of the intended recipient, including confidential communications and/or work product. Receipt by anyone other than the intended recipient is not intended to and does not constitute a loss of the confidential or privileged nature of the communications. Any review or distribution by others is **strictly prohibited**. If you **are not** the intended recipient you must not read, use, copy, retransmit or disseminate this communication and you are directed to immediately notify the sender by return electronic mail and delete all copies of this communication and reply to the email above.

CITY OF SANTA ROSA
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL
FROM: ANDY GUSTAVSON, SENIOR PLANNER
PLANNING AND ECONOMIC DEVELOPMENT
SUBJECT: ROSELAND VILLAGE MIXED USE PROJECT.
APPEAL OF PLANNING COMMISSION ACTION ON THE
TENTATIVE MAP AND DENSITY BONUS FOR THE PLANNED
ROSELAND VILLAGE MIXED USE PROJECT LOCATED AT 665
& 883 SEBASTOPOL ROAD, SANTA ROSA ASSESSOR'S
PARCEL NUMBERS 125-101-031 & 125-111-037.
FILE NUMBER: PRJ17-075; MAJ17-006; DB19-001

AGENDA ACTION: RESOLUTIONS

RECOMMENDATION

It is recommended by the Planning and Economic Development Department that the Council, by two resolutions, deny the appeal by Robert Paulsen and uphold the Planning Commission's action approving the Roseland Village Project Tentative Map and Density Bonus.

EXECUTIVE SUMMARY

MidPen Housing Corporation (Applicant or MidPen) requests a tentative map and a density bonus (Project) for the planned development of the Roseland Village mixed use development on the western half of the Roseland Village Neighborhood Center. The 7.41-acre project site includes one large parcel owned by the Sonoma County Community Development Commission (CDC) and one small parcel owned by MidPen. The Tentative Map would adjust and split these two parcels into five lots (including Parcel A), develop subdivision infrastructure and streets needed to support a mix of residential, retail, civic, and park uses planned within the Roseland Village mixed use development.

The Applicant requests a 32% density bonus and three concessions to allow construction of an apartment building with 75 affordable units on Lot 1 in Phase 3 of the planned Roseland Village project, after the construction of two apartment buildings containing 100 workforce market rate units on Lot 2 in Phase 2. The residential density is otherwise restricted to 133 units by the General Plan Medium Density Residential land use designation. To qualify for the requested density bonus, MidPen will designate

14 Very Low and 14 Low income units as City density bonus units, which would be subject to a density bonus housing agreement with the Housing Authority. The additional 47 lower income units (including Very Low and Low income) proposed by MidPen would be subject to a separate density bonus housing agreement with CDC.

The construction of the 100 market rate workforce units in Phase 2 on Lot 2 is consistent with allowed residential density and thus does not require a density bonus and does not depend on any of the requested concessions. Consequently, the 100 workforce market rate housing units will not be subject to the City's affordable housing agreement.

The Applicant requests three Zoning Code concessions pertaining to (1) location or dispersion of affordable units, (2) timing or phased construction of affordable units, and (3) reduction of on-site parking. The location concession, which is allowed pursuant to Zoning Code section 20-31.100.H.2, would allow the proposed affordable housing apartment building with 75 units on Lot 1 rather than dispersing these units among market rate units on the same site as otherwise required by the zoning code. The timing concession would allow phased construction of two market rate apartment buildings with 100 units on Lot 2 before the affordable unit apartment building on Lot 1 instead of concurrent affordable and market rate unit construction as required by Zoning Code. The third concession would allow an 18% parking reduction so the planned Roseland Village project may be constructed without a parking structure.

According to State density bonus law (California Government Code Section 65915), it is mandatory for the City to grant a qualified density bonus at or below 35% and requested Zoning Code concessions unless the City finds the requested concession does not result in identifiable and actual affordable housing cost reductions, would cause a public health or safety problem, would cause an environmental problem, would harm historical property, or would be contrary to law.

Robert Paulsen (Appellant) filed an appeal of the Planning Commission action in a timely manner on March 7, 2019. The Appellant is president of Roseland Village LLC, which owns the properties that comprise the eastern half of the Roseland Village Neighborhood Center. The grounds for his appeal include the following points:

1. The Project violates a recorded easement and a prescriptive easement by eliminating shared access behind the Roseland Village Shopping Center.
2. The mixed-use housing Project contravenes the Easement's use restriction allowing only development of "retail business establishments" on the CDC Property and Paulsen Property.
3. Construction of the market rate units prior to the affordable units violates the City Code provisions requiring the affordable units to be incorporated or dispersed throughout the development and constructed concurrently with market rate units.

4. The Project eliminates over 270 shared parking spaces identified in the recorded easement.

BACKGROUND

1. Project Description

The Applicant requests a tentative map and a density bonus to provide subdivision infrastructure and streets, and to allow increased residential density necessary to support future development of Roseland Village. The Applicant (or future developers) must obtain separate Design Review approval of site planning and architectural design for any new development associated with “as-of-right” land uses within Roseland Village.



Tentative Map: The requested tentative map will establish the lot configuration, subdivision infrastructure, and street circulation needed to support the proposed phased and individual ownership, financing, development, and management of each lot or parcel. The proposed lots are depicted by the following figure and their acreage and future use are listed in the following table.

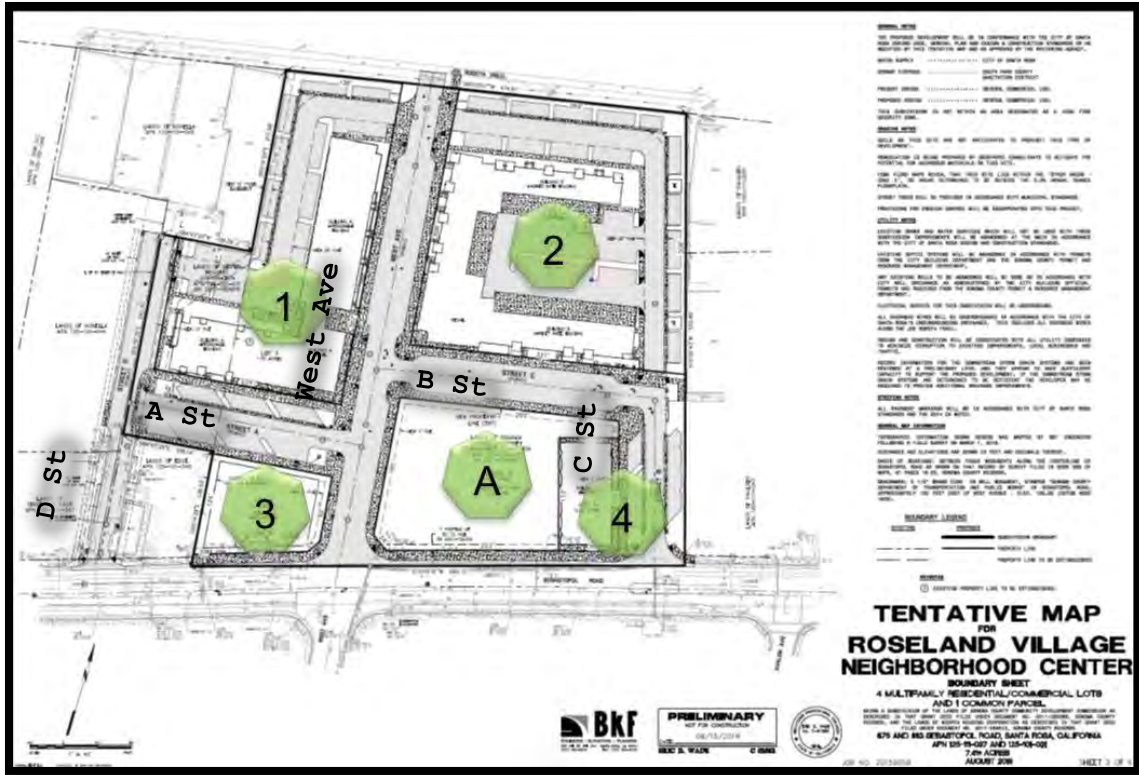


Figure 1 Proposed Tentative Map

Roseland Village Neighborhood Center		
Lot	Acres	Planned Future Use
1	1.53	One Apartment Building - Affordable Housing
2	2.10	Two Apartment Buildings - Market Rate Housing with ground floor Retail
3	0.35	Civic Building
4	0.22	Mercado Food Hall
A	0.86	Public Plaza (Plaza Temporal)

The submitted tentative map shows subdivision infrastructure including water, sewer, and storm drains will be developed to support planned mixed-use development within the project site. West Avenue will extend north through the site and is designed to serve as the public road and service corridor that will support future development on the vacant land north of the Joe Rodota Trail. The side roads –Street A, Street B, and Street C – will provide circulation between uses within the project site as well as access to the commercial uses on the Paulsen property to the east and the private access road – D Street – that serves commercial properties to the west.

Proposed sidewalk improvements throughout the project site and West Avenue will create a direct public access link between Sebastopol Road, the Joe Rodota Trail, and the Paulsen property to the east. The proposed one-acre plaza located along the Sebastopol Road street frontage will be open to the public and serve as the Roseland community-gathering hub.

Density Bonus: The requested 32% density bonus will allow development of 175 units, including 75 affordable units, within Roseland Village when the General Plan would otherwise limit the total number of residential units on the site to 133. The submitted Density Bonus Application targets 43%, or 75 of the 175 units, for lower income households. Overall, 30% of these units will be allocated to qualified Very Low income households and 70% of the units will be allocated to qualified Low income households. The Density Bonus Application specifies that 14 Very Low and 14 Low income units (each representing 10% of the maximum 133 units allowed on the project site) will be restricted by the City's density bonus agreement, qualifying the project for a 35% density bonus. The remaining 47 affordable units will be allocated or tied to a separate Affordable Housing Agreement with CDC. All of the Affordable units will be deed-restricted for 55 years and subject to other density bonus requirements such as similar construction and size as market rate units, consistent with State Law and the City's Zoning Code.

The construction of the 100 market rate workforce units in Phase 2 on Lot 2 is consistent with allowed residential density and thus does not require a density bonus and does not depend on any of the requested concessions. Consequently, the 100 workforce market rate housing units will not be subject to the City's affordable housing agreement.

The proposed 28 City allocated affordable units (14 Very Low income and 14 Low income) qualifies Roseland Village for three concessions/incentives. The Applicant requests concessions from the following Zoning Code requirements.

1. Affordable Housing Development Timing: The Applicant requests a concession from Zoning Code Section 20-31.100.H.1 which requires affordable units be constructed at the same time as market rate units. A concession from this requirement will allow the 100 market rate housing units built in the 2nd phase to financially support the development of affordable units in the 3rd Phase.
2. Affordable Housing Development Location: The Applicant requests a concession from Zoning Code Section 20-31.100.H.2 which requires affordable units be dispersed amongst market rate units within a density bonus project. This concession will allow the affordable units to be located within the proposed apartment building on Lot 1, separate from the market rate units in the apartment buildings on Lot 2. This concession is expressly allowed pursuant to Zoning Code Section 20-31.100.H.2 provided the

applicant demonstrates that the dispersal requirements reduce the financing feasibility of the project. Financing and design of apartment building with blended lower income housing is more complex which will likely delay the start of residential construction within the planned Roseland Village project. This delay will increase the market rate developer's carrying cost and thus the cost of constructing affordable housing units.

3. **Reduced Parking:** The Applicant requests a concession from Zoning Code Section 20-36.040 that requires a minimum of 393 off-street parking spaces for mix of uses within the planned Village. The Applicant requests an 18% parking reduction from 393 to 323 spaces, which was found by the traffic study (Attachment 11, Wtrans, June 14, 2018, revised May 6, 2019) to be the number of spaces needed to fulfill onsite parking demand.

The Planning Commission approved the three requested concessions as recommended by staff. The concessions will result in identifiable and actual affordable housing construction cost reductions. The requested concessions would not harm the environment, historical property, create a public health or safety issue, or be contrary to law.

Roseland Village: The following description of the planned Roseland Village is provided to establish the context for the requested tentative map and density bonus. The planned mix of uses within the Roseland Village are allowed by right in accordance with City's Resilient City Ordinance (Zoning Code Chapter 20-16-060). However, they are subject to design review, which staff will elevate to the Design Review Board. The temporary Plaza Temporal (described below) on the future plaza site will require a Minor Design Review, subject to Zoning Administrator approval.

- Affordable Housing (Lot 1): 75 multifamily rental units (1, 2, and 3 bedroom apartments ranging from approximately 516 sq. ft. to 1,025 sq. ft.) in a single 4-story building ("Building A") of stacked flats, and including approximately 3,500 sq. ft. of resident commons facilities (management and services offices, resident educational/lifestyle amenities spaces, storage and bike room). The main public entrance will be at the corner of Street A and West Avenue. A separate resident entrance will be located in a connector between the two building legs. The two primary facades respond to the urban conditions along Street A and West Avenue, embracing the street. Parking is screened from view in a podium and parking court.
- Market Rate Housing (Lot 2): A total of 100 units of multifamily rental units (1 and 2 bedroom apartments ranging from approximately 577 sq. ft. to 1,077 sq. ft.) in one 3-story and one 4-story building of stacked flats. The ground floor of the 4-story building will include up to 3,950 sq. ft. of resident commons facilities (leasing office, community gathering spaces, fitness and lifestyle amenities, storage and bike room) and up to 1,080 gross sq. ft. (rentable

1,000 sq. ft.) of retail use. A separate retail space, including room for outdoor dining, faces Street B. The main public entrance will be adjacent to the retail use. Residents may enter both buildings from either the parking courtyard or the north parking lot. In general, buildings are sited to accommodate stoops and patios on the front and tuck-under parking on the back. Non-residential uses pop out to engage the street.

- Civic Building (Lot 3): Approximately 24,800 gross sq. ft. of shared space in a single 2-story building, combining approximately 11,000 net sq. ft. for a ground floor public library, and approximately 11,000 net sq. ft. of 2nd story space for Office and Community uses.
- Mercado Food Hall (Lot 4): A 7,400 gross sq. ft. (7,000 rentable sq. ft.) 1-story food hall is planned at the corner of B Street and Sebastopol Avenue. This food hall is intended to utilize food as a catalyst for neighborhood economic development opportunities by featuring local restaurants and is also intended to serve as a food-based business incubation and enterprise opportunity.



Figure 2 View of planned Roseland Village Mercado and Plaza

- Public Plaza (Parcel A): A one-acre public plaza will serve as Roseland's community gathering hub and provide a public venue for community events, arts and culture, the farmers market, neighborhood commerce, and recreation. A "Plaza Temporal" is proposed as an interim use to activate the public plaza as a gathering space at the start of the project. The plaza temporal would enclose a portion of the plaza (less than 10,000 square feet) and establish an outdoor eating area with food and bar service, seating, and restrooms.

Project Phasing: The Project will be developed in three phases after the existing single-story commercial structure (Dollar Tree), parking lot, and temporary playground are removed from the site. The first phase would establish the Plaza Temporal, construct subdivision infrastructure and streets, and, at the end of this phase construct the plaza to replace the Plaza Temporal. The market rate apartment buildings will be constructed in the second phase to help fund project infrastructure and streets. The residential density of this phase is consistent with the land use designation. The third phase will include development of the affordable apartment building on Lot 1, and then the civic and Mercado buildings as Lots 3 and 4 are funded or sold for development. The construction of the affordable housing apartment building will exceed allowed residential density and thus requires the density bonus and the two concessions regarding the timing and location of affordable housing units. Also, the additional residential and non-residential uses trigger the need for the parking concession. Build-out and construction of the Project is expected to commence in 2019 and conclude in 2022.

2. Surrounding Land Uses

North: Joe Rodota Trail/Highway 12 Corridor
South: Commercial retail and restaurants
East: Commercial retail and restaurants (eastern half of Roseland Village Neighborhood Center; Paulsen Property)
West: Restaurant/gas station/industrial uses

The project site is surrounded on three sides by developed properties of differing uses and intensities primarily featuring single-story commercial development and commercial uses such as retail and restaurants. The Joe Rodota trail borders the project site immediately to the north. The nearest residential uses can be found approximately 250 feet south of the project site. Industrial uses and outdoor storage areas can be found further afield to the west of the project site on the north side of Sebastopol Road.

3. Existing Land Use – Project Site

The 7.41-acre project site was annexed into the City in November 2017 and is comprised of two parcels owned by CDC and MidPen. The CDC-owned parcel (665 Sebastopol Road/APN125-111-037) is a 6.81-acre property, which is flat and has an overall slope from north to south. It is the western half of the Roseland Village Neighborhood Center. A single-story commercial retail building stands on the site and is currently occupied by a discount retailer (Dollar Tree), the Roseland Library, and other non-profits. A parking lot (with approximately 270 spaces), and a playground area/recreation courts occupy the site of the former grocery store that once stood at the center of the neighborhood center.

The other parcel (883 Sebastopol Road/APN 125-101-031) is a 0.60-acre property owned by MidPen. This parcel lies on the west side of the CDC parcel and is also flat site. It is developed with a vacant commercial building and a parking lot.

Project History

In 2011, the CDC acquired the 665 Sebastopol Road property with redevelopment housing funds.

In 2012, when the State Legislature dissolved redevelopment agencies, the property was transferred to the Sonoma County Housing Authority/CDC as a housing asset. The property was acquired by the CDC to help facilitate the production of affordable housing on the property and to implement the goals and policies of the Sebastopol Road Urban Vision Plan that was adopted by both the City and County in 2007.

In 2014, The CDC started demolition of a vacant warehouse, bowling alley, grocery store, and gas station. The CDC also undertook and completed remediation and environmental cleanup activities on the property pursuant to a work plan approved by the North Coast Regional Water Quality Control Board. The environmental cleanup activities were necessary due to the site being the former location of a gas station and a dry cleaner.

In 2014, the CDC convened a project task group to help conduct the community engagement process for the planning and redevelopment of the property. With the assistance of the task group, the CDC also commenced a series of community forums to allow community members to contribute to the plans for the development of the CDC parcel.

In 2015, after completion of the community forums, the CDC issued a Request for Proposals (RFP) for a master developer of the CDC parcel. In addition to the provisions for affordable housing, the RFP included the construction of a one-acre public plaza and pathway connection to the Joe Rodota Trail as required elements of any plan submittal. Other desired uses in the RFP (as identified by residents via the outreach process) included a multi-cultural community center providing youth programs and other community activities, retail uses, recreational activities, educational programming and/or library services.

In 2016, CDC selected, and the County Board of Supervisors approved, MidPen Housing Corporation as master developer.

In April 2016, A City/County pre-application meeting was held with MidPen to discuss policy issues and development standards. The Roseland annexation process was underway at this time but the exact timing of the annexation was not yet known.

In August 2016, MidPen began a series of three community engagement workshops to help inform and define the public aspects to be developed on the project site – particularly the public plaza.

In November 2016, MidPen formally submitted a tentative map application to the County.

In April 2017, MidPen filed subsequent entitlement applications including use permit, Design Review, and density bonus.

Joint conceptual Design Review meetings with the City and County were held in December 2016 and June 2017 to review the project's development program, site plan and conceptual architecture.

On November 1, 2017, the Local Agency Formation Commission approved the Roseland Area Annexation. After the annexation, the County determined in December 2017 that the City should process and analyze required entitlement applications.

On December 21, 2017, the City's Design Review Board (DRB) reviewed the Project concept plan. The DRB approved the overall site plan and required the individual buildings return for their preliminary and final Design Review to resolve comments regarding architectural style, orientation, and materials.

On February 21, 2018, tentative map, use permit, and Design Review applicants were submitted to the City. (The density bonus application was submitted January, 2019.)

On March 14, 2018, A neighborhood meeting was held on-site at the library. The 17 attendees voiced concern about traffic generation, parking availability, and the programming of the public plaza area.

On December 4, 2018, the City deemed the entitlement applications complete.

On January 3, 2019, the Development Advisory Committee reviewed the proposed tentative map and recommended the Planning Commission approve the tentative map, subject to conditions listed in the accompanying DAC Report. The recommended DAC conditions were revised on January 31, 2019 and again on February 20, 2019 in response to Applicant comments, consistent with City development regulations.

On February 28, 2019, the Planning Commission approved, by resolutions, the proposed tentative map and density bonus by a vote of 5 ayes, 0 noes, and 2 absent.

On March 7, 2019, the subject appeal of the Planning Commission's action was filled with the City Clerk's Office. The Appellant provided supplemental information on March 20, 2019 regarding the recorded reciprocal access and parking easement over Roseland Village Neighborhood Center.

PRIOR CITY COUNCIL REVIEW

None.

ANALYSIS

1. General Plan

The project site is subject to two General Plan land use designations. The entire site is located within the Roseland Priority Development Area. The CDC parcel is designated Retail & Business Services and Medium-Density Residential (8-18 du/ac) and denoted by the General Plan land use map as an Existing Community Shopping Center site. This mixed-use designation is applied where higher density development is sought for investment, new homes and job growth. The MidPen site is designated Medium Density Residential (8-18 du/ac) where higher residential density development is sought.

The following General Plan goals and policies are most relevant to the Project:

Land Use

- LUL-A Foster a compact rather than a scattered development pattern in order to reduce travel, energy, land, and materials consumption while promoting greenhouse gas emission reductions citywide.
- LUL-E Promote livable neighborhoods. Ensure that everyday shopping, park and recreation facilities, and schools are within easy walking distance of most residents.
- LUL-E-1 Provide new neighborhood parks and recreation facilities, elementary schools, and convenience shopping in accordance with the General Plan Land Use Diagram. Specific to Southwest Santa Rosa, 14 parks, five schools, an international marketplace, two community shopping centers, and three neighborhood shopping centers have been identified as needed facilities.
- LUL-E-2 As a part of planning and development review activities, ensure that projects, subdivisions, and neighborhoods are designed to foster livability.
- LUL-F Maintain a diversity of neighborhoods and varied housing stock to

satisfy a wide range of needs.

- LUL-F-1 Do not allow development at less than the minimum density prescribed by each residential land use classification.
- LUL-F-3 Maintain a balance of various housing types in each neighborhood and ensure that new development does not result in undue concentration of a single housing type in any one neighborhood.
- LUL-F-4 Allow development on sites with a Medium Density Residential designation to have a maximum density of 24 units per gross acre (and up to 30 units per acre provided at least 20 percent of the housing units are affordable, as defined in the Housing Element).
- LUL-G Promote mixed-use sites and centers.
- LUL-G-2 Require design of mixed use projects to focus residential uses in the upper stories or toward the back of parcels, with retail and office activities fronting the regional/arterial street.

Sebastopol Road Urban Vision and Corridor Plan

- LUL-X Create an active, mixed use community shopping center at the Roseland Village Shopping Center site on Sebastopol Road near Dutton Avenue and develop the Sebastopol Road area – from Stony Point Road to Dutton Avenue – with a mix of neighborhood uses, focusing on commercial activity and neighborhood services for the Roseland area.
- LUL-X-1 Require a one-acre plaza facing Sebastopol Road including landscaping, a water feature and serving as a gathering place, to be incorporated into the design of the new center
- LUL-X-2 Pursue development of an International Marketplace offering crafts, food and wares of the many ethnic groups residing in Roseland
- LUL-X-3 Require new buildings fronting Sebastopol Road to be located adjacent to the sidewalk to ensure an interactive relationship between the public realm and ground floor uses.
- LUL-X-4 Include strong pedestrian and bicycle connections from the shopping center and its plaza to the Joe Rodota Trail.
- LUL-Y Create a pedestrian friendly streetscape with a distinctive ambiance on Sebastopol Road from Stony Point Road to Olive Street.

- LUL-Y-1 Widen sidewalks as specified in the Sebastopol Road Urban Vision and Corridor Plan to ensure a safe, pleasant pedestrian environment.
- LUL-Y-4 Require new development be oriented to the street and pedestrian friendly.
- LUL-Y-5 Require new development along the Joe Rodota Trail to be oriented to the trail, and where appropriate, to the proposed neighborhood park.

Urban Design

- UD-A-5 Require superior site and architectural design of new development projects, to improve visual quality in the city.
- UD-D Avoid strip patterns of commercial development. Improve the appearance and functioning of existing commercial strip corridors, such as Santa Rosa Avenue and Sebastopol Road.
- UD-D-1 Restructure existing strip developments to cluster commercial uses in neighborhood nodes, with higher density housing included where possible. Residential, office, or institutional uses that generate less traffic should be located between the nodes.
- UD-E Create a framework of public spaces at the neighborhood, city, and regional scale.
- UD-E-1 Provide for new open space opportunities throughout the city, especially in neighborhoods that have less access to open spaces.
- UD-G Design residential neighborhoods to be safe, human-scaled, and livable.
- UD-G-2 Locate higher density residential uses adjacent to transit facilities, shopping, and employment centers, and link these areas with bicycle and pedestrian paths.
- UD-G-9 Encourage pedestrian-oriented village character, rather than strip malls, in neighborhood centers for local shops and services. Shops should front on streets rather than parking lots. Parking areas should be located in less visible locations behind buildings and away from the street edge.

Housing

- H-A Meet the housing needs of all Santa Rosa residents.
- H-A-2 Pursue the goal of meeting Santa Rosa's housing needs through increased densities, when compatible with existing neighborhoods. Development of existing and new higher-density sites must be designed in context with existing, surrounding neighborhoods.
- H-C Expand the supply of housing available to lower-income households.
- H-C-6 Facilitate higher-density and affordable housing development in Priority Development Areas (PDA), which include sites located near the rail transit corridor and on regional/arterial streets for convenient access to bus and rail transit. Implement existing PDA specific plans to encourage the development of homes that have access to services and amenities.

Economic Vitality

- EV-A Maintain a positive business climate in the community.
- EV-C Promote new retail and higher density uses along the city's regional/ arterial corridors.

Staff Response: The Project will further the above goals and policies by establishing lots, developing subdivision infrastructure and roads, and by providing a 32% residential density bonus to develop 175 units, including 75 affordable units, within the planned Roseland Village. The Project will support planned higher density residential and commercial development within the Roseland Priority Development Area and will thus provide residents, workers, and visitors with increased access to public transit, pedestrian facilities, and bicycle routes. The Project will create a direct pedestrian/bicycle connection between the Joe Rodota trail – a Class I bicycle pedestrian path – and Sebastopol Road. It will support public transit use along Sebastopol Road and West Avenue corridors that serve Downtown SMART station, Second Street Bus Terminal, and downtown employment locations. The Project will construct sidewalk improvements that will support pedestrian travel within the vicinity of the project site. In this regard, the Project will help to minimize dependence on automobiles and greenhouse gas emissions within the City consistent with General Plan goals.

The Project will support planned development of a 175 housing units within the center of the Roseland community and within walking distance of community services, schools, shopping, restaurants, and a future public plaza and library.

The Project will also support the construction of 75 deed-restricted housing units for very low- and low-income households – a housing product that the City greatly needs.

The Project will to enable redevelopment of the western half of the Roseland Village Neighborhood Center implements the vision of both the Sebastopol Road Urban Vision Plan and the Roseland Area/Sebastopol Road Specific Plan – both of which included extensive input from the community - by establishing a one-acre parcel for a public plaza and adjoining parcels for a community market (Mercado) and a civic building for public uses (including a library).

2. Sebastopol Road Urban Vision Plan

The Sebastopol Road Urban Vision Plan, adopted in 2007, was an effort undertaken to envision the future appearance and development of the Sebastopol Road corridor and the types of uses that should be located there. The Vision Plan affects the stretch of Sebastopol Road between Dutton Avenue



Figure 3 Sebastopol Road Urban Vision Plan

to the east and Stony Point Road to the west, linking both sides of Sebastopol Road as well as the area north of Sebastopol Road, abutting the SR 12 right-of-way. During this planning effort, land use, circulation, streetscape, and design

criteria were identified for future development along the corridor, with an emphasis placed on evoking a sense of community pride. Challenges were addressed, including groundwater contamination, poor road conditions, and declining properties.

One of the Vision Plan's main goals is to create a neighborhood center with neighborhood-serving and residential uses in the Roseland Village Shopping Center. The Project and the future Roseland Village are located along West Avenue, on the western half of this center.

Specifically, the Vision Plan called for the following key design criteria for redevelopment of the project site.

- West Avenue should be extended north through the new development;
- A public gathering space/public plaza approximately one acre in size;
- 15-foot-wide sidewalks between Sebastopol Road and the plaza;
- An international market place facing the plaza that would create a destination in Roseland for visitors to patronize, ideally offering crafts and foods of the various ethnicities present in Roseland;
- A strong bicycle/pedestrian connection between the public plaza, the mixed-use development and the Joe Rodota trail;
- Three- to four-story mixed-used buildings with activated ground floors; and,
- Parking tucked behind buildings in the development of the center.

The Project is consistent with these key design criteria. The tentative map will result in the construction of public improvements including the West Ave extension and wide sidewalks, creation of lots configured for the plaza and the international market (Mercado), establish a strong bicycle/pedestrian link to the Joe Rodota Trail. The Roseland Village project plan is to develop the remaining new parcels with a mix of housing (Lots 1 and 2), civic and retail uses (Lots 3 and 4) consistent with the goal of the Vision Plan for neighborhood-serving and residential uses within the Roseland Village Shopping Center site.

3. Roseland Area/Sebastopol Road Specific Plan

The Roseland Area/Sebastopol Road Specific Plan (Specific Plan), adopted November 2016, is a planning level document that addresses land use, circulation and infrastructure needs for the area located around the Southside Bus Transfer Center in southwest Santa Rosa, which includes the project site.

The Specific Plan focuses on improving the physical environment for residents and employees; establishing a land use and policy framework to guide future development in the area toward transit supportive land uses and a healthy community; improving connections, particularly for bicycling and walking, to the bus transfer center, Sebastopol Road, and other key destinations; and promoting community health and equity. The Specific Plan was developed concurrently

with consideration of annexation of the previously unincorporated area. The plan area includes the Roseland Priority Development Area (PDA) and part of the Sebastopol Road PDA. The community land use and streetscape preferences expressed by the Sebastopol Road Urban Vision Plan are incorporated into the Specific Plan.

The Project is consistent with the land use goals and policies for the Specific Plan. The Project will provide a one-acre parcel (Parcel A) for the public plaza as called for by the Specific Plan. Lot 3 will provide land for the future community center that is designated for a public library and various other public uses including social services, a cultural center, an extended education facility, and a youth activities center needed by the community.

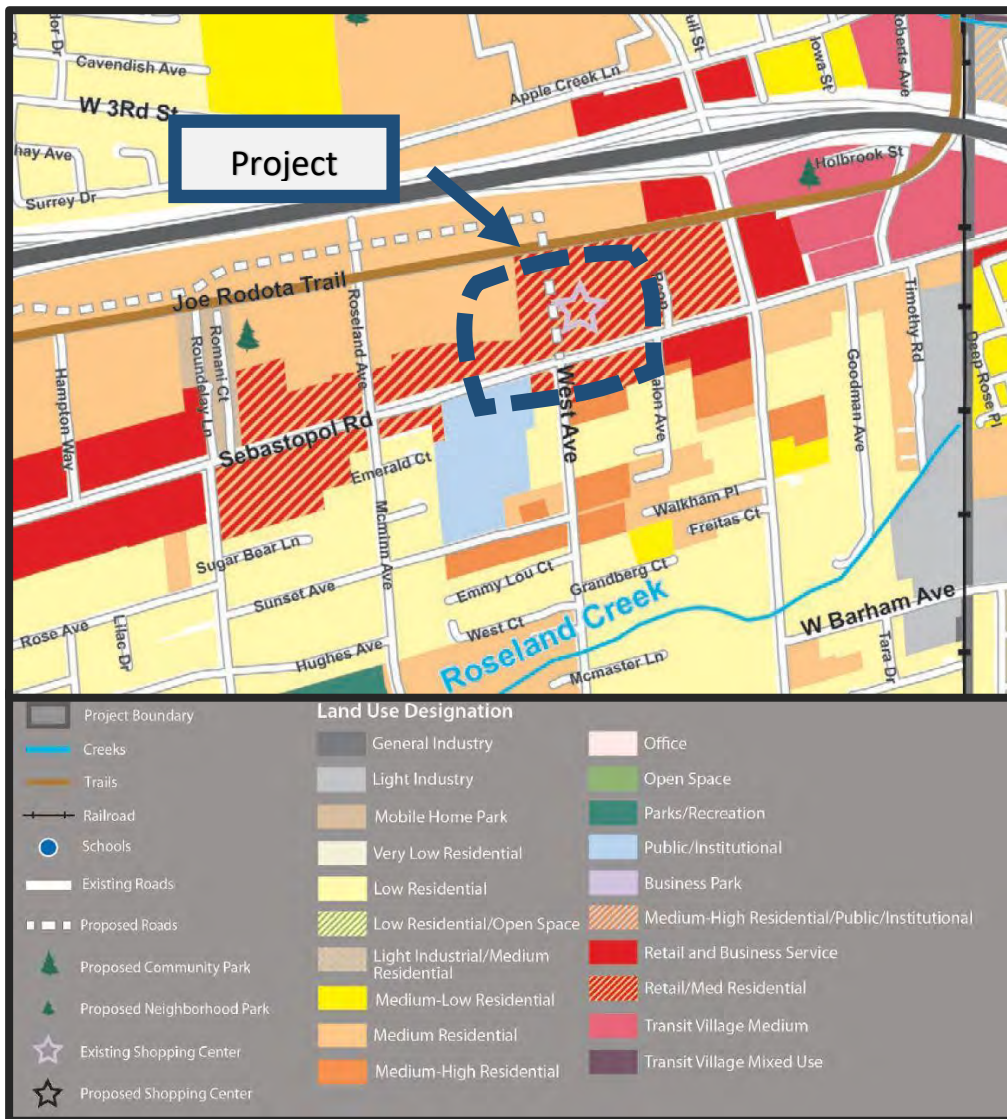


Figure 4 Roseland Sebastopol Road Specific Plan, excerpt

4. Bicycle and Pedestrian Master Plan

The Bicycle and Pedestrian Master Plan requires a five-foot-wide, Class II bicycle lane on Sebastopol Road. The frontage along the project site already contains such a bicycle lane configuration and the project will not change this condition. As a condition of approval, the existing bicycle lane on the project's Sebastopol Road frontage will be marked with bike lane symbols along the north side of the Sebastopol Road frontage and along both sides of West Avenue frontage replacing the existing markings and symbols.

5. Zoning

The project site is split between two zoning districts. The larger CDC parcel is zoned General Commercial (CG); the smaller MidPen parcel is zoned R-3-18. (Multiple Family Residential, 18 du/ac).

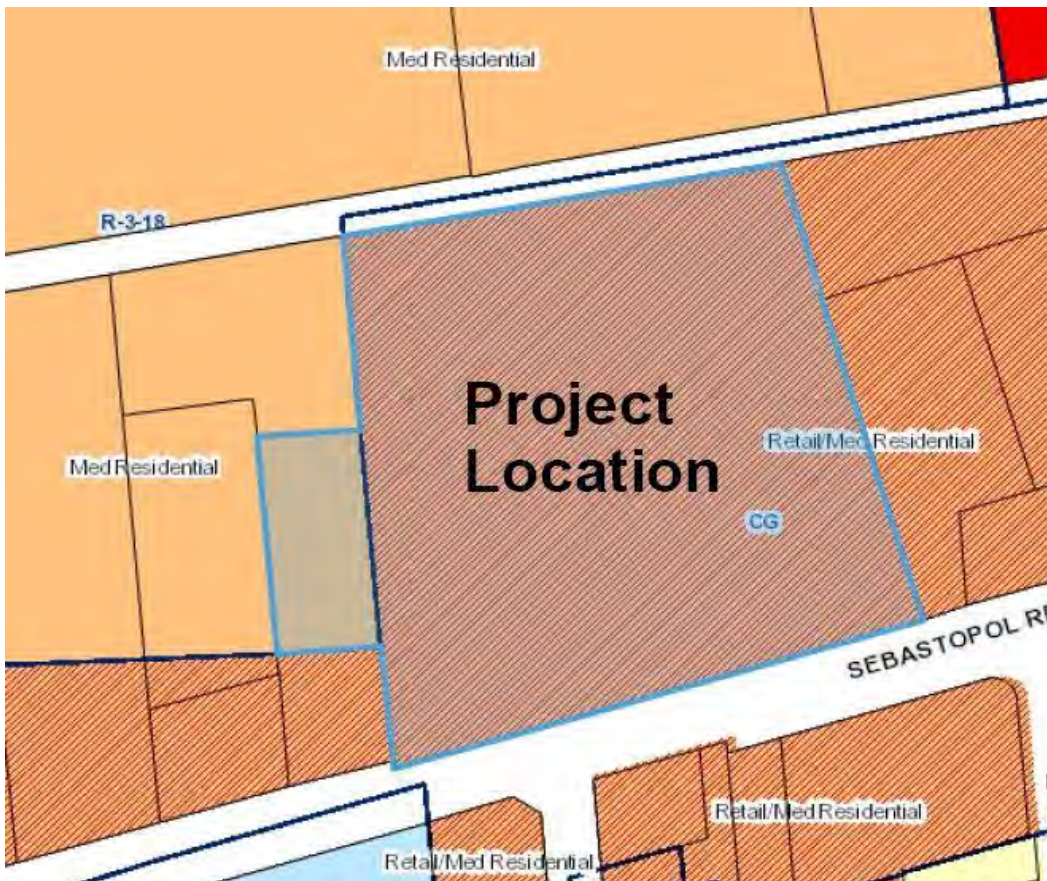


Figure 5 General Plan and Zoning

Zoning for surrounding properties includes:

- North: General Commercial (CG) zoning district
- South: General Commercial (CG) zoning district

East: General Commercial (CG) zoning district
West: R-3-18 (Multi-family Residential) zoning district.

Allowed Uses: Zoning Code Section 20-23.020(B) describes the purposes of the General Commercial zoning district and the manner in which the district is applied as follows:

CG (General Commercial) district. The CG zoning district is applied to areas appropriate for a range of retail and service land uses that primarily serve residents and businesses throughout the City, including shops, personal and business services, and restaurants. Residential uses may also be accommodated as part of mixed use projects, and independent residential developments. The CG zoning district is consistent with the Retail and Business Services land use classification of the General Plan

The planned future development of the Roseland Village with a mix of residential, retail, civic, and open spaces uses on Lots 2, 3, and 4 and on Parcel A is consistent with the General Commercial zoning district.

The R-3-18 (Multi-family Residential) zoning district applies to areas of the City appropriate for residential neighborhoods with medium and higher residential densities, to provide home rental and ownership opportunities, and to provide a full range of choices in housing types to improve access to affordable housing.

The R-3-18 zoned portion of the project site would lie over the western part of Lot 1. The planned Roseland Village project would construct a portion of the affordable apartment building and related parking lot within this zoning. Multifamily residential uses are allowed by right in the R-3-18 zoning district.

The Resilient City Development Measures offset forth in Zoning Code Section 20-16.060 allow multi-family residential and the residential portion of a mixed-use project located on CG-zoned properties in a Priority Development Area as a by-right use. On non-PDA properties zoned CG throughout the City, a Minor Use Permit would need to be approved to allow a multi-family residential use and/or a residential portion of a mixed-use project.

Lot Size: The Zoning Code does not provide for a specific lot size minimum or maximum in the CG zoning district. Alternatively, the Zoning Code allows for the CG lot size to be determined via the tentative map process based on factors such as characteristics of the site and surroundings and environmental constraints. Most of Lot 1 and all of Lots 2, 3 and 4, and Parcel A are located in the CG-zoned portion of the project site. Staff has determined that the proposed lot sizes are adequate to house the respective development planned for each site with no environmental constraints.

Approximately 0.6 acres of the 1.53-acre Lot 1 will be in the R-3-18 zoning district. The minimum lot size in R-3-18 is 6,000 square feet for interior lots and

7,000 square feet for corner lots. Proposed Lot 1 is consistent with the minimum lot size requirements of the R-3-18 zoning district.

Lot Width: The CG zoning district does not have minimum lot dimensions, while the R-3-18 Zoning District has a minimum lot width requirement of 80 feet for interior lots and 90 feet for corner lots. The project will comply with these dimensional requirements.

6. Tentative Map

The Development Advisory Committee (DAC) reviewed the requested tentative map and issued its report recommending the tentative map be approved subject to conditions. Some of the notable subdivision improvements noted by the DAC Report (January 3, 2019, revised February 20, 2019) are listed below.

- A pedestrian connection from the project site to the Joe Rodota trail will be provided.
- A new network of public roads and sidewalks including a 15-foot-wide sidewalk along Sebastopol Road.
- Streetscape improvements including decorative street lighting and planters.
- New intersection turn lanes including a “right turn only lane” for the west-bound lane of Sebastopol Road.
- Bicycle racks will be provided within the Plaza and near all the projects non-residential Buildings.
- Transit stop improvements include benches and shelters consistent with City Design Standards.
- Overhead utility lines will be placed underground

In order for the Planning Commission to approve the requested tentative map, it must make the following findings, pursuant to City Code Chapter 19-24. The Planning Commission made each of these findings when it approved the project February 28, 2019.

- The proposed map is consistent with the General Plan and any applicable specific plans as specified in n Sections 65451 and 66474.5.

Staff Response: As noted in parts 1, 2, and 3 of the Analysis section of the staff report, the proposed tentative map is consistent with the General Plan, as well as the Sebastopol Road Urban Vision Plan and the Roseland Area/Sebastopol Road Specific Plan.

- The proposed subdivision meets the housing needs of the City and the public service needs of the subdivision’s residents are within the available fiscal and environmental resources of the City.

Staff Response: The Project complies with the City of Santa Rosa Housing Allocation Plan (HAP) by providing lots that will be developed with residential uses with more than 15% allocated affordable units on-site (City Code Section 21-02.070(C)). The subdivision will establish two residential parcels for the development of 175 rental units, including 75 units for lower income (i.e., Very Low and Low income) households. Twenty percent, or 28 units of the 133 maximum allowed units, will be “allocated” for lower income households and will be subject to a density bonus housing agreement with the Housing Authority. The location of the project site and the provision of public improvements and streets required by the tentative map will help to ensure the provision of public services to the subdivision’s residents are within the City’s available financial and environmental resources.

- The design of the proposed subdivision has, to the extent feasible, provided for future passive or natural heating or cooling opportunities in the subdivision; and

Staff Response: Lots 1, 2, 3 and 4 are all configured with at least two street frontages that provide separation which will allow future buildings within the planned Roseland Village project to utilize passive heating methods by absorbing the sun’s heating energy throughout the day due to significant east, south, and west-facing building elevations. The rooftops of these future buildings will also be able to easily accommodate solar arrays to capture the sun’s energy. Passive cooling features such as sunshades and recessed building areas are proposed at the upper stories of these buildings. The future public plaza on Parcel A will also serve as a passive cooling mechanism by removing nearly one-acre of hardscape and replacing it with planted areas that will reduce urban heating that occurs on paved areas. The plaza will also feature shaded areas that will allow its users to access naturally shaded outside areas.

- The proposed subdivision would not discharge waste into the City’s sewer system that would result in violation of the requirements prescribed by the California Regional Water Quality Control Board.

Staff Response: The Project has been reviewed by City Staff and was found to be in compliance with all City Utilities and Infrastructure.

Staff recommends the Council approve the tentative map subject to the conditions of approval in Exhibit A of the Tentative Map Resolution.

7. Density Bonus and Concessions

The submitted Density Bonus Application, included in the project description, allocates 14 very low and 14 low income housing units to qualify for the

requested 32% density bonus and three concessions. These 28 below market rate units equate to 20% of the 133 maximum number of units allowed on the 7.41-acre project site. MidPen will develop and manage these and the other the 47 affordable units within the one apartment building on Lot 1. This building would be built in Phase 3 after the two apartment buildings with 100 market rate units are constructed on Lot 2 in Phase 2. The density bonus is required to build the affordable unit apartment building in Phase 3 when the total number of units on the project site will exceed the 133 maximum units otherwise allowed.

Staff recommends the Council grant, by resolution, the requested Density Bonus with a requirement the Applicant enter into an Affordable Housing Agreement with the City Housing Authority and thus ensure 28 affordable units are deed-restricted for 55-years consistent with the City's density bonus regulation. The resolution will also require the other 47 units to be subject to a similar agreement with the CDC.

The Council must grant the the Applicant's requested development standard or zoning code concessions when they will result in identifiable and actual cost reductions to provide affordable housing. These concessions may be denied only if City finds they will create significant, adverse impacts to public health and safety, to the physical environment, or to properties listed in the California Register of Historical Resources.

The Applicant's justification for the three requested concessions is presented below.

- Affordable Housing Development Timing (Zoning Code Section 20-31.100.H.1): This concession will allow phased development of two apartment buildings with 100 market rate units on Lot 2 in Phase 2 before the affordable units on Lot 1 in Phase 3. The market rate developer will buy Lot 2 from CDC, who will then use this money to build infrastructure needed to construct the affordable apartment building on Lot 1. The phased development would therefore reduce the cost of constructing affordable housing units. Strict enforcement of the concurrent timing requirement would delay the sale of Lot 2 until affordable housing financing is secured and thus threaten the financial feasibility of the affordable housing component of the planned Roseland Village project.

The third phase will include the development of the affordable apartment building on Lot 1, and then the civic and Mercado buildings as Lots 3 and 4 are funded or sold for development. The construction of the affordable housing apartment building will exceed allowed residential density and thus requires the concessions regarding the timing and location of affordable housing units.

- Density Bonus affordable housing construction location (Zoning Code Section

20-31.100.H.2): The dispersed affordable unit concession will allow the construction of separate market rate and affordable unit apartment buildings. Financing and design of apartment building with blended lower income housing is more complex which will likely delay the start of residential construction within the planned Roseland Village project. This delay will increase the market rate developer's carrying cost and thus the cost of constructing affordable housing units. This concession is allowed pursuant to Zoning Code section 20-31.100.H.2 provided the applicant demonstrates that the dispersal requirements will reduce the financing feasibility of the project.

- Reduced Parking (Zoning Code Section 20-36.040): The requested 18% parking reduction would allow the project to be developed with 323 parking spaces when 393 are otherwise required. 175 spaces would be reserved for residents; the remaining spaces would be available to the public at all times. Without this reduction the planned Roseland Village project would have to include structured parking to accommodate another 70 parking spaces on the site. There is no unused surface area on the site to accommodate these additional spaces. The requested concession would avoid the cost of structured parking and will thus result in identifiable and actual cost reductions to provide affordable. The traffic impact study found peak parking demand on the site is 322 spaces.

The third phase will include development of the affordable apartment building on Lot 1, and then the civic and Mercado buildings as Lots 3 and 4 are funded or sold for development. The construction of the affordable housing apartment building will exceed allowed residential density and thus the additional residential and non-residential uses trigger the need for the parking concession.

Staff recommends the Council grant these three concessions, by resolution, finding they will result in identifiable and actual cost reductions to provide affordable housing and that they will not create significant, adverse impacts to public health and safety, to the physical environment, or to properties listed in the California Register of Historical Resources

8. Neighborhood Comments

The representative of the adjacent property owner to the east has submitted comments regarding a reciprocal parking agreement between the CDC parcel and the easterly property (see Attachment 8 for the entirety of the comments). Both City and County staff have reviewed the correspondence and do not concur with its conclusions regarding the reciprocal parking agreement. Please see Attachment 9 for a previous legal opinion on the matter from County Counsel.

Seventeen neighbors signed-in at the project's required Neighborhood Meeting held on March 14, 2018. The primary concerns of those in attendance included

concerns regarding traffic and vehicular circulation in the area, parking, and programming the park. It should be noted that a traffic impact study was prepared for the Project. The traffic study concluded that the project would not result in any level-of-service failures at any of the intersections that study examined. Additionally, the study concluded that the project's estimated 342 parking spaces will be sufficient for the proposed project in that the project would generate the maximum need of 318-321 parking spaces at any one point in the day. The conclusions of the traffic impact study were accepted by the City's Traffic Engineering Division.

FEBRUARY 28, 2019 PLANNING COMMISSION HEARING

The following public comments or statements were expressed after staff's presentation at the public hearing.

Public statements supporting the project cited the need for affordable and equitable housing in the Roseland community, the provision of space for the public library and the Boys and Girls Club, and how the project will reinforce Roseland Village as the center of the community. Public comments also noted that CDC and MidPen have a record of successful infill residential development; that CDC and MidPen conducted extensive public meeting/outreach that helped to shape the project design. Finally, it was noted reduced parking is appropriate for infill, mixed use projects since car dependence will be reduced in the future.

Public statements opposing the project claimed the requested increased density is not appropriate in Santa Rosa, as it is not found elsewhere in the city, traffic and construction associated with the planned Roseland Village project will exacerbate existing air quality impacts on the youth attending Roseland School, and that added impervious surface area would exacerbate climate change. It was stated that the entire site should be a park and not housing as proposed. Finally, the Appellant said the project will exacerbate existing traffic and parking impacts because the 2-car household is the norm and the project will eliminate 270 parking spaces. The Appellant also said 70 shared parking spaces, as proposed, will adversely impact businesses within east half of Roseland Village Neighborhood Center.

Planning Commissioners sought clarification or confirmation regarding a number of issues. In response, staff confirmed: the reciprocal access and parking easement does not impede the Planning Commission's action on the requested tentative map and density bonus as alleged by the Appellant; and the project would include appropriate on-site and off-site public crosswalks. MidPen detailed the mix of one and two bedroom units that will be offered to qualified lower income households and to workforce households and highlighted its past success providing units to local residents. MidPen also explained the building housing the library will be demolished when construction of subdivision improvements is expected to start in late 2019. Finally, MidPen explained phased and separate development of affordable units from the market units is

necessitated by affordable housing funding requirements and that the start of affordable unit construction should not be substantially delayed after the market rate units as MidPen is making good progress towards obtaining Low Income Tax Credit financing.

APPEAL STATEMENT AND COUNCIL OPTIONS

Pursuant to Zoning Code Chapter 20-62, the Council shall be the appeal body for appeals of decisions made by the Planning Commission on a Tentative Map and Density Bonus. The Council may:

- Affirm, affirm in part, or reverse the action, the determination, or decision that is the subject of the appeal; or
- Adopt additional conditions of approval, that may address issues or concerns other than the subject of the appeal; or
- If new or difference evidence is presented on appeal, the Council may refer the matter back to the Planning Commission for further consideration.

The Appellant sets forth the following grounds or points in the appeal statement filed on March 7, 2019. The appeal statement and supplemental information submitted on March 20, 2019 regarding the recorded reciprocal access and parking easement over the Roseland Village Neighborhood Center are attached.

1. The Project violates a recorded easement and a prescriptive easement by eliminating shared access behind the Roseland Village Shopping Center.
2. The mixed-use housing Project contravenes the Easement's use restriction allowing only development of "retail business establishments" on the CDC Property and Paulsen Property.
3. Construction of the market rate units prior to the affordable units violates the City Code provisions requiring the affordable units to be incorporated or dispersed throughout the development and constructed concurrently with market rate units.
4. The Project eliminates over 270 shared parking spaces identified in the recorded easement.

MERITS OF APPEAL

Planning staff recommended that the Planning Commission approve the Project and continues to consider that the mandatory findings can be made to approve the Tentative Map and Density Bonus. The attached recommended resolutions provide findings to deny the appellant's appeal and to affirm the Planning Commission's action to approve the Tentative Map and Density Bonus.

Staff's response appellant's grounds for the following appeal points are provided below.

Appeal 1. The Project violates a recorded easement and a prescriptive easement by eliminating shared access behind the Roseland Village Shopping Center.

Response 1a. Description of shopping center and easement area.

The Roseland Village Shopping Center (Center) was developed in 1954 on five parcels totaling approximately 8.9 acres. The Grant of Reciprocal Easement recorded September 12, 1956 (easement), includes the parking lot and driveways that provide access to the commercial buildings within the Center. The Sonoma County Community Development Commission (CDC) now owns the 6.7-acre (+/-) parcel (APN 125-111-37) on the west side of the Center. APN 125-111-37 is entirely within the easement and was once developed with five buildings, totaling approximately 85,000 square feet. Two buildings, totaling 35,000 square feet (+/-), remain on the CDC property at this time. Mr. Paulsen owns the east side of the Center, which consists of four parcels that total 4.5-acres (+/-).

Original construction of the Center included a large multi-tenant commercial building straddling the CDC Property and Paulsen Property. The portion of this building located on the CDC parcel was demolished in 2014. The remainder of the Center is currently developed with smaller commercial buildings around the perimeter, and existing parking spaces and driveways serve the businesses located within the Center.

The CDC Property and Paulsen Property owners share access to and use of the Center's parking lot and driveways by and through the easement.

The approved tentative map for the Roseland Village project (Project) requires CDC to maintain access between the CDC Property and Paulsen Property by providing a new 24-foot wide commercial driveway entrance at the corner of two new public collector streets: Street B and Street C. This driveway entrance is aligned with the parking lot driveway on the Paulsen Property. The extension of West Street from Sebastopol Road to the Joe Rodota Trail and the new public collector streets provided by the Project will maintain access and circulation over the CDC property. The tentative map also shows a row of new parking spaces on Lot 2 will block an existing gated driveway that now runs along the north side of the main building on the Paulsen Property. The City will require the applicant to quitclaim or remove any other easements over this driveway, should any exist, before site improvements may be constructed on Lot 2 (Engineering Condition Number 3, Exhibit A, Tentative Map Resolution).

Response 1b. The Easement does not identify specific parking or access locations. The easement states as follows: "the parties hereto desire to grant to each other reciprocal easements over that portion of said real property which has been, and will be in the future, set aside for vehicular parking lots and driveways." By and through this language, the parties granted each other a "non-exclusive easement to use and to allow the use of vehicular parking lots and driveways which presently exist or will be developed hereafter." By its plain language, the easement contemplates future development of the Center and describes a scenario under which the parties will share

non-exclusive access over each other's properties. The easement does not describe a specific location for vehicular parking or driveway uses on the CDC Property or Paulsen Property. No prescriptive easement has been established.

Response 1c. The City is not a party to the easement.

The easement is a private agreement between the property owners, CDC and Paulsen, to share access and parking within the Roseland Village Shopping Center. The City is not party to the agreement, nor is the City's authority to regulate land use limited by the easement. MidPen and CDC, as applicants, are required to disclose all easements or other covenants that may restrict development or use the property at the time of the tentative map and density bonus application. The applicants and their legal counsel have stated that the easement does not restrict the applicants' ability to proceed with project development on the CDC Property.

Appeal 2. The mixed-use housing Project contravenes the easement's use restriction allowing only development of "retail business establishments" on the CDC Property and Paulsen Property.

Response 2. The easement does not restrict allowable uses on the CDC Property or Paulsen Property.

The easement grants reciprocal rights to use the parking lots and driveways "which presently exist, or will be developed hereafter" on the CDC Property and Paulsen Property for the mutual "ingress, egress, and parking of motor vehicles, [and] for all proper purposes connected with the operation of retail business establishments" on both properties. By its terms, the easement allows ingress, egress and parking across the Center and allows any other "proper purposes" connected with operation of the retail Center. There is no express restriction on the use of either the CDC Property or Paulsen Property. In fact, the easement contemplates future development of the Center, granting use of the parking lots and driveways "which presently exist, or will be developed hereafter." The only restriction with the easement is when the owner is using the Easement. Here the CDC is not using the easement for the Project.

Appeal 3. Construction of the market rate units prior to the affordable units violates the City Code provisions requiring the affordable units to be incorporated or dispersed throughout the development and constructed concurrently with market rate units.

Response 3. Density Bonus Law allows the City to grant concessions and the need for the concessions are not triggered by construction of the market rate units.

The construction of the 100 market rate workforce units in Phase 2 on Lot 2 is consistent with allowed residential density and thus does not require a density bonus and does not depend on any of the requested concessions. The third phase will include development of the affordable apartment building on Lot 1, and then the civic and Mercado buildings as Lots 3 and 4 are funded or sold for development. The construction

of the affordable housing apartment building will exceed allowed residential density and thus requires the concessions regarding the timing and location of affordable housing units.

The Planning Commission approved the two concessions requested by the applicant to allow phased development of the affordable housing units in a separate apartment building. Pursuant to the City's Density Bonus regulation and State Density Bonus law, the applicant established that the requested concessions are necessary to reduce the cost of affordable units. Phasing the affordable housing development after the market rate units will allow the sales proceeds of the market rate unit development on Lot 2 to be reinvested in the subdivision infrastructure needed to develop affordable housing units on Lot 1 in Phase 3. Also, by developing the affordable units on a separate lot in a separate building, as allowed pursuant to Zoning Code section 20-31.100.H.2, the market rate housing development will avoid the costs and delays associated with complex Low Income Tax Credit (LITC) financing. Additionally, any residential project associated with LITC financing is required to meet and exceed sustainability design guidelines, which will add a cost to market rate units and thus will reduce the price the market rate development will pay for Lot 2. These concessions will help reduce the cost of affordable housing development, minimize developer carrying cost, and support the financial feasibility of the project. As such, the Planning Commission acted within its discretion when it approved the requested zoning code concessions for the Density Bonus.

Appeal 4. The Project eliminates over 270 shared parking spaces identified in the recorded easement.

Response 4a. The easement neither designates nor requires a specific number of shared parking spaces. The lot configuration and circulation for the Roseland Village Tentative map shows continued reciprocal access and shared parking between the CDC property (project site) and the appellant's property. The recorded easement does not specify the number, nor does it describe the location, of shared parking spaces that must be maintained or offered on either property. While the Planning Commission approved the Tentative Map and Density Bonus, the Commission's action did not entitle the development of any land uses on the site. The Commission considered parking and other zoning code development standards associated with the planned Roseland Village project to determine the lots are configured to provide adequate vehicle circulation and parking necessary to support development of future land uses allowed in the zoning district. The approved Density Bonus allows a future housing project with affordable units to be developed with more dwelling units than otherwise allowed by the General Plan. It also grants three concessions to zoning development regulations, including one for reduced parking, because the Commission found the concessions were needed to reduce the cost of affordable housing construction. The approved tentative map includes a parking and circulation plan that shows 324 parking spaces and public streets on the project site. Patrons of uses located on the Paulsen side of the Center have unrestricted, reciprocal access to the streets and 108 parking spaces on the CDC Property. It should be noted that all future development on the CDC

Property, including the proposed Roseland Village Project, is subject to City design review which will ensure adequate parking and other needed site improvements are provided pursuant to the approved tentative map and density bonus.

Response 4b. The Project provides adequate parking and infrastructure. The Planning Commission determined the proposed new lots and subdivision improvements depicted by the submitted Tentative Map will comply with the City's subdivision regulations, subject to the City's subdivision conditions as listed in Exhibit A of the Tentative Map Resolution (attached). These conditions set forth uniform standards for subdivision improvements to ensure streets, sewer, water and other utilities will accommodate future development, consistent with the General Plan and zoning. In this case, the Commission also based its approval of the tentative map on parking demand findings set forth in the Project's traffic study and shared parking analysis. While the Commission's tentative map approval did not approve the planned Roseland Village Project, their action sets the stage for future development of these lots, which will be subject to major design review approval by the City's Design Review Board. When MidPen or any other developer is ready to develop the new lots, the Design Review Board will evaluate the adequacy of site improvements, including but not limited to parking supply and circulation, associated with the proposed development.

As expressed above, the February 28, 2019 Planning Commission staff report, the information staff presented at that hearing, and this staff report support the City Council denying the appeal and approving the Tentative Map and Density Bonus.

ENVIRONMENTAL IMPACT

The Project qualifies for an exemption pursuant to CEQA Guidelines section 15183 in that the Project is consistent with the City's General Plan and the Roseland Area/Sebastopol Road Specific Plan for which EIRs were prepared and certified and, as evidenced by the special studies prepared for the Project, the Project does not contain conditions, nor would it result in any of the following effects.

- a. Effects that are peculiar to the project or the parcel on which the project would be located.

There are no project specific effects which are peculiar to the Project or its site, and which the General Plan or Specific Plan EIRs failed to analyze as significant effects. The subject property is no different than other properties in the surrounding area, and there are no Project specific effects that are peculiar to the Project or its site. The project site is located in an area developed with commercial, institutional, and residential uses. The property does not support any peculiar environmental features, and the Project would not result in any peculiar effects. In addition, all Project impacts were adequately analyzed by the specific plan and General Plan EIR.

- b. Effects that were not analyzed as significant effects in the General Plan EIR

The project site is within the planning boundaries of the Roseland Area/Sebastopol Road Specific Plan, adopted in 2016, and was analyzed by the Specific Plan EIR (State Clearinghouse No. 2016012030). The General Plan was amended in 2016 to incorporate the land use and housing policies of the Specific Plan. As noted earlier the Project is consistent with the Specific Plan land use policy. As such, the effects of the future development of the Roseland Village project, including the proposed subdivision and planned higher density mixed use development, was fully analyzed. The Project does not include any new land use that could create an effect that has not been previously analyzed by the Specific Plan or General Plan.

- c. Effects that are potentially significant off-site impacts and cumulative impacts that were not discussed in the prior EIR prepared for the General Plan.

There are no potentially significant off-site and/or cumulative impacts which the General Plan or Specific Plan EIRs failed to evaluate. The proposed Project is within the scope of the General Plan and Specific Plan EIRs and would represent a small part of the growth that was forecast for build-out of the General Plan. The General Plan and Specific Plan EIRs considered the incremental impacts of the future development, such as the Project and planned Roseland Village project, and no potentially significant off-site or cumulative impacts have been identified which were not previously evaluated.

- d. Effects that are previously identified significant effects which, as a result of substantial new information which was not known at the time the EIR was certified, are determined to have a more severe adverse impact than discussed in the prior EIR.

The applicant provided the specific assessments and reports including Traffic and Circulation (W-Trans, July 14, 2018, errata August 14, 2018), Biotic Resources (Wildlife Research Associates and Jane Valerius Environmental Consulting, April 12, 2017), and Cultural Resources (Tom Origer & Associates, January 30, 2017). These assessments and reports did not reveal any new information or condition that suggests a previously identified significant effect is more severe than determined at the time the General Plan or Specific Plan EIR were certified.

The Project's residential developments also qualify for an exemption under California Government Code Section 65457 and Section 15182 (Residential Projects Pursuant to a Specific Plan) of the State CEQA Guidelines. These provisions apply to residential Projects where a public agency has prepared an Environmental Impact Report (EIR) on a specific plan. On November 2016, the City Council, concurrent with the adoption of the Roseland Area/Sebastopol Road Specific Plan, certified the Roseland Area/Sebastopol Road Specific Plan EIR (SCH 2016012030). The density, design, and infrastructure plan under the proposed project is consistent with the adopted Specific Plan in that the level and intensity of the proposed developments and the locations of the developments are consistent with the Specific Plan. No special circumstances or potential new impacts related to the Project has been identified that would necessitate further environmental review beyond the impacts and issues already disclosed and

analyzed in the Specific Plan EIR. The Specific Plan EIR adequately addressed environmental issues related to the development of the entire Specific Plan area, including the subject property. Therefore, the proposed Project's residential developments qualify for the exemption under CEQA Guidelines Section 15182, and California Government Code Section 65457, and no further environmental review is required.

BOARD/COMMISSION/COMMITTEE REVIEW AND RECOMMENDATIONS

The City's Design Review Board (DRB) reviewed the conceptual designs for each of the sites in the development, as well as the overall project site plan on December 21, 2017. At the meeting the DRB indicated that they could recommend the project's overall site plan to the Planning Commission and they accepted the site plan design. However, the DRB had a number of comments on the individual elements of the project including comments on the individual components' architectural styles, orientation of building features, and the materiality of the buildings. Staff will elevate the Preliminary and Final Design Review of each of the buildings as requested by the DRB.

The Planning Commission reviewed the proposed tentative map and density bonus on February 28, 2019. Based on the submitted application and the information provided at the public hearing by staff and by the public, the Commission approved the project 5-0 (with two members absent) as recommended by staff.

NOTIFICATION

The notice for the Council's public hearing on the appeal was provided on or before April 26, 2019 per the requirements of Chapter 20-66 of the City Code. Notification of this public hearing was provided by posting an on-site sign, publishing notice in a newspaper of general circulation, mailed notice to surrounding property owners, electronic notice to parties that had expressed interest in projects taking place in this geographic area of Santa Rosa, and bulletin board postings at City Hall and on the City website.

ISSUES

None.

ATTACHMENTS

- Attachment 1 - Disclosure Form
- Attachment 2 - Location Map
- Attachment 3 - General Plan and Zoning Map
- Attachment 4 - Appeal
- Attachment 5 - Appeal Supplemental Information
- Attachment 6 - PC Minutes – Draft
- Attachment 7 - PC Tentative Map Resolution No. 11941

Attachment 8 - PC Density Bonus Resolution No. 11940

Attachment 9 - Project Description

Attachment 10 - Tentative Map

Attachment 11 - Traffic Impact Study

Attachment 12 - Public Comments

Attachment 13 - County Counsel Legal Opinion

Resolution 1 – Tentative Map / Exhibit A (DAC Report/Conditions of Approval)

Resolution 2 – Density Bonus

CONTACT

Andy Gustavson, Senior Planner, 707-543-3236, agustavson@srcity.org



Santa Rosa

ROSELAND AREA/SEBASTOPOL ROAD
SPECIFIC PLAN

November 2016



ACKNOWLEDGMENTS

PROJECT TEAM

CITY OF SANTA ROSA

Chuck Regalia, Assistant City Manager

Lisa Kranz, Supervising Planner

Jessica Jones, Senior Planner

Rafael Rivero, Community Outreach Specialist

MICHAEL BAKER INTERNATIONAL

Pam Johns, Project Advisor

Loreli Cappel, Project Manager

Jeanine Cavalli, Co-Project Manager/Senior
Urban Designer

Alessandra Lundin, Associate Planner/Urban
Designer

Nora De Cuir, Community Engagement Specialist

Martti Eckert, Urban Designer/Planner

Zico Saryeddean, Infrastructure Specialist

Patrick Hindmarsh, EIR Specialist

W-TRANS

Zachary Matley, Transportation Specialist

STRATEGIC ECONOMICS

Nadine Fogarty, Principal/Vice-President

Sarah Graham, Principal

Amanda Gehrke, Senior Associate

SHARED SPACES

Steve Cancian, Outreach Specialist

TECHNICAL ADVISORY COMMITTEE

Experts representing various City departments and governmental agencies tasked with ensuring this document's technical accuracy

STEERING COMMITTEE

Plan area residents, business owners, and community members charged with leading the engagement and outreach for this document

Table of Contents

INTRODUCTION

1

VISION

2

LAND USE & HOUSING

3

CIRCULATION

4

PUBLIC SERVICES

5

IMPLEMENTATION & FINANCING

6

APPENDIX A: MEETING SUMMARIES

See CD on back cover



Chapter 1

INTRODUCTION



1.1 SPECIFIC PLAN AREA

The Roseland Area/Sebastopol Road Specific Plan area is a vibrant, multicultural part of the city, located in southwest Santa Rosa proximate to downtown and the proposed Santa Rosa Downtown Station along the Sonoma-Marin Area Rail Transit (SMART) corridor. It is generally bounded by State Route (SR) 12 to the north, Bellevue Avenue to the south, US Highway 101 to the east, and Stony Point Road to the west (see Figure 1-1: Specific Plan Project Area). The plan area encompasses approximately 1,860 acres. Upon development of this plan in 2016, 1,220 acres of the plan area is in the city, and 640 acres is in unincorporated Sonoma County. The Specific Plan was developed concurrently with consideration of annexation of the unincorporated area, along with three unincorporated areas just outside the plan boundary. The plan area includes the Roseland Priority Development Area (PDA) and part of the Sebastopol Road PDA. PDAs are locally identified areas that can accommodate growth near transit and jobs.

Centered around the Southside Bus Transfer Center and Southwest Community Park on Hearn Avenue, the plan area predominantly comprises established residential neighborhoods with a focus on commercial establishments along Sebastopol Road and on industrial and auto-related uses near US 101. The plan area is mostly developed, though a few large vacant parcels afford unique opportunities for transit-supportive development.

Figure 1.1 shows the location and boundaries of the Specific Plan area.

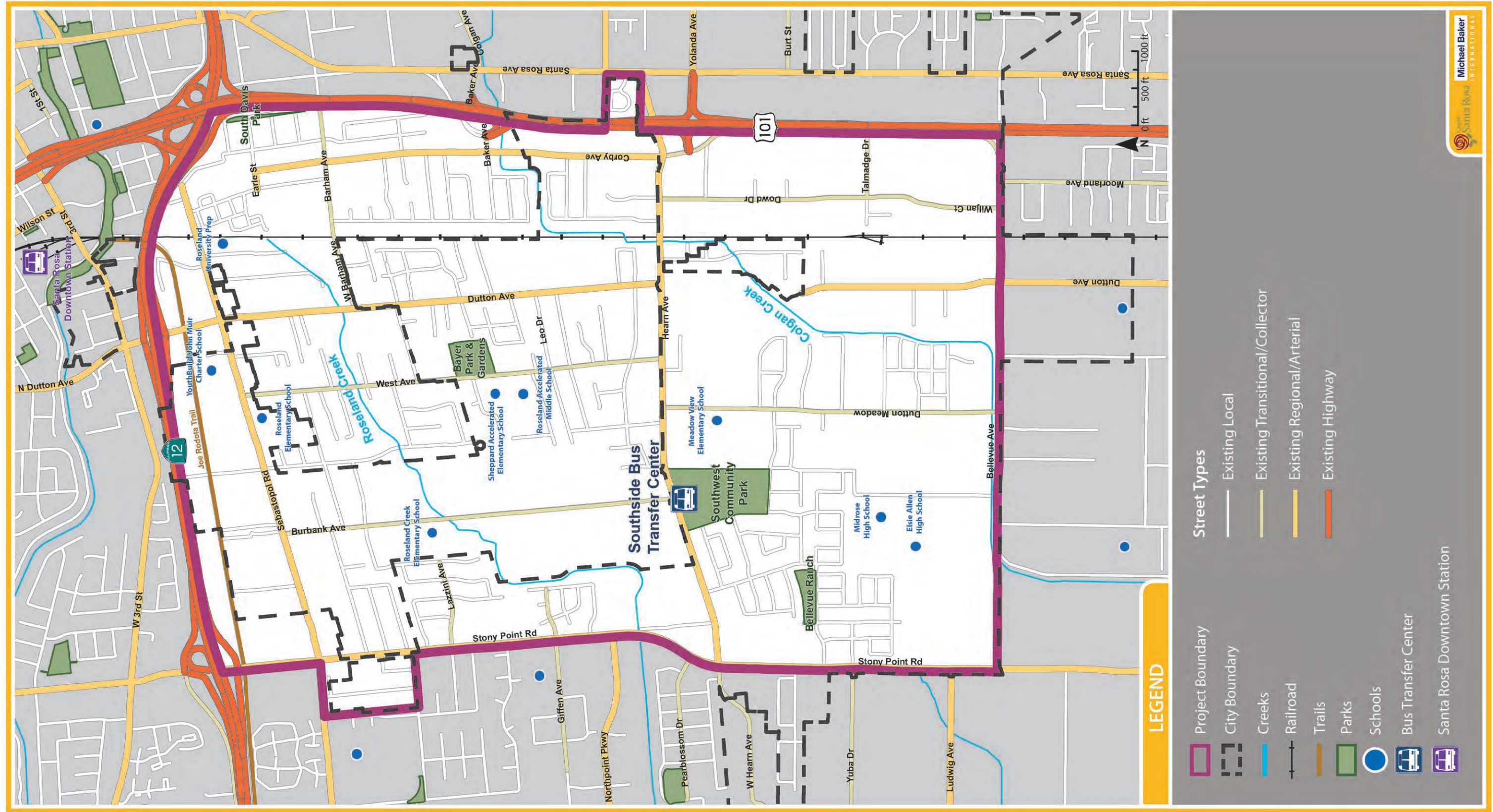


1.2 PURPOSE OF THIS PLAN

The purpose of this Specific Plan is to support a unified, vital, healthy, and livable Roseland community. The area's designation as a Priority Development Area supports walkable, bikeable, and transit-rich neighborhoods by increasing the number and proximity of residents to amenities, schools, parks, and jobs. The plan aims to do this by improving connectivity, concentrating areas of activity, and enhancing the physical environment. The Specific Plan is intended to guide private development and public investment over the next 20 to 25 years.

This Specific Plan, in conjunction with the Santa Rosa General Plan and the Zoning Code, provides a framework for development of properties consistent with the vision and goals outlined in the document. This plan also provides opportunities for streamlined California Environmental Quality Act (CEQA) review. The Environmental Impact Report (EIR) that was prepared for this plan may facilitate environmental review for projects that are consistent with this plan. In addition, some projects may qualify for streamlining due to location in a transit priority area or as an infill project.

Figure 1-1: Specific Plan Project Area



This page intentionally left blank

1.3 SPECIFIC PLAN REQUIREMENTS

The Specific Plan will guide development within the plan area and will help create a unique “sense of place” for the Roseland area.

All specific plans must comply with Sections 65450–5457 of the California Government Code. These provisions require that a specific plan be consistent with the adopted general plan of the jurisdiction within which it is located, and all development must be consistent with the specific plan.

1.4 RELATIONSHIP TO OTHER DOCUMENTS

GENERAL PLAN

Adopted by the City Council in November 2009, the Santa Rosa General Plan 2035 is the guiding document for development in the city and the Specific Plan area. The General Plan identifies the land use designations and circulation network and sets the direction for development standards found in the City’s Zoning Code. A careful review of the goals and policies set forth in the General Plan informed many of the priorities of this Specific Plan and ensures consistency between the two documents. The following are some of the General Plan goals and policies that guide development and improvements in the plan area.

- Goal LUL-A: Foster a compact rather than a scattered development pattern in order to reduce travel, energy, land, and materials consumption while promoting greenhouse gas emission reductions citywide.
- Goal LUL-G: Promote mixed use sites and centers.
- Goal LUL-I: Maintain vibrant, convenient, and attractive commercial centers.
- Goal LUL-J: Maintain the economic vitality of business parks and offices, and Santa Rosa’s role as a regional employment center.
- Policy H-C-6: Facilitate higher-density and affordable housing development in Priority Development Areas (PDA), which include sites located near the rail transit corridor and on regional/arterial streets for convenient access to bus and rail transit.
- Goal T-A: Provide a safe and sustainable transportation system.
- Goal T-B: Provide a safe, efficient, free-flowing circulation system.
- Goal T-J: Provide attractive and safe streets for pedestrians and bicyclists.
- Policy UD-G-2: Locate higher density residential uses adjacent to transit facilities, shopping, and employment centers, and link these areas with bicycle and pedestrian paths.
- Goal EV-A: Maintain a positive business climate in the community.

INTRODUCTION



Sebastopol Road Urban Vision Plan Land Use Concept

ZONING CODE

The Santa Rosa Zoning Code provides standards for development, including height restrictions, setbacks, parking regulations, allowed uses, and signage requirements, to name a few. These standards set the pattern and character of development in the city.

A wide variety of zoning districts are used in the Specific Plan area, consistent with the Specific Plan and the General Plan. Properties will be rezoned as part of the Specific Plan adoption process to ensure consistency and facilitate implementation.

SEBASTOPOL ROAD URBAN VISION PLAN

The Sebastopol Road Urban Vision Plan, adopted in 2007, was an effort undertaken to envision the future appearance and development of the Sebastopol Road corridor and the types of uses that should be located there. The Urban Vision Plan affects the stretch of Sebastopol Road between Dutton Avenue to the east and Stony Point Road to the west, linking both sides of Sebastopol Road as well as the area north of Sebastopol Road, abutting the SR 12 right-of-way. During this effort, land use, circulation, streetscape, and design criteria were identified for future development along the corridor, with an emphasis placed on evoking a sense of community pride. Challenges were addressed, including groundwater contamination, poor road conditions, and declining properties. One of the vision plan's main goals is to create a neighborhood center with neighborhood-serving and residential uses. Land uses include mixed use, general commercial, medium-density residential, and public parks/plaza. The overall objectives of the concept are to:

1. Stimulate economic revitalization of the area by providing additional opportunities for a variety of commercial and residential uses.

2. Provide more green spaces.
3. Facilitate pleasant and safer pedestrian connectivity within and outside the area, including a greener streetscape.
4. Help decongest traffic by introducing alternative traffic routes.
5. Provide public spaces for socializing, and a large community gathering space as a town square for special events.

Community preferences from the Sebastopol Road Urban Vision Plan regarding the land use plan and streetscape improvements are incorporated into this Specific Plan.

1.5 GUIDING PROJECT PRINCIPLES

To guide Specific Plan development, a set of guiding project principles was generated through the public outreach process to establish the planning framework and project understanding. These principles created a starting point for development of more detailed goals, policies, and implementation strategies found in this Specific Plan. The guiding project principles are:

- Engage plan area residents, property owners, and business owners to envision and plan for their community in the future through an innovative community engagement strategy.
- Make life and the physical environment better for plan area residents and employees.
- Establish a land use and policy framework to guide future development in the area toward transit-supportive land uses.
- Balance the preservation of existing uses and the development of new uses while maintaining the cultural diversity that makes this area special and unique in Santa Rosa.
- Improve connections, particularly for bicycling and walking, to the Southside Bus Transfer Center, to the Santa Rosa Downtown Station, and to Sebastopol Road, the main commercial area (within the plan area and beyond).
- Enhance livability by promoting community health and equity.
- Prepare a comprehensive environmental document for the Specific Plan that will also facilitate future annexation of unincorporated areas and subsequent development projects.
- Establish the plan area as a place where people want to live, work, shop, and visit.
- Promote economic vitality by maintaining and expanding small businesses and local services for residents.

1.6 HEALTH & EQUITY

As identified above, health and equity is a guiding principle of this plan. It is an integral component of the Specific Plan and a unifying theme throughout. The physical environment impacts health in many ways, both positively and negatively. Community planning and design can positively affect health in terms of promoting and facilitating physical activity, protecting and increasing access to parks and open space, enhancing access to healthy foods, and preventing displacement. It is therefore critical to integrate health considerations into the physical, economic, and social fabric of communities in order to support healthy living.

The Sonoma County Department of Health Services Strategic Plan and *A Portrait of Sonoma County* identify the

INTRODUCTION



link between health and neighborhood quality, and identify strategies to promote health in Santa Rosa. This Specific Plan synthesizes the intent of these documents into the following five health and equity goals that guide the policies throughout this plan:

1. Provide opportunities for physical activity.

Circulation, infrastructure, and land use regulations, policies, and practices can positively impact healthy living by creating physical environments that support active lifestyles, such as walking and bicycling to local destinations. People tend to walk and bicycle more when homes are near stores, jobs, schools, and parks; sidewalks and streets are well connected to destinations; and the environment is safe and pleasant. Pedestrian and bicycle connections to schools, parks, services, and transit are a focus of the plan, with enhanced connectivity encouraging physical activity. This plan creates focused areas with a compact mix of uses where people will be more likely to choose to walk. Street design also impacts whether people will walk, and this plan promotes continuous sidewalks, well-lit streets, and safe crossings. Finally, the plan increases opportunities for recreational opportunities by expanding the amount of parkland and trails in the Roseland area.

2. Improve access to healthy food, goods, and services.

Eating whole foods rich in nutrients can lead to a healthy, longer life and a reduced risk for many diseases. This plan seeks to provide equitable and convenient access to healthy food options (grocery stores, corner markets, community gardens) and other goods and services (shops, banks, library, community centers) for all residents.

3. Expand access to parks and the natural environment.

Regular, convenient access to nature in parks and open space can improve the health and well-being of people and the environment. This plan promotes enhancements to and an increase in the number of parks and outdoor places where the community can engage and interact with the natural environment.

4. Maintain access to affordable housing.

Safe, adequate, and affordable housing is a foundation for strong, stable communities where families can thrive. This plan supports well-being and social equity by providing for the availability of affordable housing and a mix of housing types for people of all incomes, ages, and abilities.

5. Design for safety.

Design can influence behavior and the safety of streets, neighborhoods, and public places. The physical design of a street can increase safety for pedestrians and cyclists by providing facilities, such as bike lanes, streetlights, and raised crosswalks,



that enhance their visibility and comfort. Similarly, the placement and design of buildings and windows adjacent to and within view of streets and outdoor spaces can enhance visibility of and safety for the people using those spaces through additional “eyes on the street.” This plan promotes design for greater safety of outdoor spaces, including streets, parks, and trails.

Policies relating to each of these goals are found throughout this document in Chapters 3, 4, and 5. For example, policies promoting parks are found in the Public Services chapter, policies to maintain affordable housing are located in the Land Use and Housing chapter, and policies encouraging physical activity through walking and biking are located in the Circulation chapter.



1.7 PLANNING PROCESS & OUTREACH

Work on the Specific Plan began in December 2014 with a series of individual meetings with community members to identify participants and steering committee members, and a comprehensive existing conditions and opportunities analysis, which can be found in the Roseland Area/Sebastopol Road Specific Plan Existing Conditions Report on the City’s website. This analysis was used by the project team and stakeholders to understand key development opportunities and constraints in the plan area. Following completion of the Existing Conditions Report, the community outreach process began, providing the public the opportunity to comment and offer input on the components of the Specific Plan. The public outreach strategy, described below, included four community workshops, all of which were conducted in both English and Spanish, and meetings with the Technical Advisory Committee and the Steering Committee. Community engagement for development of the Specific Plan was combined with that for the potential annexation of the unincorporated part of the plan area to present information and answer questions about this important initiative. Summaries of each Technical Advisory Committee and Steering Committee meeting, as well as all four of the Community Workshops are included in Appendix A.



TECHNICAL ADVISORY COMMITTEE

Technical experts provided guidance and invaluable feedback throughout the planning process. The Technical Advisory Committee included department staff from the City of Santa Rosa, Sonoma County, and other governmental agencies. Committee members attended a series of three meetings, each prior to one of the community workshops, and collaborated with the consultant team and City staff in the development of the Specific Plan.



INTRODUCTION



STEERING COMMITTEE

The Steering Committee was an important component of the planning process. At the beginning of the outreach process, the City identified over 55 potential committee members, who were then confirmed as a group by the City Council. The Steering Committee was composed of residents and stakeholders of the plan area and proposed annexation areas who represented each part of the community, its businesses, and organizations. Committee members provided input through informal talks and a series of four meetings, each prior to and linked with one of the community workshops. The committee's role included:

- Reviewing and refining the engagement plan to ensure all segments of the community were involved/heard and that their input was reflected.
- Informing their communities and organizations about the process, issues, and opportunities for participation.
- Mobilizing their communities and organizations for the public workshops.
- Reviewing and refining draft workshop plans and materials to ensure they would engage and include everyone in the key decisions in the process.
- Reviewing and commenting on draft plans, materials, and reports, with special attention to the needs and desires of their community/organization.
- Representing the residents' and stakeholders' views in the community at large and in public forums, including at Planning Commission and City Council meetings.



WORKSHOPS 1 & 2

Workshops 1 and 2 took place June 10–23, 2015, and consisted of a condensed series of events including two community workshops, one Steering Committee and one Technical Advisory Committee meeting, and a project team design meeting.

The purpose of the first community workshop was to introduce the project, present the guiding principles and existing conditions key findings, and receive input on issues and opportunities in the plan area relating to land use, circulation, and potential annexation. In addition, the meeting offered an opportunity for participants to share their vision for what they would like the Roseland area to become in the next 20 to 25 years.

A clear set of vision concepts was derived from the project principles and input from the first community workshop. The vision provided a framework for the development of the land use and circulation alternatives for the Roseland Area/Sebastopol Road Specific Plan, as described in Chapter 2, Vision.





After the first community workshop, the project team held an internal project team design charrette to synthesize the results of the first workshop and develop content and materials for the second community workshop to be held 11 days later. These results and materials were presented to both the Steering Committee and the Technical Advisory Committee. Each committee provided input on the design of materials and activities for the second community workshop.

The second workshop posed additional questions to the community about land use and transportation. The workshop served as an important opportunity for the community to express preferences for development types and appropriate locations. The project team used the information from the second workshop to generate two land use and circulation alternatives to guide future development in the plan area. The alternatives presented two scenarios for growth over the next 20 to 25 years, one with a single neighborhood commercial center focused along Sebastopol Road, and the other with two neighborhood commercial centers—one along Sebastopol Road and a new center focused around the Southside Bus Transfer Center on Hearn Avenue. The results from the workshop indicated that the community preferred the alternative with two neighborhood commercial centers (Sebastopol Road and the area around the Southside Bus Transfer Center). After the second workshop, this discussion was compiled and studied, along with technical traffic and parking analyses, infrastructure analysis, and a review of market conditions, to determine the preferred alternative.

INTRODUCTION



PREFERRED DIRECTION & COMMUNITY WORKSHOP 3

Based on community input, the preferred land use and circulation alternative was created, which included features identified by participants during the first two workshops. The preferred alternative was presented at the third workshop and was further refined for additional public input at the fourth workshop. Additionally, this workshop served as an opportunity for attendees to prioritize the list of public improvements (such as sidewalks, street lighting, and police services) that had been identified to date.

FINAL PLAN & WORKSHOP 4

Based on input from the community, the Steering Committee, and the Technical Advisory Committee, the project team finalized the land use and circulation plans for the area and developed the key policies for the Specific Plan, which include detailed guidance for development and improvements in the plan area to implement the vision. The draft land use, circulation, housing, and infrastructure policies of the Specific Plan were presented at the fourth and final workshop. Each exhibit listed recommended policies with an opportunity for the public to indicate their support for the policies and provide written comments and additional suggested policies.

1.8 DOCUMENT ORGANIZATION

The Specific Plan is an action-oriented document that provides a framework to support the community's vision for the neighborhood. The Specific Plan includes the following chapters:

1. Introduction. This chapter explains how the Specific Plan document relates to other planning documents, describes the project outreach process, and includes the guiding project principles that influenced the creation of the Specific Plan. The vision concepts, goals, and policies found in subsequent chapters are derived from the guiding principles.
2. Vision. This chapter establishes the overall vision for the design and character within the plan area. All subsequent goals and policies in the Specific Plan document support the vision.
3. Land Use & Housing. This chapter guides the location and type of new development. The land use plan establishes land use classifications and locates them within the plan area on the Land Use Map. Also included are strategies to promote affordable housing and prevent displacement in the plan area.
4. Circulation. This chapter identifies the networks of roadways, paths, sidewalks, bikeways, etc., to support multimodal mobility in the plan area.
5. Public Services. In addition to the roadways described in the previous chapters, the Specific Plan includes details related to how other infrastructure such as sewer and water services will be provided to support new development. This chapter also includes policies regarding utilities, safety, parks, schools, and libraries.
6. Implementation & Financing Plan. The Specific Plan has many components, and its vision cannot be achieved overnight. This chapter establishes implementation actions, phasing, financing, and other information related to how the Specific Plan can implement the vision established in Chapter 2. The implementation actions are the physical improvements, programs, and projects that need to be carried out for the Specific Plan to be realized.

Goals and policies are included in many chapters of this Specific Plan. While the guiding principles and vision concepts described above outline the broad themes addressed by the Specific Plan, the goals and policies provide specific actions geared toward implementation. Goals and policies are included for each subject area (for example, land use, transportation, and infrastructure). Goals provide the target, while policies identify a definitive course of action to reach the goals.



Chapter 2

VISION

VISION

This chapter outlines the vision for the Roseland Area/Sebastopol Road Specific Plan that provided the overall framework for the plan's development. The vision is expressed as a set of eight concepts, derived from the project principles and input from the community. All goals and policies in this document support these concepts.

This chapter fully describes the vision upon which this plan is built. Vision concepts include the following:

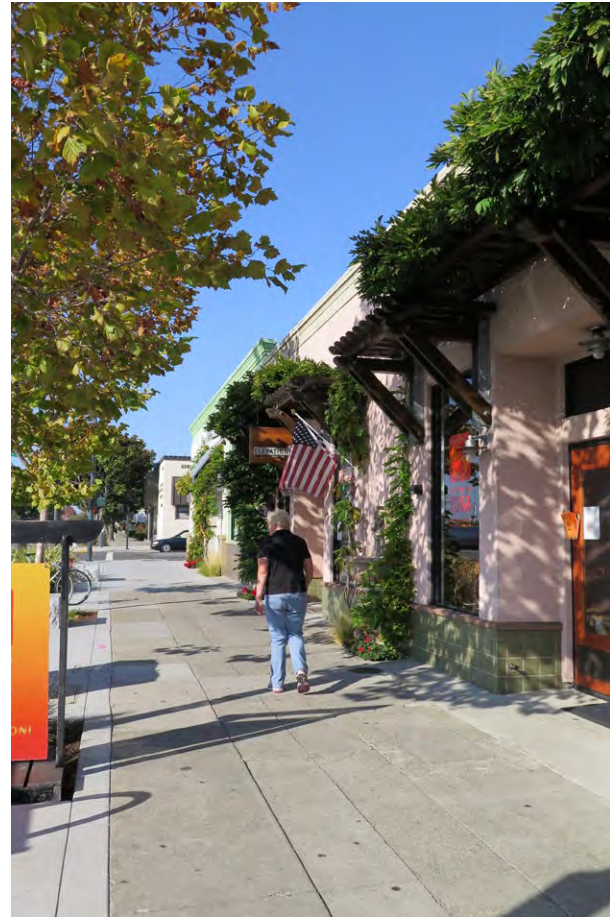
- 2.1 Create a welcoming community that is clean, safe, affordable, and inviting.
- 2.2 Enhance pedestrian, bicycle, and transit connections throughout the project area.
- 2.3 Promote equity, health, and well-being by providing a range of community services and programs.
- 2.4 Provide community gathering spaces, parks, recreational opportunities, and healthy food options.
- 2.5 Encourage economic development with good local jobs and prosperous, locally owned businesses.
- 2.6 Celebrate the area's diversity by promoting cultural opportunities.
- 2.7 Maintain the character of residential neighborhoods and preserve natural areas.
- 2.8 Promote government transparency and empower the community to participate in local decision making.



2.1 CREATE A WELCOMING COMMUNITY THAT IS CLEAN, SAFE, AFFORDABLE, AND INVITING.

This plan represents a great opportunity to unify the unincorporated and incorporated parts of the Roseland area into a cohesive neighborhood, while enhancing this place as one where people want to live, work, play, shop, and visit. In the future, the area will be a community in which:

- Public facilities are well-maintained.
- Residents, employees, and visitors are safe.
- Landscaping, streets, signage, streetscape furnishings, and attractive building facades welcome visitors and create a cohesive look and feel.
- Events enhance vitality, the area's multicultural identity, and the sense of community.
- A wide range of high-quality housing ensures that the neighborhood provides choice for community members from all economic levels and backgrounds.



2.2 ENHANCE PEDESTRIAN, BICYCLE, AND TRANSIT CONNECTIONS THROUGHOUT THE PROJECT AREA.

Public improvements to the streets, paths, and facilities for pedestrians, cyclists, and transit users will transform the project area into an environment that is:

- Accessible to all transportation modes and users, especially pedestrians and bicyclists.
- Convenient to get around by foot, bike, bus, and automobile.
- Easy to find one's way, with clear signage, directional information, and an interconnected network of streets and paths with a grid-like pattern.
- Vibrant and engaging with pedestrians walking along tree-lined sidewalks, perusing attractive storefronts, or enjoying outdoor dining.
- Connected to key shopping and employment destinations through a linked system of multimodal streets, multiuse paths, and trails.
- Safe and easy to walk or bike to schools and community facilities.



2.3 PROMOTE EQUITY, HEALTH, AND WELL-BEING BY PROVIDING A RANGE OF COMMUNITY SERVICES AND PROGRAMS.

The plan area will provide more opportunities for community members of all ages to gather, socialize, and recreate. Civic and community facilities and services will be integrated in the plan area to better serve Roseland, including:

- Desired community services: social, housing, transportation, health, and education.
- Public facilities, services, and programs for those in need.
- A wide spectrum of formal and informal educational opportunities.
- A variety of child care and youth recreation programs.
- Health and well-being services.



2.4 PROVIDE COMMUNITY GATHERING SPACES, PARKS, RECREATIONAL OPPORTUNITIES, AND HEALTHY FOOD OPTIONS.

The plan area will feature new development and public improvements that promote a safe and healthy community, including:

- Community gathering spaces where residents can relax, be active, and/or attend social events.
- Parks, playing fields, and trails that offer opportunities for physical activity, social engagement, and mental respite.
- Improved and updated public facilities, such as parks, trails, libraries, and community centers.
- Community gardens that provide an opportunity to garden and a diversity of healthy food options.
- Creeks and open spaces where the community can engage and interact with the natural environment.



2.5 ENCOURAGE ECONOMIC DEVELOPMENT WITH GOOD LOCAL JOBS AND PROSPEROUS, LOCALLY OWNED BUSINESSES.

Public improvements in the plan area offer an opportunity to revitalize Roseland and stimulate new employment and development with both public and private investments. In 2035, the plan area will be a place where:

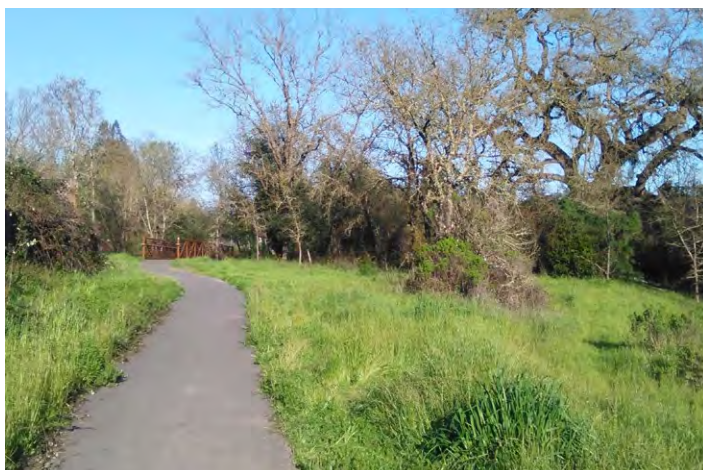
- New, local businesses are eager to locate.
- A range of employment opportunities attractive to area residents are available.
- Unique, locally owned small businesses flourish.
- Residents have nearby access to goods and services to meet their daily needs.
- Vibrant storefronts and dining establishments line the Sebastopol Road corridor.



2.6 CELEBRATE THE AREA'S DIVERSITY BY PROMOTING CULTURAL OPPORTUNITIES.

The plan area will be known for:

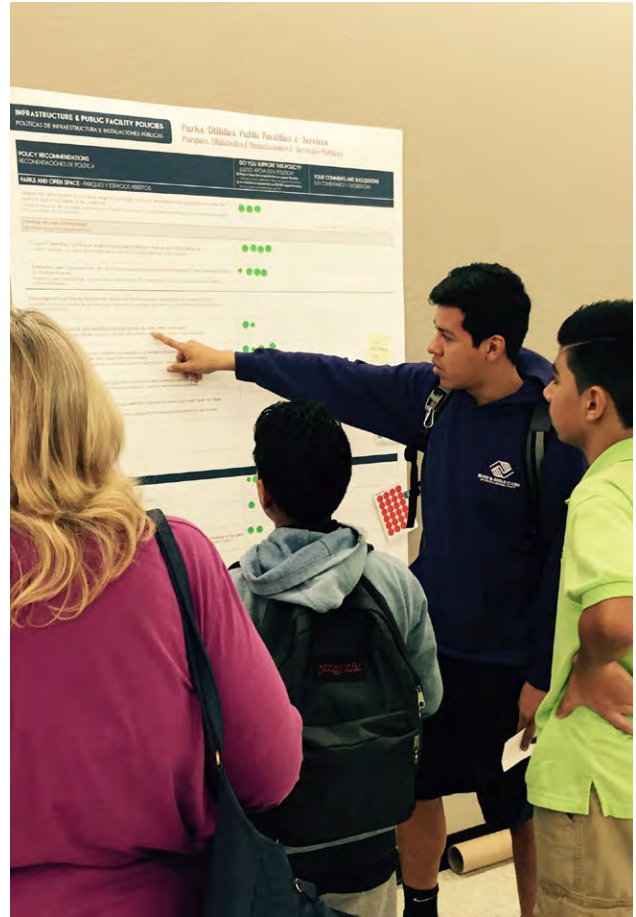
- Its unique place in the region as a diverse, colorful, and vital community.
- Its family-friendly amenities and recreational and entertainment options.
- Hosting lively annual festivals and community-oriented events that celebrate the diversity and history of Roseland.
- Its multicultural focus, grounded by community and cultural centers, festivals, and new public art in the plan area.
- A weekly farmers' market where residents can shop for local produce and connect with their community.



2.7 MAINTAIN THE CHARACTER OF RESIDENTIAL NEIGHBORHOODS AND PRESERVE NATURAL AREAS.

The Roseland area features a rich agricultural history and a diverse mix of land uses. Future private development and public improvements will:

- Preserve rural areas and natural open spaces as important community and environmental resources.
- Protect the integrity and character of existing residential neighborhoods.
- Respect adjacent residential neighborhoods with complementary urban form and urban design characteristics.



2.8 PROMOTE GOVERNMENT TRANSPARENCY AND EMPOWER THE COMMUNITY TO PARTICIPATE IN LOCAL DECISION MAKING.

- A unified Roseland creates an opportunity for the community to come together as one and chart a path toward a shared vision for the area. Over the next 20-25 years, the community will:
- Be known for its active neighborhood associations and community groups.
- Provide numerous avenues for residents, employees, and business owners to be actively involved and to influence and shape local decision making.
- Work closely with the City to address important issues in creative and effective ways.
- Continue to be involved by organizing and ensuring that the implementation of this Specific Plan is aligned with the vision expressed here.



Chapter 3

LAND USE & HOUSING

LAND USE & HOUSING



Residential uses



Public/Institutional uses



Corner store



Retail use

This chapter describes the land use plan for the Roseland Area/Sebastopol Road Specific Plan, which is the guide for the development and use of land in the plan area. The land use plan provides the framework necessary for the plan area to develop as a mixed-use, pedestrian-friendly environment with a primary concentration of activity along Sebastopol Road and a secondary concentration of activity near Hearn Avenue. This chapter introduces land uses, development types, and corresponding densities for development in the plan area. Also included in this chapter is a discussion of the development potential for the area and feasible future development types. Finally, affordable housing and anti-displacement are addressed, followed by the goals and policies necessary to achieve the vision for the Specific Plan area.

3.1 LAND USE PLAN

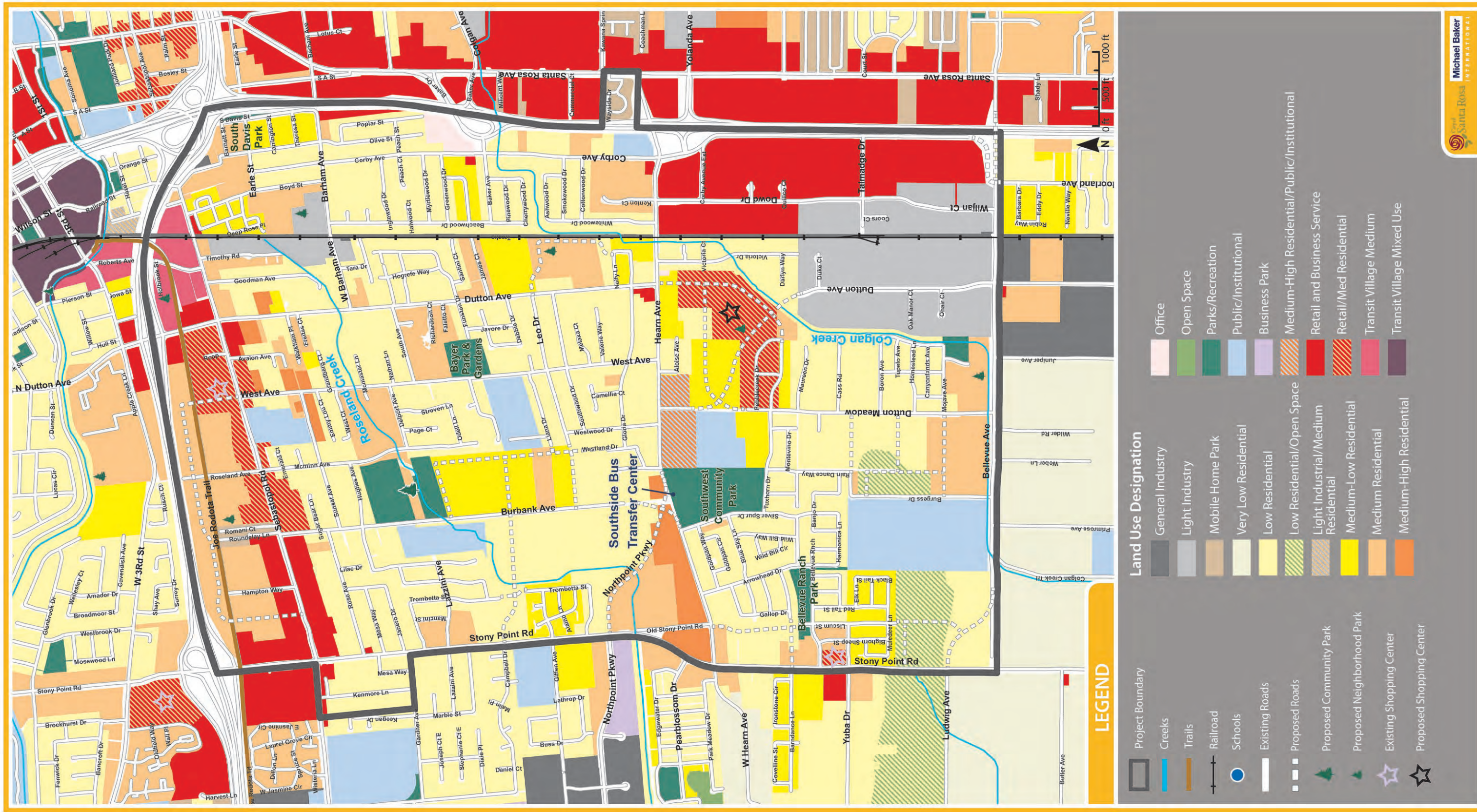
The Land Use Map shown in Figure 3-1 is the guide for the development and use of land in the plan area. The map is intended to support Sebastopol Road as the primary focus of commercial and mixed-use activity within the plan area. The map is characterized by a compact development pattern with a mix of residential, retail, office, public, and industrial uses. The mix and concentration of higher-intensity land uses shown on the Land Use Map along Sebastopol Road reflects the Urban Vision Plan developed for this area in 2007.

Community interest about land use on Hearn Avenue included a desire for another active area, along with an interest in maintaining single-family uses and minimizing impacts, such as traffic, from more active uses. A new shopping center is proposed south of Hearn, with the potential for a mix of residential, public, and institutional uses along the street. The introduction of a new Public/Institutional/Medium-High Density mixed-use land use classification into the plan area is intended to support a cluster of higher-density residential with civic uses incorporated, adjacent to the Southside Bus Transfer Center and Southwest Community Park. Civic uses such as a cultural center, teen center, or pool will strengthen this area's civic focus and will provide more opportunities for residents to live within walking distance of community amenities.

Key features of the land use plan:

- Continues Sebastopol Road's role as the primary neighborhood center with a concentration of retail, restaurant, and residential uses.
- Recognizes existing and proposed parks and schools in the area, particularly along Burbank Avenue.
- Focuses on the importance of Hearn Avenue as a residential environment, the site of the Southside Bus Transfer Center, and the possible creation of a civic focal point.
- Maintains many existing single-family uses and increases residential densities near the bus transfer center and Southwest Community Park.

Figure 3-1: Land Use Map



This page intentionally left blank

- Provides the opportunity for community-oriented uses in the central plan area.
- Provides development standards to retain rural character along Burbank Avenue.

Table 3-1 defines and describes each of the land use classifications allowed in the plan area. The classifications in this section are consistent with the land use designations in the General Plan 2035. The land use designations described below are abbreviated versions and are not intended to replace the full descriptions in the Santa Rosa General Plan 2035.

Table 3-1: Land Use Designations

Land Use	Density/Intensity	Description
Very Low Density Residential	0.2-2 units/gross acre	Detached single-family
Low Density/Open Space	2–8 units/gross acre	Detached single-family in constrained wetland areas
Low Density Residential	2–8 units/gross acre	Detached single-family
Medium-Low Density Residential	8–13 units/gross acre	Attached single-family. Detached single-family and multi-family development may also be permitted.
Mobile Home Park	4–18 units/gross acre	Mobile homes
Medium Density Residential	8–18 units/gross acre	Single-family attached and multi-family
Medium-High Density Residential	18–30 units/gross acre	Single-family attached and multi-family
Retail/Medium Density Residential	8–18 units/gross acre	Retail uses and medium density residential
Public/Institutional/Medium-High Density Residential	18–30 units/gross acre	Vertical or horizontal mix of multi-family residential, governmental or semi-public facilities, such as a cultural center. May include either or both uses.
Transit Village Medium	25–40 units/gross acre	Mixed-use development within approximately a half mile of a transit facility. Residential uses required, and ground-floor neighborhood-serving retail and live-work uses encouraged.
Public/Institutional		Governmental or semi-public facilities, such as hospitals, utility facilities, and government office centers
Retail and Business Services		Retail and service enterprises, offices, and restaurants
Office		Administrative, financial, business, professional, medical, and public offices
Light Industry		Light industrial, warehousing, and heavy commercial uses
General Industry		Manufacturing and distribution activities with potential for creating nuisances, along with accessory offices and retail
Parks and Recreation		Neighborhood parks serve the recreation needs of people living/working within a half-mile radius (generally 2–10 acres) Community parks provide recreation beyond what is supplied in a neighborhood park (generally 10–25 acres) Public plazas and gathering places provide connectivity to pathways and trails or commercial centers (generally less than 2 acres)

LAND USE & HOUSING

KEY CORRIDORS

The following table is a visual dictionary of building product type examples typical for each of the General Plan land use classifications where new development is anticipated to occur. Vacant areas and underutilized lots offer the greatest opportunities for new development. These include Sebastopol Road, Burbank Avenue, Hearn Avenue, Dutton Meadow, and south of Hearn Avenue east of Dutton Meadow. The pictures are local examples where available; otherwise non-local photos are shown.

Table 3-2: Development Type Imagery

Development Types along Burbank Avenue	
Large-lot detached single-family homes with deep setback (<i>Low Density Residential land use designation</i>)	
	
Single-family detached and attached homes with deep setback (<i>Medium-Low Density Residential land use designation</i>)	
	

Development Types along Sebastopol Road

Two-story condominiums and apartments (*Medium Density Residential and Retail/Medium Density Residential land use designations*)



Restaurants, retail shops and services (*Retail and Business Services and Retail/Medium Density Residential land use designations*)



Three- to four-story condominiums and apartments and mixed-use development with residential units over retail (*Transit Village Medium land use designation*)



LAND USE & HOUSING

Development Types along Hearn Avenue (north side, west of Burbank Avenue and near Dutton Meadow)

Three- to four-story condominiums and apartments (*Medium-High Density Residential and Public/Institutional/Medium-High Density Residential land use designations*)



Mixed-use development with residential units over public/institutional uses (*Public/Institutional/ Medium High Density land use designation*)



Development Types along Dutton Avenue Extension (south of Hearn Avenue)

Single-family detached and attached homes (*Medium-Low Density Residential land use designation*)



Two-story condominiums and apartments (*Medium Density Residential and Retail/Medium Density Residential land use designations*)



Neighborhood shopping center/retail shops (*Retail/Medium Density Residential land use designation*)



Development Types along Dutton Meadow

Single-family detached and attached homes (*Low Density Residential and Medium-Low Density Residential land use designations*)



Two-story condominiums and apartments (*Medium Density Residential land use designation*)



3.2 DEVELOPMENT POTENTIAL

The estimated development potential of the plan area quantifies the anticipated growth by land use type over the next 20 years. The development potential was calculated considering market potential for the plan area over the Specific Plan period and applying development density and intensity assumptions that represent likely development scenarios for the future of the plan area. Table 3-3 indicates the potential development by land use type over the period of the Specific Plan. These numbers were used to analyze economics, infrastructure, traffic, and other impacts.

The Specific Plan includes a range of densities and/or development intensity depending on the land use designation. Buildout assumptions are based generally on the middle of the range allowed in each land use designation to provide a realistic future development scenario.

The plan area's development potential was determined by assuming buildout of vacant areas and future redevelopment of the areas of land use change. Actual future development may vary from these assumptions.

Table 3-3: Development Potential by Land Use Type

Land Use Type	Existing Conditions	Development Potential	Buildout
Retail (square feet)	963,332	534,566	1,497,898
Office (square feet)	38,203	3,097	41,300
Industrial (square feet)	1,949,718	321,014	2,270,732
Institutional (square feet)	79,576	20,000	99,576
Residential (units)	5,250	3,602	8,852
Single-Family (units)	3,401	2,358	5,759
Multi-Family (units)	1,849	1,244	3,093

The Specific Plan development potential identified in Table 3-3 includes the development potential identified in the General Plan 2035, as of the time of adoption of this plan. The change in land use from the General Plan 2035 to this Specific Plan is minimal. The Specific Plan is anticipated to add only 119 residential units (a 255-unit decrease in single-family homes and a 374-unit increase in multi-family homes) and 20,000 institutional square feet compared to the anticipated General Plan growth, while retail growth is expected to be reduced by 103,691 square feet.

3.3 AFFORDABLE HOUSING & ANTI-DISPLACEMENT STRATEGY

The plan area is characterized by a diversity of housing options, including single-family homes, apartment units, units for sale or rent, and units available to lower-income households under long-term affordability contracts. Goals and policies related to the strategy are represented in the following section. The affordable housing-related policies primarily address preserving the existing affordable housing stock—including both subsidized and lower-cost market-rate units—in order to minimize displacement of existing residents.

LAND USE & HOUSING

3.4 GOALS & POLICIES

RESIDENTIAL LAND USE

GOAL R-1 Encourage the development of attractive residential neighborhoods that maintain and enhance the diverse character of the Roseland area.

Policy R-1.1 Include a variety of housing types near workplaces, schools, parks, stores, and amenities.

Policy R-1.2 Utilize the Santa Rosa Design Guidelines to ensure that new higher-density development along Hearn Avenue, near the Southside Bus Transfer Center, is attractive and compatible with the surrounding neighborhood.

Policy R-1.3 Maintain rural residential character along Burbank Avenue as new development occurs.

Policy R-1.4 Encourage community pride by promoting beautiful and safe neighborhoods and quality of life.

RETAIL LAND USE

GOAL RET-1 Enhance access to goods and services by providing retail uses proximate to all residents.

Policy RET-1.1 Expand local-serving retail and personal services uses to accommodate the daily needs of Roseland area residents, visitors, and employees.

Policy RET-1.2 Encourage unique, neighborhood-serving uses in the new shopping center south of Hearn Avenue at Dutton Avenue.

Policy RET-1.3 Encourage small neighborhood stores, such as corner food markets, in residential areas to provide services within walking and bicycling distance. Location of such stores is allowed where they can be economically supported.

GOAL RET-2 Enhance quality of life by providing community amenities in commercial areas.

Policy RET-2.1 Provide social gathering places in commercial areas.

Policy RET-2.2 Encourage small-scale, local-serving, and active retail uses that encourage walking, browsing, and social interaction.

Policy RET-2.3 Encourage activity-generating uses along Roseland Creek and Colgan Creek to provide eyes on the creek.

Policy RET-2.4 Enhance public safety through design with adequate lighting and windows facing public areas.

Policy RET-2.5 Encourage retail development to provide features of public interest, such as art and water features, which will attract and entertain.

GOAL RET-3 Retain and encourage businesses that promote Roseland's unique identity.

Policy RET-3.1 Preserve the rich cultural uniqueness and sense of place as new development occurs through encouragement of site and architectural design that is unique to the Roseland area.

Policy RET-3.2 Preserve the local character and maintain existing businesses in the plan area by promoting and encouraging locally run businesses, and working with existing businesses to ensure that they remain viable and thrive.

SEBASTOPOL ROAD LAND USE

GOAL SR-1 Support a vibrant commercial corridor along Sebastopol Road with a mix of uses and activities.

Policy SR-1.1 Promote a mix of land uses and increased development densities to ensure Sebastopol Road is Roseland’s commercial core and to encourage pedestrian, bicycle, and transit modes of travel for local trips.

Policy SR-1.2 Encourage outdoor dining along Sebastopol Road.

Policy SR-1.3 Provide a place for a community center and a library, social services, a cultural center, an extended education facility, and a youth activities center.

Policy SR-1.4 Provide more green spaces along Sebastopol Road in the form of parks, landscaping, and a green streetscape, including the enhancement of the Joe Rodota Trail.

GOAL SR-2 Encourage local small-scale businesses that celebrate the area’s uniqueness.

Policy SR-2.1 Celebrate the multicultural identity of the area and create a unique sense of place with an international village and marketplace.

Policy SR-2.2 Maintain affordability for existing small businesses and avoid displacement of existing businesses.

Policy SR-2.3 Allow for a variety of businesses while remaining oriented to small and local businesses.

Policy SR-2.4 Respect the small scale of existing local businesses and avoid “strip mall” type development that lacks character. All new development or redevelopment of retail businesses shall be designed to meet the requirements of the Retail Centers & Commercial Districts section of the Santa Rosa Design Guidelines.

Policy SR-2.5 Allow mobile food vendors at off-street locations along Sebastopol Road.

AFFORDABLE HOUSING AND ANTI-DISPLACEMENT

GOAL AH-1 Provide a variety of housing types and densities to support a diverse population.

Policy AH-1.1 Promote inclusion of second dwelling units in new and existing single-family neighborhoods to provide a smaller, more affordable housing option.

Policy AH-1.2 Encourage new residential development to include a mix of housing types, such as single-family residences with duplexes and triplexes, townhomes, and apartment units, for all income levels.

Policy AH-1.3 Encourage the development of quality, well-built, attractive market-rate and below- market-rate housing units that contribute to neighborhood character and quality of life.

Policy AH-1.4 Encourage the integration of market-rate housing with affordable units at the project level as well as at the neighborhood level to encourage housing for all income levels within the plan area.

LAND USE & HOUSING

Policy AH-1.5 Encourage residential development that meets the special needs of population groups including seniors, large and small families, low- and middle-income households, and people of all abilities.

GOAL AH-2 Minimize displacement of existing residents.

Policy AH-2.1 Continue to engage the community in developing new and refining existing affordable housing and anti-displacement strategies.

Policy AH-2.2 Continue to preserve existing affordable housing in order to prevent displacement in the plan area, and identify funds to preserve units at risk of converting to market rate.

Policy AH-2.3 Utilize economic development strategies, such as local hiring programs, job training, and promoting cultural identity, to strengthen the local community and prevent displacement of existing residents.

Policy AH-2.4 Provide outreach and education to existing homeowners, and offer resources and information to allow continued residence in their homes.

Policy AH-2.5 Provide homebuyer assistance programs including a first-time homebuyer down payment assistance program, the CalHFA loan program, and the Mortgage Credit Certificate Program to residents in the plan area.

ACCESS TO HEALTHY FOODS

GOAL HF-1 Promote convenient access to healthy foods, goods, and services for all residents in the plan area.

Policy HF-1.1 Work with and support the Sonoma County Department of Health Services with incentives and programs to attract and expand businesses that support healthy living.

Policy HF-1.2 Support the Sonoma County Department of Health Services to host, sponsor, and/or organize public health events such as health fairs, senior fairs, youth fitness programs, farmers' markets, and workshops.

Policy HF-1.3 Support location/operation of healthy food purveyors such as full-service grocery stores, ethnic food markets, farm stands, community gardens, edible schoolyards, and farmers' markets.

Policy HF-1.4 Support the Sonoma County Department of Health Services program to encourage convenience stores, supermarkets, liquor stores, and neighborhood and ethnic markets to carry fresh produce.

Policy HF-1.5 Support development of small-scale neighborhood nodes that provide a range of neighborhood-serving retail, public amenities, and services to residents within walking distance of their homes.

ECONOMIC DEVELOPMENT GOALS & POLICIES

GOAL ED-1 Promote economic activity that creates jobs and supports local businesses.

Policy ED-1.1 Encourage job creation in the plan area, and enhance connections to allow Roseland residents to walk or bike to work within and outside the plan area.

Policy ED-1.2 Encourage local-serving retail, especially on Sebastopol Road.

Policy ED-1.3 Continue to support existing businesses and future entrepreneurial opportunities along Sebastopol Road.

Policy ED-1.4 Allow continued use and building re-occupancy of existing nonconforming businesses north of Sebastopol Road until such businesses are ready to relocate.

Policy ED-1.5 Support the expansion of existing businesses and the creation of new business opportunities in the light industrial area, which is important to the region's economic vitality.

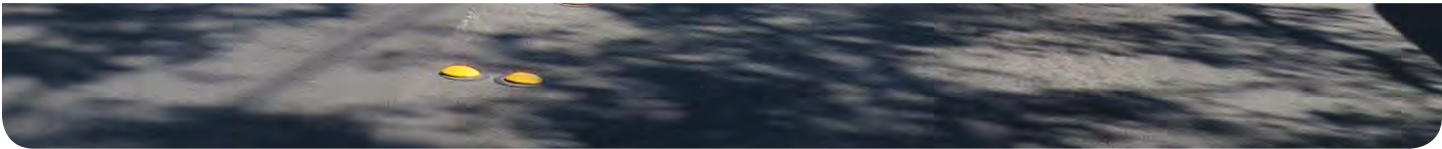
Policy ED-1.6 Support the existing businesses and the creation of new business and job opportunities in the Auto Row area in the southeast portion of the plan area.

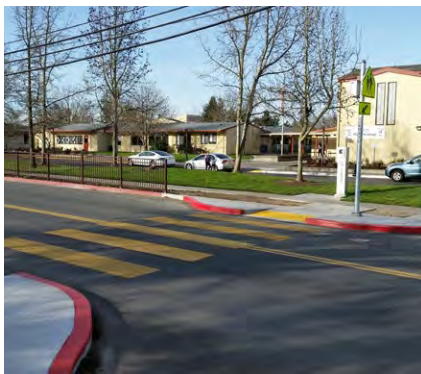
Policy ED-1.7 Encourage property owners to seek innovative solutions to resolve soil and ground water contamination in the plan area, including seeking grants or partnering with other entities.



Chapter 27

CIRCULATION





This chapter describes the Circulation Plan for the plan area. The Circulation Plan is designed to serve all travel modes—walking, transit, bicycling, and motor vehicle—and is intended to enhance comfort and safety for all street and path users.

4.1 ROADWAY NETWORK

The roadway network map (Figure 4-1) illustrates the existing and proposed street network in the plan area. The circulation system enhances connections throughout the plan area through the addition of a number of new connections and an emphasis on multimodal streets. The roadways in Figure 41 are designated as one of the following street types: local, transitional/collector, regional/arterial, or highway. The design for each of these street types is defined in the City's street standards.

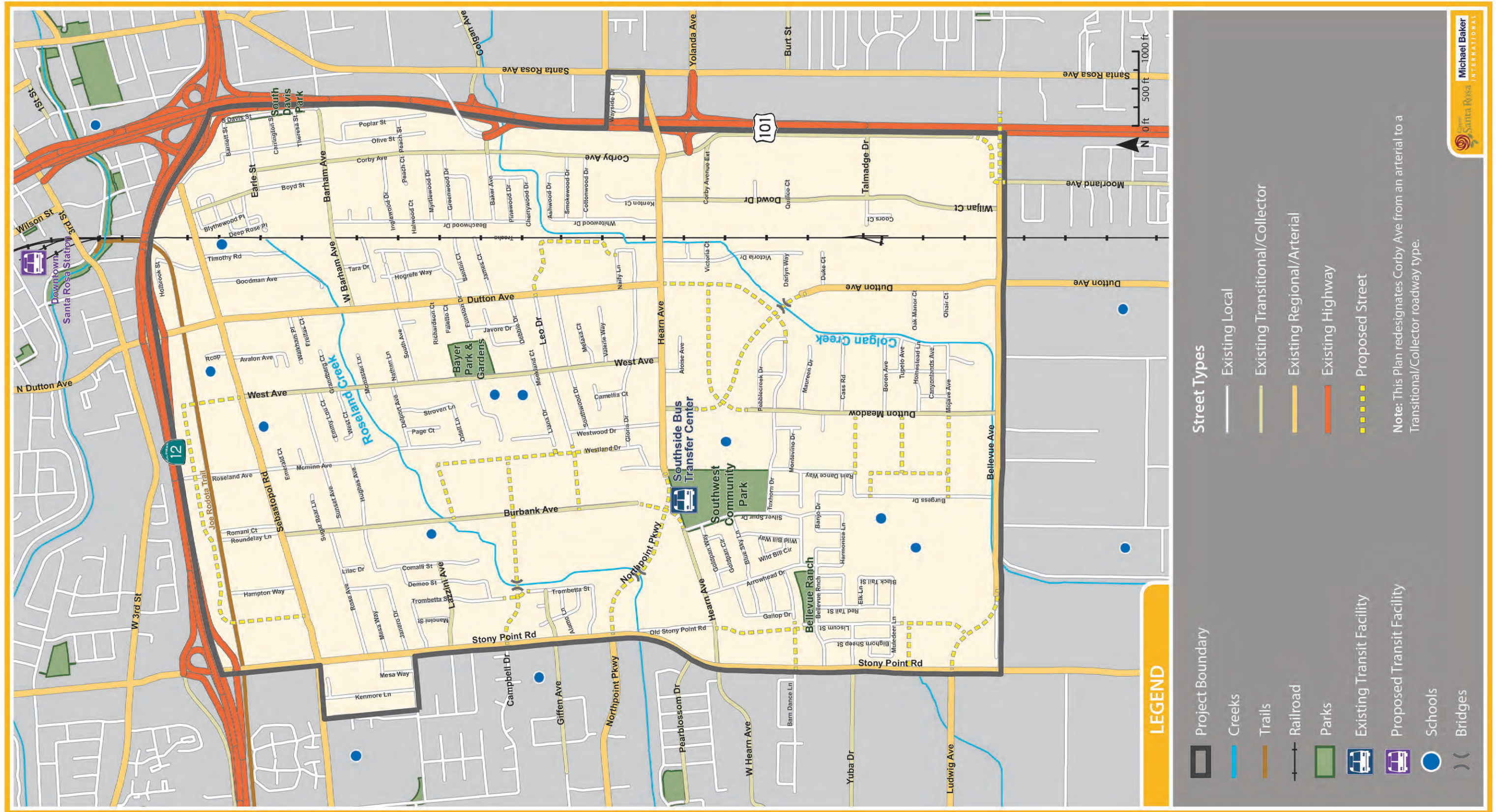
Generally, a roadway network with minimum use of “dead-end” or cul-de-sac streets and shorter block lengths helps improve access and mobility for users of all transportation modes. This design gives users multiple route choices and helps to disperse traffic throughout the plan area. Breaking up large blocks into smaller blocks provides greater access to each parcel, and all street users benefit from shorter travel distances and an increased likelihood of a direct route between an origin and a destination.

The roadway network establishes a number of roadway extensions and new roads to enhance connectivity and route choice. The Circulation Plan reflects proposed roadways in the General Plan, as well as streets in planned and approved development projects. Tables 4-1 and 4-2 describe the features of the proposed roadway network, including intersection improvements and new and modified roadways and paths. These features are designed to:

- Enhance connectivity and promote multimodal transportation options.
- Improve traffic flow.
- Enhance safety for all users along the roadway and at intersections.
- Support Sebastopol Road as the primary commercial corridor.
- Ease traffic congestion along Hearn Avenue.
- Increase internal access to large blocks.

All new roadways and reconstruction identified in the following tables will require measures to collect and manage stormwater runoff and water quality. Improvements to address stormwater may include the construction of biofilters and bioswales along medians and roadways.

Figure 4-1: Roadway Network



This page intentionally left blank

Table 4-1: Roadway Network

Roadway	Description
Sebastopol Road	<p>East of Burbank Avenue: Provide one travel lane in each direction plus a center turn lane or median consistent with the Sebastopol Road Urban Vision Plan.</p> <p>West of Burbank Avenue: Maintain two lanes in each direction plus a center turn lane or median consistent with the Sebastopol Road Urban Vision Plan.</p>
New east-west road between State Route 12 and Sebastopol Road	Create two-lane local street north of the Joe Rodota Trail between Hampton Way and West Avenue, extending southward to Sebastopol Road just west of Hampton Way and at West Avenue.
Roberts Avenue	Maintain current limits of street on either side of State Route 12.
Corby Avenue from Baker Avenue to Hearn Avenue	Maintain two-lane street configuration and redesignate as a transitional/collector (reclassification also includes the short segments of Boyd Street and Earle Street identified as arterials in the General Plan).
Campbell Drive extension	Extend Campbell Drive eastward from Stony Point Road to Burbank Avenue, including a new bridge over Roseland Creek, and designate as a two-lane transitional/collector.
Northpoint Parkway	Extend Northpoint Parkway eastward as a new regional/arterial street with one travel lane in each direction plus a center turn lane or median from Stony Point Road to Burbank Avenue, including a new bridge over Roseland Creek.
Hearn Avenue	<p>Widen to two lanes in each direction plus a center turn lane from just west of Dutton Avenue to the east side of the Sonoma-Marin Area Rail Transit (SMART) system railroad crossing.</p> <p>Once the Northpoint Parkway extension is in place, on Hearn Avenue retain existing one lane in each direction plus center turn lane between Burbank Avenue and Stony Point Road, but reclassify this segment as a transitional/collector street.</p>
Stony Point Road	<p>Widen to two lanes in each direction plus a center turn lane or median from Sebastopol Road to W. Hearn Avenue (under construction).</p> <p>Widen to two lanes in each direction plus a center turn lane or median from W. Hearn Avenue to Bellevue Avenue (only needed at buildout).</p>
Bellevue Avenue	<p>Realign the western end of corridor to align with Ludwig Avenue.</p> <p>Provide one travel lane in each direction plus a center turn lane or median from Stony Point Road to US 101 and maintain regional/arterial classification.</p>
Dutton Avenue extension	Provide one travel lane in each direction plus a center turn lane or median from Hearn Avenue to new bridge over Colgan Creek, maintaining regional/arterial classification.
Dutton Meadow southern extension to Dutton Avenue	Provide one travel lane in each direction plus a center turn lane or median, maintaining regional/arterial designation (aka "Southern New Street").
Dutton Meadow northern extension to Dutton Avenue	Provide one travel lane in each direction plus a center turn lane or median, maintaining transitional/collector designation (aka "Northern New Street").
Old Stony Point Road	Change designation from transitional/collector to local.
Corby Avenue extension	Change designation from local to transitional/collector.

CIRCULATION

Roadway	Description
Local street extensions identified in General Plan	Extend Leo Drive to Burbank Avenue; extend Westland Drive toward Roseland Creek; connect segments of Trombetta Street; connect segments of Barndance Lane; extend Liscum Street to Barndance Lane; extend Liscum Street to Bellevue Avenue.
Local street extensions by approved projects	Extend Liana Drive westward to Burbank Avenue; extend Leo Drive eastward to SMART corridor and connect to Vanderford Drive; create grid network of streets between Dutton Meadow and Rain Dance Way-Burgess Drive.
Specific Plan new local street extensions	Create new east-west street connecting Burbank Avenue to the north end of the Westland Drive extension; extend Liscum Street from Barndance Lane to W. Hearn Avenue; extend Tuxhorn Drive to Dutton Avenue.

Table 4-2: Intersection Improvements

Roadway	Description
Install new traffic controls	Install new traffic controls (such as signals) when warranted and where necessary to maintain the LOS D standard for major corridors set by the General Plan.
Modifications to maintain consistency with the Sebastopol Road Urban Vision Plan	Maintain consistency by eliminating the outer westbound through lane and the eastbound right turn lane at the Burbank Avenue intersection and eliminating the eastbound and westbound right turn lanes at the Roseland-McMinn intersection.
Capacity improvements at existing intersections	Modify the following intersections with additional turn lanes and/or signal enhancements as necessary: Hearn Avenue/Dutton Meadow, Hearn Avenue/Dutton Avenue, Stony Point Road/W. Hearn Avenue, and Bellevue Avenue/Dutton Meadow. Locations needing future traffic controls may also require lane modifications.
Stony Point Road/SR 12 Eastbound Ramps/Joe Rodota Trail	Improve the ease and safety of pedestrian and bicycle crossings by eliminating the free (uncontrolled) northbound right turn and bringing it under signal operation, reconfiguring curbs to shorten crossing distances, and using enhanced pedestrian signal timing (such as early release). As part of these modifications, implement dual southbound left turns to improve operation.
Dutton Avenue/SR 12 Westbound Ramps	Increase vehicle storage on the off-ramp.
Stony Point Road/Northpoint Parkway	Modify intersection to add new eastern leg (Northpoint Parkway extension) and modify/add turn pockets as needed on the remaining three approaches.
Stony Point Road/Ludwig Avenue-Bellevue Avenue realignment	Modify intersection to add new eastern leg (Bellevue Avenue realignment) and modify/add turn pockets as needed on the remaining three approaches.

Burbank Avenue Street Design

The General Plan designates Burbank Avenue as a scenic road because of its special, scenic qualities. Burbank Avenue has a unique quality characterized by a rural aesthetic, with large trees, deep front yards, and an absence of sidewalks and on-street parking. Roadway drainage is through cross-over culverts and roadside drainage ditches that do not meet City street standards.

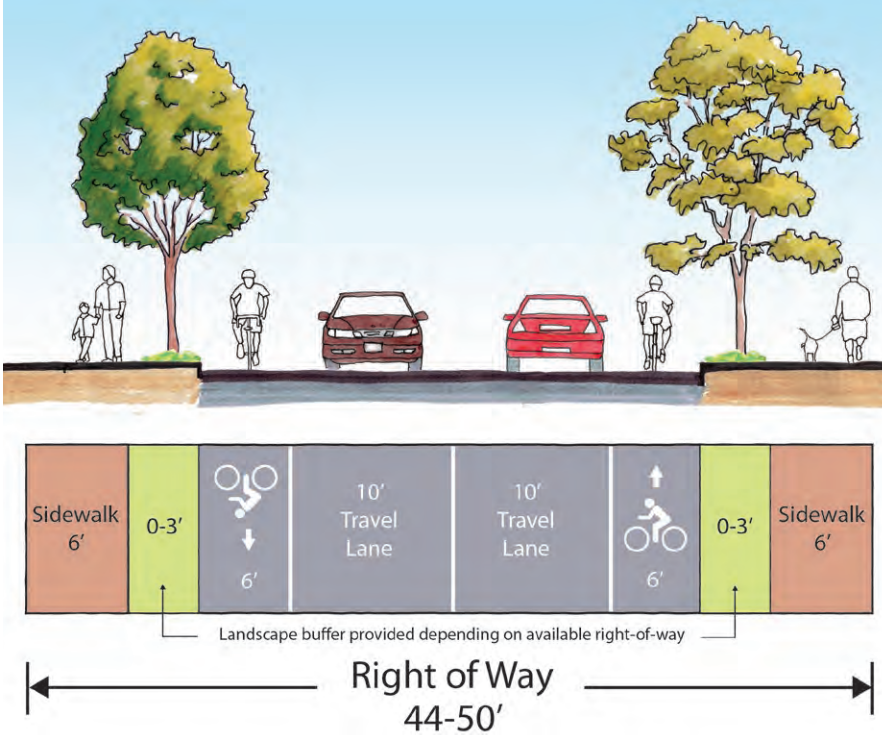
A new roadway design for Burbank Avenue, illustrated in Figure 4-2, provides greater safety for pedestrians and bicyclists while maintaining the rural aesthetic. The new design includes bike lanes, sidewalks, and a tree-lined and landscaped bioswale between sidewalks and travel lanes along both sides of the street. A similar street design was recently constructed in front of Roseland Creek Elementary School and is depicted in the Burbank Avenue Scenic Roadway Guidelines document. This same roadway treatment is proposed across from the school along the planned community park and along the rest of the length of Burbank Avenue to Hearn Avenue. The roadway portions to the north of the school are either urbanized with curb, gutter, and sidewalk or too narrow to accommodate this scenic landscaped bioswale treatment. Therefore, two designs are proposed for the roadway, one to the north of the school and the other from the school to Hearn Avenue.



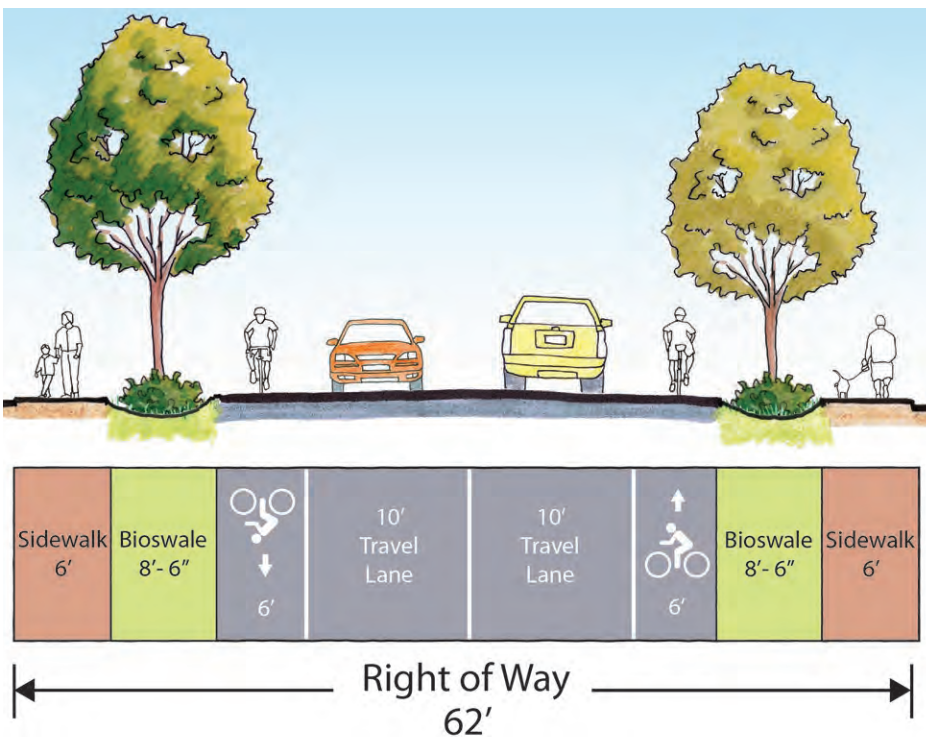
Landscaped Parkway along Burbank Ave

CIRCULATION

Figure 4-2: Burbank Avenue Street Design
Northern Section Street Design



Southern Section Street Design



Burbank Ave sections

4.2 Pedestrian & Bicycle Network

The plan proposes a number of improvements to the pedestrian and bicycle network, including continuous sidewalks, improved crossings at intersections, street lighting, and new pedestrian and bicycle routes. New pedestrian routes are provided on sidewalks and along off-street dedicated pedestrian/bicycle paths. Bike facilities are proposed along all arterial roads, along creeks, through parks, and along the Sonoma-Marín Area Rail Transit (SMART) corridor. Together this system of proposed multi-use paths, bike lanes, and bike routes greatly enhances multimodal access in the plan area, improving links to shopping areas, transit hubs, parks, and schools. Figure 4-3, Pedestrian and Bicycle Network, illustrates the location of the primary off-street and on-street pedestrian and bicycle facilities in the plan area. While sidewalks are not depicted on the map, they are intended to be along all street segments upon implementation of the Specific Plan.

The interconnected multi-use (Class I) trail system of off-street paths is shown in green on Figure 4-3 and described in detail in Table 4-3. This system is designed to:

- Provide off-street access for pedestrians and bicyclists to and along the SMART multi-use path and the Joe Rodota Trail.
- Extend the Colgan Creek and Roseland Creek trails and provide opportunities for public recreation activities and natural habitat protection and enhancement.

The bicycle network of striped bike lanes (Class II) and signposted bike routes (Class III) is shown on Figure 4-3 in purple and orange, respectively, and described in detail in Table 4-3. These facilities are designed to include the following components:

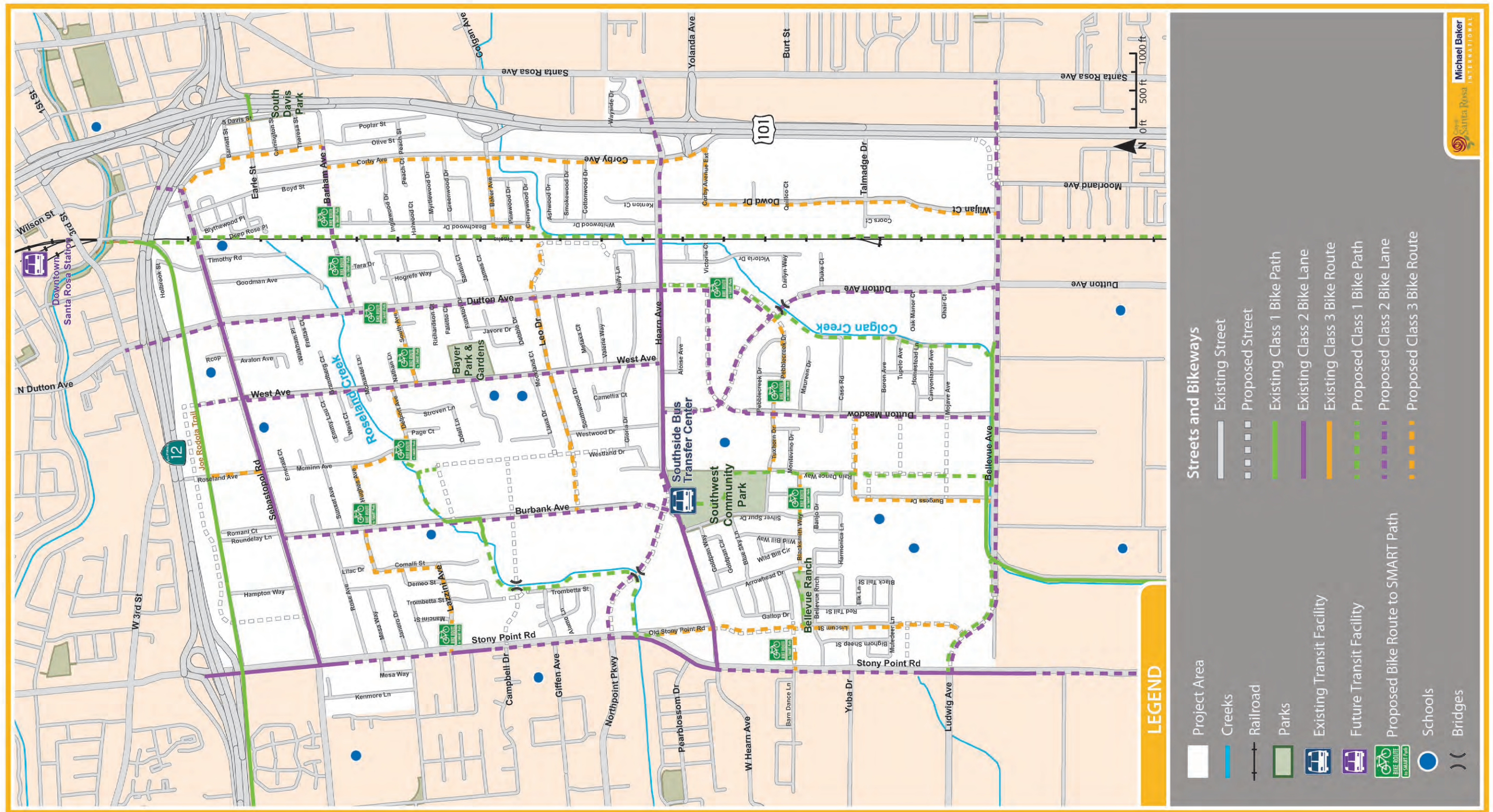
- Bike lanes along all arterial streets.
- A signage program to identify bicycle routes, particularly those leading to the SMART multi-use path.
- Connections to transit, schools, and parks.
- Connectivity across the US 101 and SR 12 freeways.
- Connections to the planned Santa Rosa Downtown Station via dedicated bike lanes along Dutton Avenue.



Table 4-3: Pedestrian and Bicycle Network Improvements

Improvement	Description
City of Santa Rosa Bicycle and Pedestrian Master Plan Proposed Paths (Class I)	Maintain or establish the following pathway facilities: <ul style="list-style-type: none"> • Joe Rodota Trail • SMART multi-use path (MUP) • Roseland Creek path from Stony Point Road to McMinn Avenue • Colgan Creek path along Bellevue Avenue from Burgess Drive, extending north to Dutton Avenue extension
City of Santa Rosa Bicycle and Pedestrian Master Plan Proposed Bike Lanes (Class II)	Maintain or establish the following bike lane facilities: <ul style="list-style-type: none"> • Sebastopol Road • Stony Point Road • Olive Street • Burbank Avenue • West Avenue • Dutton Avenue (and extensions) • Dutton Meadow (and extensions) • Northpoint Parkway • Hearn Avenue • Bellevue Avenue
City of Santa Rosa Bicycle and Pedestrian Master Plan Proposed Bike Routes (Class III)	Maintain or establish the following bike route facilities: <ul style="list-style-type: none"> • Corby Avenue/Dowd Drive north-south route (includes portions of Olive Street and Corby Avenue extension) • Earle Street between Olive Street and US 101 pedestrian/bicycle overcrossing • East-west route including Lazzini Avenue, Comalli Street, Hughes Avenue, McMinn Avenue, Delport Avenue, and South Avenue
New paths (Class I) designated by Specific Plan	Establish the following newly identified pathway facilities: <ul style="list-style-type: none"> • Create a new path along the north side of Bellevue Avenue between the Colgan Creek path and Stony Point Road • Colgan Creek path north extension: extend from new Dutton Avenue bridge over creek to Hearn Avenue along Dutton Avenue extension • Connect Beachwood Drive to SMART multi-use path through an existing maintenance access (consistent with the Santa Rosa Citywide Creek Master Plan) • Establish an off-street pathway along the east side of Rain Dance Way, and extend southward from Rain Dance Way to the Colgan Creek path • Adjust path alignments in Southside Community Park to create a seamless pedestrian-bicycle connection between Hearn Avenue and the new Rain Dance Way path • Create path through Bellevue Ranch Park to link adjacent planned bike routes
New bike lanes (Class II) designated by Specific Plan	Establish the following newly identified bike lane facilities: <ul style="list-style-type: none"> • West Avenue from Sebastopol Road to Joe Rodota Trail • Barham Avenue between Dutton Avenue and Olive Street (represents an upgrade from previously planned bike route)
New bike routes (Class III) designated by Specific Plan	Establish the following newly identified bike routes: <ul style="list-style-type: none"> • Entire length of Leo Drive and its extension to Burbank Avenue • New north-south route designated on Old Stony Point Road and Liscum Street (including future Liscum Street extension to Bellevue Avenue) • Burgess Drive including easterly extension to Dutton Meadow • New east-west route designated on Barndance Lane, Blacksmith Way, Lone Star Court, and Tuxhorn Drive (integrates with planned path connections) • Create a north-south bike route along Roseland Avenue, connecting Sebastopol Road to the Joe Rodota Trail

Figure 4-3: Pedestrian and Bicycle Network



This page intentionally left blank

4.3 TRANSIT

By concentrating housing, civic uses, and shopping along Sebastopol Road and adjacent to the Southside Bus Transfer Center, the Specific Plan is intended to increase transit ridership and reduce dependence on private automobile travel. The plan also emphasizes improvements to pedestrian and bicycle connectivity to transit, further increasing the convenience and utility of using transit.

Currently, two fixed-route transit agencies provide service to the plan area: Santa Rosa CityBus and Sonoma County Transit. In addition, a paratransit service offers door-to-door service for those with disabilities.

Santa Rosa CityBus is the primary transit provider in Santa Rosa. CityBus provides regularly scheduled fixed-route service to residential neighborhoods, major activity centers, and transit hubs in the city and the plan area, including the Sebastopol Road corridor and the Southside Bus Transfer Center. The 2009 Comprehensive Transportation Plan for Sonoma County (CTP) also includes upgrades to CityBus operations, including implementation of 15-minute bus headways on Sebastopol Road. Santa Rosa CityBus is currently undergoing the "Reimagining CityBus" project to identify needed transit service improvements to respond to growth in the plan area and coordinate with future SMART service. Future improvements may include increased frequencies and additional bus stop amenities, including benches, shelters, and lighting. The draft Imagine CityBus plan calls for 15-minute transit frequencies on Sebastopol Road, consistent with the 2009 CTP.

4.4 GOALS & POLICIES

ROADWAY NETWORK

GOAL RN-1 Improve connectivity and traffic flow.

Policy RN-1.1 Improve connections by creating new streets or extensions of existing streets, as identified in Figure 4-1 and Table 4-1.

Policy RN-1.2 Require dedication of right-of-way and related street improvements or new streets as identified in the Circulation Plan when properties develop.

Policy RN-1.3 Enhance existing intersections along major arterials to improve traffic flow through use of coordinated or adaptive signal timing and/or dedicated turn pockets, as identified in Table 4-2.

Policy RN-1.4 Implement coordinated or adaptive signal timing along arterials to improve traffic flow, using intelligent transportation systems (ITS) strategies rather than roadway widening to maximize roadway efficiency, minimize congestion, and reduce greenhouse gas emissions.

Policy RN-1.5 Support the planned construction of a new US Highway 101 overpass at Bellevue Avenue and a widened overpass at Hearn Avenue to improve east-west multimodal connectivity to and from the Roseland area.

GOAL RN-2 Enhance Sebastopol Road as a vibrant and multimodal corridor.

Policy RN-2.1 Create a lush and colorful landscaped ambiance along Sebastopol Road through the use of broader sidewalks, landscaped medians, historic-style street lamps, shade trees, flowers, and bike lanes.

Policy RN-2.2 Design a raised roadway median to balance the need for access to businesses while enhancing pedestrian safety and the streetscape environment.

CIRCULATION

Policy RN-2.3 Design Sebastopol Road as a focal gathering point and pedestrian-oriented main street.

Policy RN-2.4 Increase transit service along Sebastopol Road to provide bus service every 15 minutes.

GOAL RN-3 Maintain the livability and character of Hearn Avenue while balancing the need to ease traffic congestion.

Policy RN-3.1 Prioritize and secure funding for the planned widening of the Hearn Avenue overcrossing and associated interchange improvements to relieve existing congestion and improve multimodal connectivity.

Policy RN-3.2 Include transit facilities and amenities along Hearn Avenue to support frequent transit service.

Policy RN-3.3 Ensure convenient pedestrian and bicycle connections to and from the bus transfer center with new linked bike lanes and paths, as shown on the Pedestrian and Bicycle Network map (Figure 4-3).

GOAL RN-4 Maintain the rural quality of Burbank Avenue.

Policy RN-4.1 Implement the new street design in order to balance new improvements with the existing rural character along Burbank Avenue.

Policy RN-4.2 Balance the desire to maintain rural character with pedestrian and bicycle safety along Burbank Avenue.

GOAL RN-5 Ensure roadways, paths, and parking are designed to be accessible to all users.

Policy RN-5.1 Ensure all paths, streets, and crossings are designed to be safely accessed by all users, in accordance with the Americans with Disabilities Act (ADA).

Policy RN-5.2 Consider providing accessible on-street parking spaces along major commercial corridors such as Sebastopol Road.

Policy RN-5.3 Ensure proper connectivity and accessible pathways to and from transit stops and amenities since transit riders typically start and end trips as pedestrians.

PEDESTRIAN AND BICYCLE NETWORK

GOAL PBN-1 Establish a complete network of paths for pedestrians and bicyclists to conveniently navigate through the plan area and beyond.

Policy PBN-1.1 Ensure convenient opportunities to walk and bike to daily destinations.

Policy PBN-1.2 Design streets to safely serve and accommodate all travel modes and users.

Policy PBN-1.3 Identify gaps and build sidewalks to complete the pedestrian network in neighborhoods.

Policy PBN-1.4 Develop a system to prioritize bicycle and pedestrian improvements for future funding opportunities.

Policy PBN-1.5 Require dedication of right-of-way for improvements and/or expansion of pedestrian and bicycle facilities where insufficient right-of-way currently exists.

Policy PBN-1.6 Develop and install wayfinding signage to the downtown Sonoma-Marin Area Rail Transit (SMART) station, SMART multi-use path, Sebastopol Road commercial district, and other key destinations. Wayfinding should be designed to help create a sense of place and strengthen project area identity.

GOAL PBN-2 Ensure pedestrian and bicycle facilities are designed with safety and comfort in mind.

Policy PBN-2.1 Provide pedestrian and bicycle amenities such as directional signs, benches, drinking fountains, etc., in high travel locations to serve the recreational and travel needs of residents and visitors.

Policy PBN-2.2 Implement streetscape improvements resulting in attractive, functional streets with overall enhanced access, lighting, and safety for pedestrians, bicyclists, transit users, and motorists.

Policy PBN-2.3 Install high-visibility crosswalk markings and signage in areas with high pedestrian activity.

Policy PBN-2.4 Enhance safety at the Joe Rodota Trail crossing of Stony Point Road by eliminating the free-flow right-turn island at the SR 12 eastbound ramps intersection, using curb extensions to reduce crossing distances where possible, and implementing pedestrian- and bicycle-friendly signal timing strategies.

Policy PBN-2.5 Ensure that pedestrian and bicyclist safety and convenience are maintained where paths and trails cross streets through a variety of measures such as signing, special pavement markings or colors, raised crosswalks, and/or warning lights alerting motorists to the presence of bicyclists and pedestrians at major crossings.

Policy PBN-2.6 Support bike education events and classes.

Policy PBN-2.7 Discourage additional vehicular crossings of the Joe Rodota Trail, between Stony Point Road and Olive Street. To the extent possible, all new development and redevelopment shall be designed to utilize existing crossings of the Joe Rodota Trail, at Dutton Avenue, Roseland Avenue or Stony Point Road, or the proposed crossings already identified in the Santa Rosa General Plan 2035 (at the future extension of West Avenue and the proposed street located between Stony Point Road and Hampton Way).

GOAL PBN-3 Ensure safe pathways along and across the SMART corridor.

Policy PBN-3.1 Coordinate with SMART to ensure safe railway crossings for all users.

Policy PBN-3.2 Consider adding a new bike and pedestrian crossing of the SMART rail corridor between Barham Avenue and Hearn Avenue.

Policy PBN-3.3 Ensure any proposed fencing along the SMART railroad corridor is attractive and does not obstruct visibility to the corridor.

Policy PBN-3.4 Encourage SMART to provide lighting along the railway corridor multi-use path.

GOAL PBN-4 Ensure safe routes to school.

Policy PBN-4.1 Ensure safe routes to school, including safe pedestrian crossings and clearly marked routes near schools.

Policy PBN-4.2 Provide crosswalk enhancements near schools, parks, and high-volume pedestrian areas.

Policy PBN-4.3 Prioritize pedestrian crossing signal timing enhancements at signals around schools to promote safety for pedestrians, including techniques such as early release pedestrian crossing phases (in which pedestrians receive a “walk” signal several seconds before drivers see a green light), dedicated pedestrian phases, and reduced cycle lengths (to minimize wait times).

TRANSIT

GOAL T-1 Promote the use, efficiency, safety, reliability, and convenience of public transit in the plan area.

Policy T-1.1 Provide 11-foot travel lanes on streets with transit service.

Policy T-1.2 Provide well-lit shelters with benches and bicycle parking at bus stops near schools and shopping areas consistent with CityBus standards for bus stop amenities and accessibility.

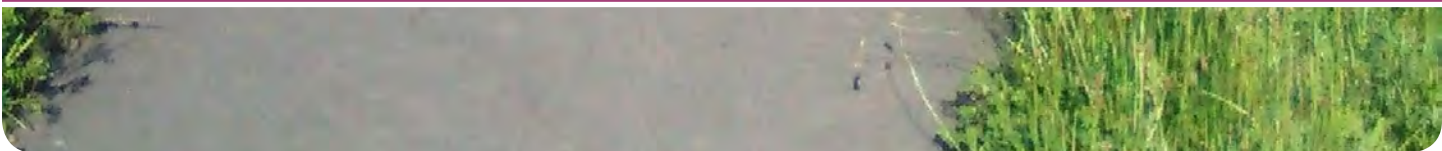
Policy T-1.3 Support increased connectivity and frequency of transit routes serving the Southside Bus Transfer Center, in keeping with the CityBus long-range plan for southwest Santa Rosa service.

Policy T-1.4 Ensure that public transit service connects major destinations in the Roseland area, including educational institutions, community facilities, parks, and major commercial corridors, as well as to the downtown and destinations outside of the plan area.



Chapter 5

PUBLIC SERVICES





The chapter identifies how important public services such as parks, police, fire, and education will be provided. Infrastructure facilities such as sewer, water, and electricity are also included.

5.1 RECREATION AND PARKS

OVERVIEW OF EXISTING FACILITIES

The City of Santa Rosa Recreation and Parks Department designs, constructs, operates, and maintains parks in the plan area. In 2016, there are four parks within the plan area totaling 30 acres: South Davis Neighborhood Park, Southwest Community Park, Bellevue Ranch Park, and Bayer Neighborhood Park and Gardens (See Figure 5-1 Park Facilities).



South Davis Neighborhood Park, located on S. Davis Street, is a 0.7-acre park with basketball courts and a playground. Southwest Community Park, located on Hearn Avenue adjacent to Meadow View Elementary School, features 20 acres of parkland and recreational uses including basketball courts, ball fields, picnic areas, and a playground. Bellevue Ranch Park is a 3.3-acre park located on Arrowhead Drive with basketball courts, barbecues, and a playground. Bayer Neighborhood Park and Gardens is a 6-acre park on West Avenue. Under construction in 2016, it will include community gardens, picnic areas, a skate park, and a community pavilion.



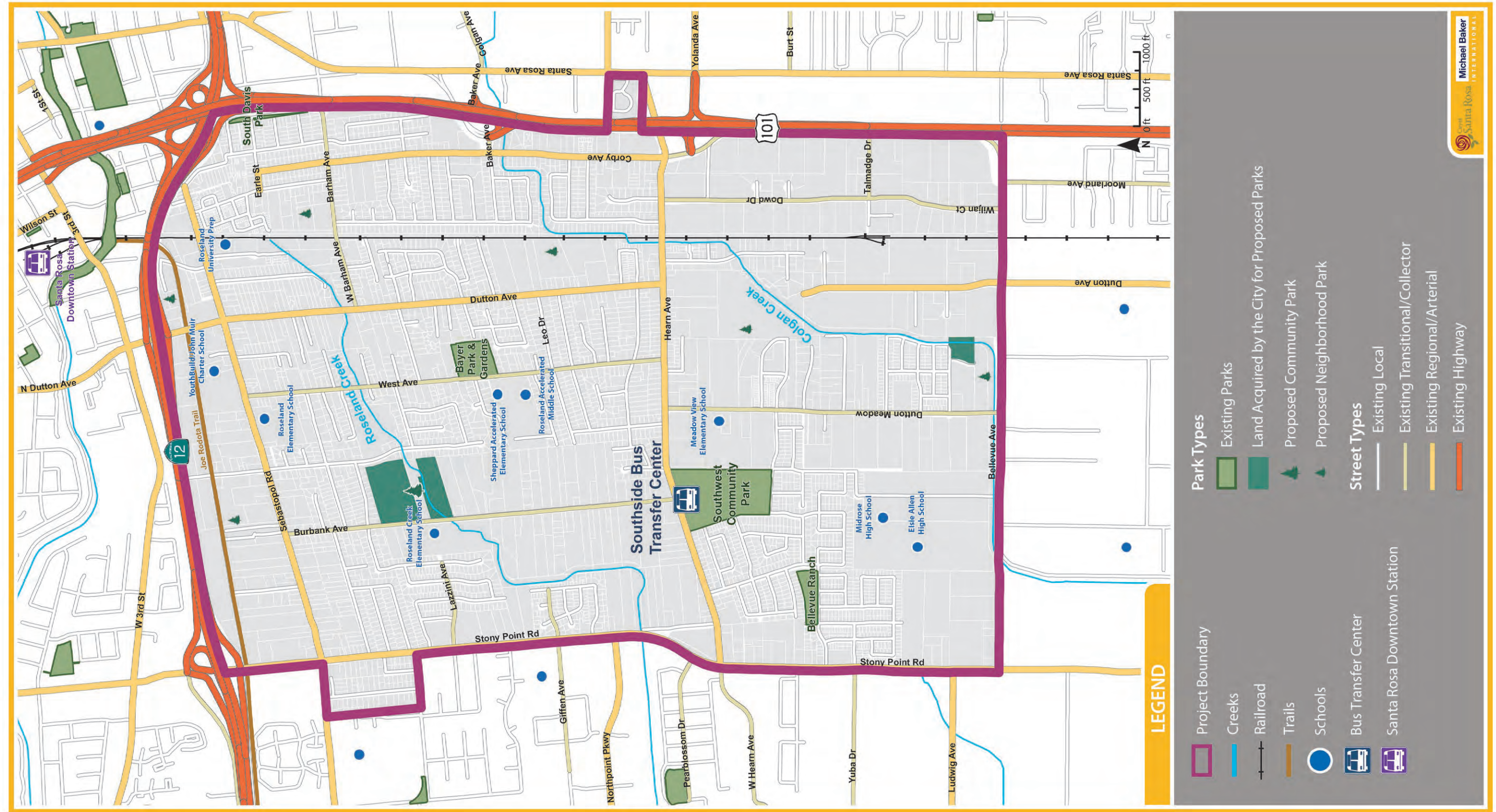
Additionally, the Joe Rodota Trail, which is owned and operated by Sonoma County, is an 8.47-mile paved recreational trail between Sebastopol and Santa Rosa that runs east to west through the plan area, south of State Route 12. This bicycle and pedestrian facility connects to the West County Trail in Sebastopol to form an approximately 14-mile stretch of paved trail.

FACILITY NEEDS

The City's current standard for parks is 6 acres per 1,000 residents, including 3.5 acres of city parks, 1.4 acres of publicly accessible school recreational land, and 1.1 acres of public-serving open space. Neighborhood parks are generally 2–10 acres and located within half a mile of the residents they serve. Community parks are larger, between 10 and 25 acres, and within 1 mile of the residents they serve. Through implementation of this plan, no area will be more than 1 mile from a park or recreational facility.

This Specific Plan and the Santa Rosa General Plan 2035 identify 11 additional parks in the plan area to achieve the citywide park standard. The City owns land for portions of two new parks: a new, undeveloped park located just north of Bellevue Avenue along Colgan Creek, and Roseland Creek Community Park located on Burbank Avenue across from Roseland Creek Elementary School. In addition to community and neighborhood parks, a 1-acre plaza is planned at the Roseland Village site on Sebastopol Road, as envisioned by the Sebastopol Road Urban Vision Plan.

Figure 5-1: Park Facilities



This page intentionally left blank

5.2 PUBLIC SAFETY

OVERVIEW OF EXISTING FACILITIES

FIRE

Although part of the plan area is located in the Roseland Fire Protection District, the entire area receives fire and emergency response services from the Santa Rosa Fire Department. The Roseland Fire Protection District owns and maintains a fire station in the plan area at 830 Burbank Avenue, and since 1983 all fire services for the district have been contracted out to the City of Santa Rosa Fire Department.

In addition to providing emergency response services, the Santa Rosa Fire Department conducts hazardous materials inspections in the plan area for businesses within the city boundaries, and the Sonoma County Fire and Emergency Services Department conducts hazardous materials inspections in the unincorporated county area. The Santa Rosa Fire Department also conducts fire code inspections and responds to fire hazard complaints throughout the entire plan area, including unincorporated areas. However, for the unincorporated areas, it provides fire code inspections only where requested by the County, which supervises permits in the unincorporated areas.

Additionally, the Sonoma County Fire and Emergency Services Department oversees fire code permitting, as well as some construction permit activities and fire code enforcement.

POLICE

The Santa Rosa Police Department is the police force for Santa Rosa, with unincorporated areas in the plan area served by the Sonoma County Sheriff's Office. The California Highway Patrol provides traffic enforcement in the unincorporated areas.

The Santa Rosa Police Department operates four divisions—Field Services, Special Services, Technical Services, and Administration—serving portions of the plan area within the city. The Field Services Division provides patrol and school resource officers, investigates traffic accidents, and collects field evidence. Investigative Services conducts investigation of property crimes, domestic violence/sexual assault, violent crimes, narcotics, gangs, and graffiti. Technical Services operates a 9-1-1 Center and is responsible for records, property and evidence, and criminal analysis.





FACILITY NEEDS

FIRE

According to the City of Santa Rosa General Plan 2035, the fire station on Burbank Avenue is in need of upgrades, and the fire district is planning to relocate the station. The exact location and date for the relocated station have not been determined, but potential locations have been identified on Timothy Road and on Hearn Avenue. The estimated cost for acquiring the needed land and building a new fire station is approximately \$6 million.

POLICE

No County Sheriff or Santa Rosa Police Department facilities are anticipated in the plan area.

5.3 EDUCATIONAL FACILITIES

The plan area is served by four school districts: Roseland, Bellevue Union, Santa Rosa City, and Wright.

OVERVIEW OF EXISTING FACILITIES

ROSELAND SCHOOL DISTRICT

The Roseland School District serves the northern section of the plan area, where there are five schools: three elementary schools, one middle school (charter), and one high school (charter). The total enrollment during the 2013–2014 school year was approximately 2,300 students for all five schools.

Roseland Elementary (K–6), located at 950 Sebastopol Road, has 678 students. Opened in 2012, Roseland Creek Elementary (K–6) is located at 1683 Burbank Avenue and has an enrollment of 395 students. Located less than 1 mile east at 1777 West Avenue are two schools: Sheppard Accelerated Elementary School (K–6), which has 558 students, and Roseland Accelerated Middle School (7–8, charter), which has an enrollment of approximately 300 students. The only high school located in the district is Roseland University Prep High School (9–12, charter), located at 1000 Sebastopol Road, with approximately 400 students.

BELLEVUE UNION SCHOOL DISTRICT

Located just south of the Roseland School District is the Bellevue Union School District, which covers the southern plan area. The district has one school in the plan area: Meadow View Elementary (K-6), which is located on Dutton Meadow and has 394 students.

SANTA ROSA CITY SCHOOLS DISTRICT

Santa Rosa City Schools District covers the northwest corner of the plan area. Additionally, the Santa Rosa City High School District encompasses the entire plan area. Luther Burbank Elementary School, with 425 students in grades K–6, is located outside of the plan area but serves residents of a portion of the area, as does Lawrence Cook Middle School, with 574 students in grades 7–8. There are two district high schools within the plan area under the jurisdiction of the Santa Rosa City Schools District. Midrose High School is an alternative high school located at 597 Bellevue Avenue and has 39 students. It is located at the Elsie Allen High School campus, which has 1,034 students in grades 9–12.



WRIGHT SCHOOL DISTRICT

The Wright School District is located on the western edge of the plan area. While none of the schools in the Wright School District are located in the immediate plan area, two are located just outside it and serve plan area residents. In the 2013–2014 school year, Wright Charter, at 4389 Price Avenue, served 493 students in grades K–8, Robert L. Stevens School, located at 2345 Giffen Avenue, had 536 students in grades K–6, and J. X. Wilson, located just north of the plan area at 246 Brittain Lane, had 589 students in grades K–6.



FACILITY NEEDS

There are no new school facilities planned within the plan area.

5.4 LIBRARY

OVERVIEW OF EXISTING FACILITIES

Library services in Roseland have been a long-time goal of the Sonoma County Library Commission. A Roseland branch of the Sonoma County Library was opened to the public in November 2015. The Roseland Community Library shares its space with the Boys and Girls Club of Santa Rosa, and meeting space is managed by the Sonoma County Community Development Commission. This is a temporary facility.

FACILITY NEEDS

A permanent library facility is needed to serve the community. Space to house the library is planned at the Roseland Village Neighborhood Center on Sebastopol Road.



5.5 TRANSIT

OVERVIEW OF EXISTING FACILITIES

Santa Rosa CityBus is the major provider of public transportation within the plan area, with four bus routes serving portions of the area. The Southside Bus Transfer Center on Hearn Avenue includes shelters and lighting, and facilitates timed transfers between three CityBus routes. CityBus also oversees paratransit service for those who are unable to independently use the transit system. In addition, two Sonoma County Transit (SCT) bus routes pass through the plan area on weekdays, serving riders on Sebastopol Road at the northern edge of the plan area and on Hearn Avenue and Corby Avenue on the eastern edge. Transit users can access other SCT routes serving other areas of the county, as well as routes serving the US 101 corridor and San Francisco, operated by Golden Gate Transit, via single transfers at the downtown Santa Rosa transit mall.

Commuter rail service on the Sonoma-Marín Area Rail Transit (SMART) system is expected to begin in 2016. SMART will have stations at several major population and job centers in the North Bay, including the Santa Rosa Downtown Station, which is located approximately one-half mile from Sebastopol Road.

FACILITY NEEDS

It is anticipated that there will be improvements to public transit as a result of the Reimagining CityBus process under way in 2016. Proposed transit facility improvements in the plan area include the installation of new bus stop furniture, such as benches and lighting fixtures, and improvements for compliance with the Americans with Disabilities Act. The estimated cost for these improvements is estimated at \$200,000 for 20 stops.

5.6 UTILITY INFRASTRUCTURE

OVERVIEW OF EXISTING FACILITIES

WATER

The City's primary water supply source (approximately 95 percent) is purchased from the Sonoma County Water Agency (SCWA). In addition, the City has five potable groundwater wells, two of which can supplement supply from SCWA and three of which are used for emergency purposes only. SCWA supplies potable water to the plan area via turnouts off two aqueducts: the Kawana Pipeline (West Santa Rosa Pipeline) and the Petaluma Aqueduct. Water in the plan area is gravity-fed from SCWA's reservoirs and turnouts on its aqueducts.

The City of Santa Rosa currently owns, operates, and maintains 100 percent of the water infrastructure distribution network both within the city limits and in the unincorporated areas of the plan area. The majority of the water pipelines in the plan area are constructed of PVC, asbestos cement, cast iron, or steel.

WASTEWATER

The wastewater collection system in the plan area is a gravity-flow system, part of which is owned and operated by the City and part by the County. The County-owned system is known as the South Park Sanitation District (SPSD). The City of Santa Rosa has an agreement to maintain SPSP (County-owned) wastewater pipes.

The City owns and operates a wastewater collection system that consists of approximately 158,000 linear feet (30 miles) of gravity sanitary sewer lines, ranging in diameter from 6 to 24 inches, and 837 manholes in the plan area. The SPSP owns approximately 55,000 linear feet (10.4 miles) of gravity sewer main in the plan area, ranging in diameter from 6 inches to 12 inches. The plan area does not include any lift stations. All wastewater flow generated within the plan area is collected and conveyed to the Laguna Treatment Plant.

STORM DRAINAGE

The public storm drain system in the plan area consists of a series of inlets, structures, ditches, pipes, culverts, creeks, and surface drainage features that are owned and operated by one of three public agencies: the City, the County, or the Sonoma County Water Agency (SCWA).

The existing storm drain network in the plan area consists of approximately 30 miles of pipe. Approximately 22.9 miles of pipe (76 percent) are owned, operated, and maintained by the City of Santa Rosa. The County maintains approximately 6 miles of pipe (20 percent). SCWA owns and operates approximately 1.2 miles (4 percent) of the total storm drain pipes in the plan area, ranging from 15 to 48 inches in diameter.

DRY UTILITIES

The existing dry utilities in the plan area consist of electricity, gas, telephone, and cable. The Pacific Gas and Electric Company (PG&E) and Sonoma Clean Power supply electricity and natural gas. Electrical services are provided via aboveground utility poles and belowground utilities.

AT&T and Comcast provide telecommunications, cable television, and Internet services in the plan area. Utility infrastructure is located both aboveground on established poles and belowground in public utility easements.

FACILITY NEEDS

WATER

No new water system improvements are required. Future development may require new water mains, the locations of which will be determined by development location.

In order to provide adequate service to the area as development occurs, the City will need to implement the three developer-driven Capital Improvement Program (CIP) water projects in the plan area identified in the 2014 Water Master Plan Update. These three CIP projects are located along Bellevue Avenue, Stony Point Road, and Burbank Avenue north of Hearn Avenue. The installation of larger pipes at these locations is required in order to provide adequate service to the area as development occurs. The proposed projects include the installation of 5,090 linear feet of new 12-inch water line pipes.

In addition to the new improvements described above, repairs may need to be made to the water distribution system in the plan area over the next 20 years. A total of 18,239 linear feet of existing water pipelines, approximately 7.3 percent of the existing water pipes, in the plan area are due to reach the end of their useful life within the planning horizon. Of the total footage requiring replacement, 3,124 linear feet require replacement in the near term (by year 2021) and 15,115 linear feet require replacement in the long term (between years 2022 and 2035).

WASTEWATER

No pipeline upgrades are required to satisfy future development in the plan area. However, maintenance of existing sewer pipelines will be required to meet current demand and level of service. Based on the useful life span of the existing system, recommended replacements include a total of 55,155 linear feet of pipeline in the plan area by year 2035. The breakdown of the pipe replacement recommendations is shown in Table 51.

Table 5-1 Wastewater Pipe Replacement in the Plan Area

Wastewater Owner	Near-Term Replacement (2016–2021)	Long-Term Replacement (2022–2035)	Total Pipes (linear feet)
City pipelines	22,594	21,365	43,959
County pipelines	1,937	9,259	11,196
Total	24,531	30,624	55,155

STORM DRAINAGE

The City’s stormwater permit with the Regional Water Quality Control Board regulates both stormwater and non-stormwater discharges from the Santa Rosa municipal storm drain system with the intent to reduce stormwater pollution, protect the water quality of creeks and waterways, and continue to promote groundwater recharge. With the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit issued by the North Coast Regional Water Quality Control Board, area development will need to comply with Low Impact Development (LID) design strategies and best management practices selection criteria to control runoff quality and quantity. These requirements will need to be handled as each parcel as development or redevelopment occurs.

City policy requires LID practices, which aim to mimic the existing hydraulic function of the undeveloped site by capturing, treating, and infiltrating stormwater from small rain events as close to the source as possible by using small-scale landscape-based features located throughout project sites. Methods to reduce stormwater runoff and improve its quality include living roofs, structural soil, infiltration, rainwater harvesting, vegetated buffer strips and swales, rain gardens, constructed wetlands, pervious pavement, and impervious area disconnection.

The following improvements to the existing storm drain system are recommended to meet current and future storm drainage needs in the plan area:

- **CCTV inspection** – Clean, flush, and CCTV (closed circuit television) inspect all storm drain pipes to gather field data, focused on the pipelines constructed of cast-in-place concrete and corrugated metal. A CCTV inspection will provide information needed to determine future pipeline rehabilitation and replacement.
- **Manhole installations** – Install 86 new storm drain manholes on existing storm drain lines to meet the City’s spacing standards of maximum 400 feet between manholes.
- **McMinn Avenue** – Install storm drain conduit to connect the storm drain installed under Sebastopol Road widening Phase 2 to Roseland Creek.
- **Sebastopol Road widening Phase 2** – Video inspect the storm drain installed under Sebastopol Road widening Phase 2 to determine work needed at the intersection Stony Point Road and Sebastopol Road.
- **O’Hair Court** – Study the persistent flooding on O’Hair Court; high water backs up the storm drain from Colgan Creek and floods the court.
- **Earle and Boyd Streets** – Study the presence of nuisance flooding.
- **Lower Colgan Creek Restoration Phase 2 (Boron Avenue to Victoria Drive)** – Complete channel enhancement to improve habitat quality and increase flood protection.
- **Lower Colgan Creek Restoration Phase 3 (Dutton Meadow to Boron Avenue)** – Complete channel enhancement to improve habitat quality and increase flood protection.
- **Colgan Creek Channel Improvements – Corby Avenue to the railroad tracks** – Complete an alternatives analysis to determine the necessary channel improvements.
- **Upper Roseland Creek Channel Improvements – Identified as a Zone 1A project** – Improve flooding issues that were confirmed in the 2009 Santa Rosa Flood Insurance Study for Colgan, Roseland, and Naval creeks at West Avenue, McMinn Avenue, and Burbank Avenue.
- **Various Storm Drain Improvements and Environmental Mitigation** – Complete storm drain-related improvements in the unincorporated areas, identified in previous annexation reports.
- **Stormwater Quality Measures** – Mitigate the impact of development on water quality by construction of biofilters, bioswales, and/or bioinfiltration, such as depressing medians and parkways to collect and manage runoff, along all new roadways, as required by the MS4 permit.

DRY UTILITIES

As future development occurs, dry utility providers have indicated that infrastructure improvements will be needed to adequately serve the plan area at buildout. These improvements will be determined on a project-specific basis and required to be constructed by the applicant or utility provider. As such, no cost should be borne by the City.

In conjunction with development, it may be desirable to underground some of the existing overhead facilities to improve the aesthetics and reliability of the utilities. Where feasible, undergrounding of utilities should be coordinated



with any improvements to the right-of-way to save time and resources.

5.7 GOALS & POLICIES

PUBLIC FACILITIES

GOAL PF-1 Provide a variety of outdoor public gathering spaces for visitors and residents of the plan area.

Policy PF-1.1 Support the development of a diverse range of parks and recreational opportunities to meet the physical and social needs of the community.

Policy PF-1.2 Develop a 4.5-acre neighborhood park at Bellevue Avenue and Dutton Meadow.

Policy PF-1.3 Develop Roseland Creek Community Park, a 19.4-acre community park across from Roseland Creek Elementary School on Burbank Avenue.

Policy PF-1.4 Encourage joint use of park, recreational, and school sites to expand opportunities for physical activity.

Policy PF-1.5 Ensure parks, playgrounds, and neighborhood play spaces are safe, clean, and well lit.

Policy PF-1.6 Design parks to be beautiful public amenities accessible to all residents. Ensure design also discourages vandalism, deters crime, and creates a safe and comfortable environment.

Policy PF-1.7 Encourage new housing developments to provide privately maintained recreational and community activity spaces.

Policy PF-1.8 Encourage the use of transparent fencing along creeks and adjacent to parks to provide “eyes” on these public amenities.

Policy PF-1.9 Encourage youth recreation programs offered by private providers and the City's Recreation and Parks Department.

Policy PF-1.10 Partner with the local school district to optimize the joint use of school facilities for evening community educational programs and neighborhood services.

GOAL PF-2 Provide new social and cultural services and amenities to meet the needs of the plan area and the larger community.

Policy PF-2.1 Encourage new uses, such as a teen center or senior community center, to locate along Hearn Avenue adjacent to Southwest Community Park to create a new and centrally located community focus of civic uses. Encourage residential and senior housing units above ground-

floor uses to provide more opportunities for area residents to live near parks, services, and transit.

Policy PF-2.2 Encourage the location of a pool in southwest Santa Rosa, which would serve plan area residents.

Policy PF-2.3 Prioritize public investment and improvements for public facilities and amenities that provide significant health and equity benefits.

Policy PF-2.4 Invest in improvements to public facilities that provide social, economic, and community benefits in underserved neighborhoods, such as educational facilities, parks, playgrounds, libraries, community center, streetscape improvement, and community gardens.

Policy PF-2.5 Provide a new library facility to serve residents in the plan area and beyond.

Policy PF-2.6 Encourage the Sonoma County Library and the Sonoma County Community Development Commission to develop a new library facility at the Roseland Village Neighborhood Center on Sebastopol Road.

Policy PF-2.7 Encourage the location of medical services in the plan area to promote access to health and well-being services for all residents.

Policy PF-2.8 Encourage new cultural facilities, cultural institutions, public art, festivals, and other event programming that brings people together.

Policy PF-2.9 Encourage services and programs for those in need, including children, families, seniors, people with disabilities, and low-income or homeless individuals.

GOAL PF-3 Ensure public safety facilities adequately serve existing and new development in the plan area.

Policy PF-3.1 Provide fire and police services that ensure the safety of plan area residents.

Policy PF-3.2 Identify location and acquire land for replacement fire station in the plan area.

Policy PF-3.3 Relocate the fire station currently located on Burbank Avenue to an upgraded facility.

UTILITIES

GOAL U-1 Ensure utilities adequately serve existing and new development in the plan area.

Policy U-1.1 Upgrade street lighting to meet City standards, promote high visibility, and accommodate all modes of travels.

Policy U-1.2 Provide utility upgrades to ensure water and wastewater services support new development in the area.

Policy U-1.3 Provide an area-wide storm drain maintenance program for surveying the existing infrastructure and programming aging infrastructure.

Policy U-1.4 Prioritize and secure funding to complete a comprehensive storm drain hydrology and hydraulic analysis to protect areas sensitive to flooding.

Policy U-1.5 Underground overhead utilities to enhance visibility for motorists and residents and to minimize risks associated with electrically charged aboveground facilities.



Chapter 6

IMPLEMENTATION & FINANCING





6.1 IMPLEMENTATION OVERVIEW

The Specific Plan sets the framework to guide development and public improvements through 2035. Public infrastructure and services must be available to adequately serve new development in the plan area. The City will follow a strategic and phased approach to new improvements in the plan area, as outlined in this chapter.

This chapter is organized to provide clear guidance for policymakers to address the programmatic and physical improvements critical to achieve the vision for the Roseland area. Section 6.2 identifies the priority projects that should be initiated within the first year of adoption of this plan. Section 6.3 identifies the full list of programs, projects, and actions to implement over the next 20 years.

6.2 PRIORITY PROJECTS

The top priority near-term actions are described below in greater detail. These are the actions that should be initiated in the near term (0 to 5 years) after the adoption of this plan to catalyze improvements in the plan area. These projects meet multiple community objectives and were identified as among the top priorities of participants in the planning process. They are not listed in any particular order and do not reflect priority of implementation.

PRIORITY ACTION A: IDENTIFY FUNDING FOR THE HEARN AVENUE OVERCROSSING

Description: Identify all possible funding sources and financing mechanisms to construct the Hearn Avenue overcrossing of US Highway 101, including grants, fees, and regional funds.

Why Is This a Priority? This project has many co-benefits, from reduction of traffic congestion on Hearn Avenue to greater bike and pedestrian connectivity.

Lead Responsibility: Santa Rosa Department of Transportation and Public Works, Caltrans

Potential Funding Sources:

- Caltrans
- Development Impact Fees
- General Fund
- Traffic Relief Act for Sonoma County (Measure M) funds, administered by the Sonoma County Transportation Authority (SCTA)
- One Bay Area Grant (OBAG) funds, administered by SCTA

PRIORITY ACTION B: ESTABLISH AND SIGN BICYCLE ROUTES

Description: Establish signing for on-street bicycle routes including those that will direct riders to the Sonoma Marin Area Rail Transit (SMART) multi-use path.

Why Is This a Priority? SMART service is expected to commence in late 2016, and segments of the multi-use path will be available for use around this time. This project will improve bicycle connectivity in the local area and enhance bicycle connections to the regional network.

Lead Responsibility: Santa Rosa Department of Transportation and Public Works

Potential Funding Sources:

- Development Impact Fees
- General Fund
- Traffic Relief Act for Sonoma County (Measure M) funds, administered by SCTA
- One Bay Area Grant (OBAG) funds, administered by SCTA
- Other transportation grant programs and funds (Transportation Development Act, Active Transportation Program, Transportation Fund for Clean Air)



PRIORITY ACTION C: CLOSE GAPS IN SIDEWALKS

Description: Focus on completing sidewalks in areas where gaps exist, where the City owns the right-of-way, and where completing the sidewalk will have the greatest benefit, such as near schools, parks, or services.

Why Is This a Priority? Currently a number of gaps in the sidewalk network make walking in the project area uncomfortable and less desirable. Improving the pedestrian experience and creating a walkable environment is a top priority.

Lead Responsibility: Santa Rosa Department of Transportation and Public Works

Potential Funding Sources:

- Development Impact Fees
- General Fund
- One Bay Area Grant (OBAG) funds, administered by SCTA



IMPLEMENTATION & FINANCING



- Other transportation grant programs and funds, administered by Caltrans, SCTA

PRIORITY ACTION D: CONSTRUCT PLAZA AND LIBRARY NEAR SEBASTOPOL ROAD

Description: Build the public plaza and library at the Roseland Village Neighborhood Center.

Why Is This a Priority? The plaza and library are important assets for the community and will create a cultural focus for community members to gather, socialize, and learn.

Lead Responsibility: Private developers, Sonoma County Library, Sonoma County Community Development Commission

Potential Funding Sources:

- Developer contributions
- General Fund
- Private fundraising
- Grants
- Sonoma County

PRIORITY ACTION E: PLANNING FOR ROSELAND CREEK COMMUNITY PARK

Description: Initial steps in the planning process include completion of a park master plan, environmental review, recreational improvements on the northern parcel, and acquisition of the remaining 2.6-acre parcel of land.

Why Is This a Priority? Development of the park will enhance the city's cultural assets and provide greater recreational opportunities in the plan area.

Lead Responsibility: Santa Rosa Department of Recreation and Parks

Potential Funding Sources:

- Development Impact Fees
- General Fund
- Land and Water Conservation Fund (LWCF), administered by the State Parks Office of Grants and Local Services (OGALS)
- Other parks grants and programs administered by OGALS

PRIORITY ACTION F: COLGAN CREEK RESTORATION

Description: Phase 2 of this three-phase project will restore the creek from a flood control channel to a healthier creek with naturalized features.

Why Is This a Priority? This project will achieve multiple community benefits including supporting habitat, increasing flood capacity, improving access to the natural environment, and adding a bicycle and pedestrian path to increase area connectivity.

Lead Responsibility: Santa Rosa Water

Potential Funding Sources:

- Agricultural Preservation & Open Space District Matching Grant Program
- Land and Water Conservation Fund (LWCF), administered by the State Parks Office of Grants and Local Services (OGALS)
- Other Parks Grants and Programs administered by OGALS
- Integrated Regional Water Management Program Implementation Grants, administered by the California Department of Water Resources (DWR)
- Urban Streams Restoration Program, administered by DWR
- California River Parkway Program, administered by California Resources Agency
- City of Santa Rosa Storm Water Enterprise Fund
- General Fund



6.3 IMPLEMENTATION ACTION PLAN

Table 6-1, Implementation Action Plan, provides the list of programs, projects, and actions to implement over the 20-year period of this Specific Plan. The table identifies the responsible party(ies), time frame for implementation, and cost estimate for each item. Phasing is categorized into the following time frames: short-term (0–5 years), mid-term (6–10 years), long-term (11+ years), and ongoing.

IMPLEMENTATION & FINANCING

Table 6-1 Implementation Action Plan

Improvements	Cost	Phasing	Responsibility
Transportation Improvements			
Repave and repair roadways	\$17,002,625	Mid-term	DTPW
Repair crosswalk ramps and make accessible	\$5,808,723	Mid-term	DTPW
Repair sidewalks	\$1,583,341	Mid-term	DTPW
Improve Sebastopol Road and intersections (including bike lanes)	\$3,937,383	Mid- to long-term	DTPW
Improve existing Dutton Avenue and intersections (including bike lanes)	\$955,547	Long-term	DTPW
Restripe/lengthen right turn lane on westbound State Route 12 off-ramp at Dutton Avenue to increase vehicle queueing capacity	\$240,000	Long-term	DTPW
Install enhanced pedestrian and bicycle crossing measures where the Joe Rodota Trail crosses existing arterial streets, such as narrowed crossings, advance stop or yield markings for vehicles, and/or innovative signal timing strategies	\$2,038,816	Mid-term	DTPW
Design new local roadway crossings of the Joe Rodota Trail to prioritize trail users, maximizing trail user safety and convenience	\$515,200	As development occurs	DTPW
Widen Stony Point Road from Hearn Avenue to Sebastopol Road (including bike lanes)	No added cost, already under construction	Near-term	DTPW
Widen Stony Point Road from Bellevue Avenue to Hearn Avenue (including bike lanes)	\$4,359,704	Long-term	DTPW
Improve Corby Ave from Baker Ave to Hearn Ave	\$1,415,245	Mid- long-term	DTPW
Improve Hearn Avenue and intersections (including bike lanes)	\$6,187,200	Mid- to long-term	DTPW
Improve Dutton Meadow and intersections (including bike lanes)	\$4,949,379	Long-term	DTPW
Improve Burbank Avenue and intersections (including bike lanes)	\$391,600	Mid-term	DTPW
Improve Bellevue Avenue and intersections (including bike lanes)	\$12,160,160	Long-term	DTPW
Install bike lanes along West Avenue	\$1,345,536	Long-term	DTPW
Improve Barham Avenue (including bike lanes)	\$1,290,720	Mid- to long-term	DTPW
Install traffic signals when warranted and where necessary to maintain the LOS D standard for major corridors set by the General Plan	\$19,060,800	Long-term	DTPW
Install street lighting where deficiencies exist	\$6,742,860	Near- to mid-term, as development occurs	DTPW
Construct new roads and street extensions	\$84,953,527	As development occurs	City and private developers as determined by nexus
Complete gaps in existing curbs and gutters and sidewalks	\$11,175,643	Mid-term	DTPW
Build US 101 overpass at Bellevue Avenue	\$20,000,000	Long-term	DTPW, Caltrans
Modify Hearn Avenue US 101 overpass	\$29,000,000	Mid-term	DTPW, Caltrans
Establish new bike routes (signed on-street)	\$69,120	Near-term	DTPW
Construct off-street bicycle and pedestrian paths	\$1,506,304	Mid- to long-term	DTPW
Subtotal – Transportation Improvements	\$236,689,432		

Improvements	Cost	Phasing	Responsibility
Land Use and Economic Development			
Initiate an incentive grant program to spur exterior building improvements in both commercial and residential areas	Staff time	TBD	DPED
Focus economic development efforts to retain and recruit new locally owned cafes, restaurants, indoor/outdoor recreation, and retail	Staff time	Near-term	DPED
Public Services, Facilities, and Infrastructure			
Construct central plaza/town square	\$3,100,000	Near-term	Private developer
Build library	\$1,681,668	Near-term	Private developer and Library District
Build cultural/youth center	\$5,000,000	Long-term	City and County
Build pool & community center in the southwest area	\$45,000,000	Long-term	DRP
Construct new neighborhood parks	\$45,000,000	Near- to long-term, as development occurs	DRP and private developer
Construct Roseland Creek Community Park	\$23,000,000	Mid-term	DRP
Upgrade Southwest Community Park	\$4,000,000	Mid-term	DRP
Restore Lower Colgan Creek (Phase 2: Victoria Dr to Boron Ave)	\$2,903,875	Near-term	SRW
Restore Lower Colgan Creek (Phase 3: Dutton Meadow to Boron Ave)	\$3,513,500	Near-term	SRW
Improve Colgan Creek Channel (Corby Ave to Railroad)	\$778,000	Near-term	SRW
Restore Roseland Creek (Burbank Ave to Stony Point Road)	\$1,946,919	Mid-term	SRW
Improve Upper Roseland Creek Channel	\$2,000,000	Mid-term	SRW
Improve aging water supply system	\$15,138,464	Near-term	SRW
Improve aging sewer supply system	\$42,138,420	Near-term	SRW
Improve aging storm drain system (includes CCTV of storm drain pipes, future studies, McMinn Ave storm drain improvement)	\$4,955,483	Near-term	SRW
Upgrade the water supply system to accommodate future population	\$4,224,700	Long-term	SRW
Install bus stop furniture (bench, lighting, etc.)	\$200,000	Near- to mid-term	DTPW
Install directional signage to major destinations	\$140,000	Long-term	DTPW
Relocate the Roseland fire station	\$6,000,000	Near-term	SRFD
Subtotal – Public Services, Facilities, and Infrastructure	\$210,721,029		
Total All Improvements	\$447,410,461		

Source: City of Santa Rosa 2016

Abbreviations:

DPED = Santa Rosa Department of Planning and Economic Development

DRP = Santa Rosa Department of Recreation and Parks

DTPW = Santa Rosa Department of Transportation and Public Works

SRFD = Santa Rosa Fire Department

SRW = Santa Rosa Water

IMPLEMENTATION & FINANCING

6.4 FUNDING AND FINANCING STRATEGY

The Roseland Area/Sebastopol Road Specific Plan identifies a variety of specific infrastructure improvements that will be necessary to facilitate development within the plan area. This funding and financing strategy identifies potential sources for funding and financing of the needed capital improvements, but does not cover the costs of operations and maintenance of infrastructure.

To arrive at the appropriate funding and financing strategy, the City of Santa Rosa will need to make a series of decisions about the implementation process for each of the improvement projects. The following section discusses one of the fundamental decisions relating to implementation, which is the general approach to paying for infrastructure improvements.

PUBLIC FUNDING AND FINANCING MECHANISMS FOR INFRASTRUCTURE

The term “funding” refers to a revenue stream—whether from a tax, fee, grant, or other revenue source that generates money to pay for an improvement. “Financing” or “debt financing” refers to the mechanisms used to leverage available revenue streams, so that agencies are able to provide infrastructure immediately, before revenue equal to the full cost of that infrastructure is available.

Typically, financing involves borrowing from future revenues by issuing bonds that are paid back over time through taxes or fee payments. Although the terms funding and financing are often used interchangeably, the distinction is important because financing mechanisms almost always require that a funding source be identified to pay off the debt. For example, many district-wide taxes or assessments can be used to issue debt and then the tax and/or assessment revenue is used to pay back bondholders.

Debt financing, as described above, is one approach to pay for infrastructure improvements. Pay-as-you-go is another. In the pay-as-you-go approach, an improvement can only be made once a sufficient amount of revenue is gathered to fund the improvement. The pay-as-you-go approach is less risky to the City, but may take longer to implement. In contrast, the debt financing approach involves a higher level of risk, but is more applicable to larger-scale infrastructure needs.

These two general approaches for paying for infrastructure are not dependent on any particular funding source, but instead can rely on a variety of the funding sources and financing mechanisms listed in the following section.

POTENTIAL FUNDING SOURCES AND FINANCING MECHANISMS FOR THE ROSELAND AREA/SEBASTOPOL ROAD SPECIFIC PLAN

This section provides brief descriptions of the potential funding sources and financing tools that may be used to implement the capital improvements identified in the Specific Plan. The sources discussed below are a menu of options for implementation of the plan. In many cases, multiple sources may need to be combined in order to pay for specific projects.

GENERAL FUND

General Fund revenues include property tax, sales tax, transient occupancy tax, and other revenues that are primarily used to pay for ongoing municipal services and operations. There are no restrictions on the types of capital projects that can be funded with General Fund revenues.

EXISTING CONNECTION AND FACILITIES FEES

Connection and facilities fees are one-time fees to development for connecting to the City's water, sanitary sewer, and storm drainage facilities, in order to reimburse the City for the cost of providing those facilities. These revenues can only be used to pay for improvements to the type of system for which the fee is charged (for example, water fees can only be used to pay for improvements to water mains and other water infrastructure).

USER FEES AND RATES

User fees and rates are fees charged for the use of public infrastructure or goods, such as for use of a toll road or bridge, water or wastewater system, or public parking facility. User fees and rates are typically set to cover a system's operating and capital expenses each year, which can include debt service for improvements to the system. User fees charged for parking in publicly owned parking spaces could also be used to pay for the construction, operation, and/or maintenance of a public parking facility. In addition to rates for water and wastewater, the City of Santa Rosa has a Storm Water Enterprise Assessment in place. Revenues collected from these sources are typically collected in an enterprise fund, which is then used to fund eligible projects.

DEVELOPMENT IMPACT FEES AND IN-LIEU FEES

Development impact fees are a one-time charge to new development imposed under the Mitigation Fee Act. These fees are charged to new development to mitigate impacts resulting from the development activity, and they cannot be used to fund existing deficiencies. This condition means that for improvements that benefit existing as well as new development, impact fees can only pay for the portion of the improvement that benefits the new uses. Impact fees must be adopted based on findings of a reasonable relationship (or "nexus") between the development paying the fee, the size of the fee, and the use of fee revenues.

Similar to impact fees, in-lieu fees allow a developer to pay a fee to satisfy a requirement that would otherwise entail providing infrastructure, an amenity, or mitigation measure on-site, such as parking or affordable housing.

The City charges a variety of impact fees, including a capital facilities fee, which pays for certain public infrastructure including street widening, traffic signals, freeway interchanges, bike paths, and storm drains; a parks fee, which pays for the costs of acquiring and constructing neighborhood and community parks; and wastewater and water demand fees. New development in the plan area will be charged those impact fees, and the revenue must be used for capital improvements needed to serve the new development.

DEVELOPER CONTRIBUTIONS AND DEVELOPER-FINANCED PUBLIC IMPROVEMENTS

In addition to impact fees as outlined above, some types of improvements may be paid for with direct contributions from developers or be financed and constructed by developers. Structured negotiations between cities and developers may be conducted to obtain desired improvements in exchange for development rights. The extent to which a new project can contribute to the provision of infrastructure depends on a number of factors, including the cost of the improvements, the scale of the development project, anticipated revenues that will be generated by development, construction costs, on-site parking requirements, and parking ratios. All of these factors will vary depending on the final format and timing of development, and therefore the amount of public benefits that can be provided will need to be negotiated on a case-by-case basis.

IMPLEMENTATION & FINANCING

STATEWIDE COMMUNITY INFRASTRUCTURE PROGRAM

The Statewide Community Infrastructure Program (SCIP) is a program of the California Statewide Communities Development Authority, which is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties. Under SCIP, the authority issues tax-exempt revenue bonds to assist developers with financing for development impact fees and/or improvements for qualifying projects throughout California. Cities, counties, and local agencies in California may join the authority to participate in SCIP. The City of Santa Rosa participates in SCIP with a program that allows developers and property owners to pay the City's impact fees on projects and then pay assessments to SCIP over a period that may not exceed 30 years, secured by a lien against the property. Property owners may be reimbursed by SCIP for development impact fees paid at the time of building permit issuance, or they can receive pre-funding of the development impact fees just prior to obtaining a building permit. Although SCIP is not a funding or financing tool for cities to use to directly pay for infrastructure, SCIP can contribute to the feasibility of development projects. SCIP provides other benefits to cities, including forming the assessment districts, levying the assessments, and issuing the bonds.

ENHANCED INFRASTRUCTURE FINANCING DISTRICTS

Established in 2014, Enhanced Infrastructure Financing Districts (EIFDs) capture a portion of the growth in property tax revenues resulting from new development and increasing property values to fund the acquisition or construction of public facilities and infrastructure. The restrictions associated with the establishment of EIFDs are lower than for Infrastructure Financing Districts (IFDs); although EIFDs have not yet been widely utilized, they are now more likely to be established than IFDs. EIFDs are established by a city or county. The EIFD financing plan must be approved by the taxing entities affected by the EIFD. A specially constituted public financing authority comprising elected officials from the participating taxing entities and appointed members of the public is established to govern the EIFD. Voter or property owner approval is not required to establish the district, but a 55 percent vote is required prior to bond issuance. If there are 12 or more registered voters in the district boundaries, approval by those registered voters is required. Otherwise, the vote is by the property owners in the district.

MELLO-ROOS COMMUNITY FACILITIES DISTRICTS

Community Facilities Districts (CFDs) are a type of special taxing district formed when registered voters or property owners within a geographic area agree to impose a new tax on property in order to fund infrastructure improvements, the development of public facilities, or ongoing maintenance, repair, or services. Tax revenues can then be saved in a fund for use on a pay-as-you-go basis or used to issue bonds. CFDs are relatively flexible, and the special tax rates may be set on any reasonable basis determined by the local legislative body (for example, on the basis of building area, parcel size, or linear feet of parcel frontage), except that the tax cannot be ad valorem (based on property value). CFD boundaries can be drawn to include noncontiguous parcels, and different special tax rates can be set for different parcels within the CFD, based on land use/property type, densities, or other material factors. CFDs require approval by two-thirds of property owners (weighted by property area) as long as there are no more than 11 registered voters living within the proposed boundary. If there are 12 or more registered voters living within the district, the formation of a CFD requires two-thirds voter approval.

Because of this voter approval requirement, CFDs are most commonly formed in undeveloped areas where the district encompasses a single property owner or a small number of property owners who intend to develop the property and/or subdivide the land for sale. One provision of the Mello-Roos Community Facilities District Act is that the fees can be proportionally subdivided with the land and passed on to the future owners.

SPECIAL ASSESSMENT DISTRICTS

In a special assessment district, property owners agree to pay an additional assessment in order to fund specific improvements or services. Assessment districts are established by a vote of the property owners and require support from owners of a simple majority (50 percent plus one) of assessed property value in the district. However, under Proposition 218, a constitutional amendment passed by California voters in 1996, the amount that each property owner pays must be directly proportional to the “special benefit” the property will receive from the proposed improvement. The assessment district may not be used to pay for the portion of an improvement that accrues to the community at large (known as the “general benefit”). California law defines a number of different types of assessment districts (for example, Lighting and Landscaping Districts, Parking Districts, Property and Business Improvement Districts), most of which can issue tax-exempt bonds. As a result of the special benefit requirement, assessment districts are typically used to fund small, primarily local-serving infrastructure such as landscaping, lighting, street, or sidewalk improvements.

PROPERTY-BASED IMPROVEMENT DISTRICTS OR BUSINESS IMPROVEMENT DISTRICTS

Business Improvement Districts (BIDs) and Property-Based Improvement Districts (PBIDs) are a type of assessment district in which business or commercial property owners vote to be assessed a fee, which is collected on their behalf by a city, to fund programs and projects within the business area. Typically, a BID or PBID provides resources to develop marketing campaigns, increase lobbying efforts, secure additional funding and enhance public improvement and beautification projects in partnership with the city. By pooling private resources, business owners in BIDs collectively pay for activities which they could not afford on an individual basis.

ONE BAY AREA GRANT PROGRAM

The One Bay Area Grant (OBAG) Program provides grants for local streets and roads preservation, bicycle and pedestrian improvements, and streetscape improvements. At least 50 percent of OBAG funds must be spent in Priority Development Areas (PDAs); because the Roseland Area/Sebastopol Road Specific Plan area encompasses parts of two PDAs, subareas within the plan area would be eligible for this funding. The Sonoma County Transportation Authority (SCTA), acting as the County’s Congestion Management Authority (CMA), administers the OBAG capital grant program in Sonoma County. In late 2015, the Metropolitan Transportation Commission (MTC) adopted a funding and policy framework for the second round of OBAG grants, known as OBAG 2. This round of funding is projected to total about \$800 million to fund projects from 2017–18 through 2021–22 in the Bay Area. It is likely that approximately \$25 million will be programmed in Sonoma County.

ACTIVE TRANSPORTATION PROGRAM

The Active Transportation Program (ATP), which is administered by the Division of Local Assistance, Office of Active Transportation and Special Programs, is a new program that consolidates existing federal and state transportation programs, including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA), and State Safe Routes to School (SR2S), into a single program. The purpose of ATP is to encourage increased use of active modes of transportation. The current cycle of funding includes approximately \$240 million.

IMPLEMENTATION & FINANCING

CALIFORNIA OFFICE OF TRAFFIC SAFETY GRANTS

The California Office of Traffic Safety (OTS) awards federal funding on a competitive basis to cities and counties for programs that help them enforce traffic laws, educate the public in traffic safety, and provide varied and effective means of reducing fatalities, injuries, and economic losses from collisions. Evaluation criteria for grants include potential traffic safety impact, collision statistics ranking, seriousness of identified problems, and performance on previous OTS grants.

OTHER TRANSPORTATION GRANT PROGRAMS

In addition to the OBAG Program, state and regional agencies periodically offer other competitive grants for pedestrian, bicycle, streetscape, road, and other transportation-related improvements. These programs change over time depending on funding availability. Recent examples include the California Department of Transportation's (Caltrans) Safe Routes to School program; the Transportation Development Act fund; the State Transit Assistance fund; and the Transportation Fund for Clean Air program, administered jointly by the Bay Area Air Quality Management District (BAAQMD) and SCTA. MTC or SCTA administer and redistribute federal funds from the Federal Transit Administration, including programs such as the Urbanized Area Formula Funding program (49 U.S.C. 5307), the State of Good Repair grants (49 U.S.C. 5337), and the Bus Facilities Program (49 U.S.C. 5339).

OTHER TRANSPORTATION FUNDS

Other transportation funds include funds from the state gas tax and revenues from the Traffic Relief Act for Sonoma County (Measure M), distributed by the Sonoma County Transportation Authority to fund local transportation improvements. Measure M corresponds to a 20-year increase in sales tax that county voters approved in 2004 and is anticipated to raise between \$17 and \$35 million a year through FY 2024–25. The measure provides funding for local street projects and rehabilitation, widening US Highway 101, improving local bus service, Sonoma-Marín Area Rail Transit (SMART), and bicycle and pedestrian improvements.

LAND AND WATER CONSERVATION FUND PROGRAM

The Land and Water Conservation Fund (LWCF) is a federal program that provides matching grants to state and local governments for the acquisition and development of public outdoor recreation areas and facilities. In California, the State Parks Office of Grants and Local Services administers the state's appropriation of Land and Water Conservation funds for park acquisition and development projects, which is up to \$2 million on an annual basis. Projects must meet state-identified funding priorities that support access to recreation and conservation of natural resources.

OTHER PARKS GRANTS AND PROGRAMS

In addition to the LWCF program, OGALS periodically administers other competitive grants for parks and open space-related improvements. These programs change over time depending on funding availability. Recent examples include the Statewide Park Development and Community Revitalization Program of 2008 (Statewide Park Program), the Nature Education Facilities Program, the State Urban Parks and Healthy Communities Program, and the Youth Soccer and Recreation Development Program.

WATER, SEWER, AND STORMWATER GRANT PROGRAMS

State and federal agencies periodically make competitive grant funding available for water and sewer programs. Like discretionary transportation grants, these programs change over time depending on funding availability. For example,

various state bond measures have provided grant funding for programs administered by the California Department of Water Resources and the State Water Resources Control Board. Grant programs include the Integrated Regional Water Management Program Implementation Grant for water supply and water quality, wastewater and recycled water, flood protection and stormwater management, and watershed management projects; and the Stormwater Flood Management Grant program for projects that manage stormwater runoff to reduce flood damage, improve groundwater supplies, improve water quality, and restore ecosystems.

FUNDING AND FINANCING OPTIONS

Table 6-2 provides a list of options for the types of improvements that have been identified in the Roseland Area/Sebastopol Road Specific Plan. It is likely that some projects will be funded through a number of different local, state, federal, and even private sources, and the potential for utilizing a given source will vary depending on market conditions, funding availability, consent from property owners, and other factors at the time the improvement is made. In particular, it is likely that some portion of infrastructure costs will be directly associated with development projects included in the plan area and will be borne by developers as a part of their development project or as a result of negotiations with the City.

IMPLEMENTATION & FINANCING

Table 6-2 Potential Funding and Financing Sources

Funding and Financing Sources	Administering Agency	Capital Improvement Type							
		Pedestrian & Streetscape Improvements	Bicycle Improvements	Other Road Improvements	Parks, Plazas, Open Space	Transit Facilities	Stormwater Improvements	Water System Improvements	Sanitary Sewer Improvements
General Fund	City	X	X	X	X	X	X	X	X
Existing Connection and Facilities Fees	City							X	X
User Fees and Rates	City				X	X	X	X	X
Development Impact and In-Lieu Fees	City			X	X			X	X
Developer Contributions and Developer-Financed Public Improvements	City and/or Property Owners	X	X	X	X	X		X	X
Enhanced Infrastructure Financing District (EIFD)	City	X	X	X	X	X		X	X
Community Facilities District (CFD)	City	X	X	X	X	X		X	X
Special Assessment District	City	X			X				
Property-Based Improvement District (PBID) or Business Improvement District (BID)	Business and/or Property Owners	X	X		X	X			
One Bay Area Grant (OBAG) Program	MTC, SCTA	X	X	X					
Other Transportation Grant Programs	Caltrans, MTC, SCTA, BAAQMD	X	X	X		X			
Other Funds	City	X	X	X	X	X		X	X
Water and Sewer Grant Programs	DWR, SWRCB							X	X

Abbreviations:

Caltrans: California Department of Transportation
MTC: Metropolitan Transportation Commission
SCTA: Sonoma County Transportation Authority
BAAQMD: Bay Area Air Quality Management District
DWR: California Department of Water Resources
SWRCB: State Water Resources Control Board

6.5 PLAN ADMINISTRATION

The City of Santa Rosa Planning and Economic Development Department is responsible for the administration, implementation, and enforcement of this Specific Plan. The plan will be reviewed, maintained, and implemented in a systematic and consistent manner. The action plan presented in this chapter summarizes the programs and projects for implementing the Specific Plan. Priorities are set for actions that need to be undertaken in the first years after adoption.

Operations and Maintenance Budget Fiscal Year 2019-20



This page left blank intentionally



CITY COUNCIL

Mayor

Tom Schwedhelm

Vice Mayor

Chris Rogers

Council Members

Julie Combs

Victoria Fleming

Ernesto Olivares

John Sawyer

Jack Tibbetts

City Manager

Sean McGlynn

City Attorney

Sue Gallagher

This page left blank intentionally



Budget Document Producers

Budget Team

Shelley Reilly	Principal Financial Analyst
Veronica Conner	Financial Analyst
Mike Frugoli	Financial Analyst
Janet Klaven	Financial Analyst

Other Contributors

Chuck McBride	Chief Financial Officer
Tricia Mason	Administrative Technician

Technical Advisor

Brian Tickner	IT Manager
Shawn Moore	Programmer Analyst

Department Budget Coordinators

City Attorney's Office

Kathryn Marko

City Council/City Manager's Office

Elizabeth Licursi

Finance

Lisa Gebhart-Longhurst

Fire

Jim Arend

Housing & Community Services

Kate Goldfine

Human Resources

Dominique Kurihara/Jeremia Mills

Information Technology

Eric McHenry

Planning & Economic Development

Serena Lienau

Police

Jodi Frost

Recreation & Community Engagement

Jason Parrish

Santa Rosa Water

Kimberly Zunino

Transportation & Public Works

Renee Young



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Santa Rosa
California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

Table of Contents

TRANSMITTAL & BUDGET OVERVIEW

- 1 City Manager's Budget Transmittal Letter
- 7 Guide to the Document
- 11 Budget Overview
- 17 Capital Improvement Program
- 25 City Council Goals
- 27 Measure O Overview
- 29 Budget Process and Calendar

CITY & ORGANIZATION OVERVIEW

- 31 Organizational Values
- 32 City of Santa Rosa Organizational Chart
- 33 City at a Glance
- 35 City Profile and Demographics

SUMMARY FINANCIAL INFORMATION

- 37 All City Funds Schedule
- 39 Enterprise Funds Schedule
- 41 Internal Services Funds Schedule
- 43 Fund Use by Department
- 45 City Revenues
- 49 Multi-Year Revenue Summary
- 50 Multi-Year Expenditure Summary
- 51 City Debt
- 53 FTE Staffing Summary
- 57 Long Range Financial Forecast

DEPARTMENTS

- 61 City Attorney's Office
- 69 City Council
- 75 City Manager's Office
- 83 Finance
- 93 Fire
- 101 Housing & Community Services
- 109 Housing Authority
- 115 Human Resources
- 121 Information Technology
- 127 Non-Departmental
- 131 Planning & Economic Development
- 139 Police
- 147 Recreation & Community Engagement
- 155 Santa Rosa Water
- 165 Successor Agency to the Redevelopment Agency
- 167 Transportation & Public Works

APPENDIX

- 177 Policies
- 183 Gann (Appropriation) Limit
- 185 Budget Resolutions
- 197 Glossary

This page left blank intentionally



July 1, 2019

To: Mayor Schwedhelm, the City Council, and the Residents of Santa Rosa

I am pleased to submit the Fiscal Year (FY) 2019-20 Operations and Maintenance Budget for the City of Santa Rosa. This budget is a first step in addressing the long-term financial stability of the City, balancing the challenges of a structural deficit with an ongoing commitment to the goals and priorities set forth by the City Council and the health of our organization.

The City continues to recover from the effects of the wildfires that ravaged the region in October 2017. This budget begins to address the financial effects of the fires and rebuild our reserves, in order to prepare for the financial challenges that may be presented in future catastrophic events. The budget brings our General Fund reserves back in line with Council policies and starts the City on a path to proactively finance and manage the growing needs of our aging infrastructure, while providing additional resources to continue the recovery efforts, and make the City more resilient and prepared for future events.

Despite financial challenges, the future is bright. The City's major revenue sources show unexpected resiliency and have beaten projections across the board. Santa Rosa enjoys a highly diversified revenue portfolio and is not overly reliant on any single source, which will provide some mitigation against future downturns. We are also beginning to address major challenges we share with the state and other cities, such as growing pension liabilities; this budget pays down a portion of that liability and plots a course to further address this growing issue. Finally, we continue work to recover as much cost reimbursement as possible from the Federal Emergency Management Administration (FEMA) in order to replenish our reserves and replace damaged infrastructure.

FY 2019-20 Budget Summary

The City's proposed budget in total is lower than the FY 2018-19 adopted budget, decreasing by \$9.4 million, or 2.1 percent, for a total budget of \$438.9 million. While the operating portion of the budget increased by a little over 4 percent, there was a substantial decrease of approximately 26 percent in the Capital Improvement Program (CIP), which saw a reduction of \$24 million as projects related to cleanup of the city's water utilities came in substantially below last year's estimate.

Citywide operating budgets increased by \$14.9 million, or 4.2 percent, with the largest increase seen in the Housing Authority. The Housing Authority budget increased by \$10.4 million (31 percent) due primarily to a large increase in the cost of Rental Assistance. Despite increases in personnel costs, such as cost of living adjustments (COLA) and pension costs, the General Fund increased by less than one percent, as departments eliminated approximately 39 vacant positions in order to balance the structural deficit.

The City was able to balance the General Fund budget through several measures. A temporary quarter cent sales tax was passed by voters in November 2018, providing six years of additional funds to bolster resiliency and better prepare for future disasters. Departments also provided \$5 million in additional savings by cutting 39 vacant positions. The budget also paid down over \$4 million in unfunded liabilities

City Manager’s Budget Transmittal

related to pensions and set aside much needed funding for our aging infrastructure. The total General Fund budget increased to \$171 million, growing at less than one percent over the previous year.

The Santa Rosa economy exhibits continued strength and provides diverse sources of revenues to support City operations. The largest General Fund revenue is sales tax, which represents about 35 percent of the City’s portfolio and is expected to grow modestly in the coming year. Property tax, the next largest source, is continuing to grow, despite the effects of the fires. Projected losses from the fires were not realized in General Fund revenues in FY 2018-19 and are projected to grow by almost 12 percent in FY 2019-20. Much of this growth, however, is due to additional tax revenues from the temporary sales tax measure passed by voters in November 2018.

City Council Goals and Priorities

The City Council met on January 21, and 22, 2019 to develop their goals and priorities. The City Council’s Mission is *“To provide high quality public services and cultivate a vibrant, resilient, and livable City.”* Their Vision statement is: *“Santa Rosa – Leading the North Bay.”*

City Council Goals

Goal	Aspiration Statement
Ensure Financial Stability of City Government	Santa Rosa sustains a strong, diversified economic base that continually renews itself, and has a structurally balanced budget with sufficient reserves in all funds to weather economic shifts for long-term sustainability of City services.
Effectively Implement the Recovery and Rebuilding of Santa Rosa.	Santa Rosa emerges as an even stronger, more vibrant, resilient and livable community prepared to achieve its vision of leading the North Bay.
Meet Housing Needs.	Santa Rosa actively supports housing for all, through protection, preservation, and production of housing.
Attain Functional Zero Homelessness	Santa Rosa supports effective strategies that house homeless individuals.
Invest In and Sustain Infrastructure and Transportation	Santa Rosa regularly invests in its transportation, roads, technology, and overall infrastructure to protect and sustain its assets and keep pace with community needs.
Provide for Community Safety, Valued City Services, and Open Government	Santa Rosa is a safe and healthy place and has the right mix of services supported by effective internal services operating within open government practices.
Foster Neighborhood Partnerships and Strengthen Cultural Assets	Santa Rosa promotes thriving neighborhoods in preserving its heritage and vibrancy of the community.
Promote Environmental Sustainability	Santa Rosa protects and improves the environment through its policies and actions.
Foster a 21st Century City and Organization	Santa Rosa leads the North Bay by supporting innovation in service delivery, engaging its employees, and striving for high employee morale.

City Manager’s Budget Transmittal

Foster a Strong Downtown and Overall Economic Development of the Community	In Santa Rosa, a successful downtown is a community-wide economic development engine and cultural center where people live and work.
---	--

Tier 1: Priorities Underway and Receiving the Highest Attention

•	Financial Stability
•	Recovery & Resilience
•	Comprehensive Housing Strategy
•	Homelessness
•	Implement Climate Action Plan

Tier 2: Priorities Underway with Attention as Resources Permit

•	Create a plan to address Deferred Maintenance throughout the Community
•	Explore options for funding the Roseland Library
•	Citywide \$15 Minimum Wage measure
•	City Charter review
•	COLA vs. CPI for Mobile home rent increases
•	Promote affordable Childcare, streamlining processes
•	Support for the Cannabis Industry

Budget Process

The Finance Department maintains a 10-Year Long Range Financial Forecast for the General Fund. This Forecast is a planning tool for monitoring ongoing General Fund revenues and expenditures, forecasting structural deficits and fund balance levels, and implementing organizational and budget strategies. The Finance Department updates the Forecast at the beginning of the budget process in January, and when the budget is adopted.

City departments are given Guidelines for preparing their budgets in January. These Guidelines factor in the current condition of the General Fund and the strength of the local economy, providing direction for development of operating budgets. For General Fund operations, the direction for FY 2019-20 was to develop operating budgets with minimal increases, although some budget additions were considered for additional resources that would advance programs addressing goals identified by the City Council. Additionally, departments were asked to examine their respective personnel budgets and identify vacant positions that could be eliminated as a first step in addressing the structural deficit.

Due to the weight of consideration given to addressing the structural budget deficit, the City Council continued the practice of holding the first budget study session in April, allowing additional contemplation of potential personnel savings that could have effects on City services. In addition to this lengthened process, remedies for the structural budgetary deficit were considered by Council in public meetings in October 2018 and January 2019, as well. The final study session was held over two days in May.

City Manager's Budget Transmittal

Budget Document Structure

Following the Transmittal Letter is the Guide to the Budget Document, then the Budget Overview which highlights key elements of the budget. Further sections provide information on the Capital Improvement Program, City Council Goals, Measure O, and a Budget Process explanation and calendar. There are sections with general City and organizational information, summary financial information, and a review of the City's Long Range Financial Forecast. Departmental sections include the department's mission and outlines initiatives for the coming fiscal year and accomplishments from the prior year, emphasizing activities that fulfill City Council goals.

Acknowledgements

Facilitation of the budget process and the development of a budget document is a major undertaking. I would like to express my gratitude and appreciation to all departments, departmental budget coordinators, and the City Council for their efforts, support, and deliberation during the budget process. Lastly, I would like to extend a special thanks to the City's Chief Financial Officer, Chuck McBride, and the Budget and Financial Planning team in the Finance Department: Shelley Reilly, Mike Frugoli, Janet Klaven, and Veronica Conner. Collectively they provide tremendous resource and expertise coordinating the citywide efforts on budget and capital plan development, forecast updates, and document production. I also congratulate this team on receiving the Government Finance Officer's Distinguished Budget Presentation Award for the 2018-19 Fiscal Year Budget.

Conclusion

The FY 2019-20 budget sees the City recovering from the unwelcomed events of October 2017. This budget includes steps to improve our responses to future events, bolstering staffing and resources for emergency operations. Although vacant staff positions were cut to provide savings, those positions were vetted against City priorities and a desire to minimize any effects on continued service levels to Santa Rosa residents.

While the outlook is more optimistic than last year, there is work to be done to restore the City's financial structure to health. Although the fires depleted our General Fund reserves, they could not be blamed for the structural deficit. This budget takes steps to address ongoing challenges presented by growing unfunded liabilities in our pension plans and the increasing needs of aging infrastructure. In the coming years, we will be forced to more closely examine how we provide City services and craft delivery models that ensure the City is on a fiscally sustainable trajectory for the long run.

In the coming months, staff will be working to identify ways to bring the operating budget back in line with projected revenues, while continuing to meet the goals of our City. The road to financial stability will take many years and require discipline and dedication to long-term strategies. We continue to focus on proper allocation of resources and not simply cutting budgets across the board. Our long-term strategy will also focus on aging infrastructure, building the City's resiliency for future catastrophic events, and addressing endemic issues, such as the rising costs health care and defined benefit pensions. We will continue to work with our community and our City Council to build a future that allows us to provide exceptional service with limited resources.

City Manager's Budget Transmittal

City staff and the City Council are working together to accomplish significant goals established by the Council and other initiatives. The more notable accomplishments include:

- Ensure financial stability of City government
- Effectively implement the recovery and rebuilding of Santa Rosa
- Successfully passed ballot Measure O – Temporary Emergency Funding
- Banned use of glyphosates weed killer in all City Parks and Facilities
- Worked closely with outside counsel to represent the City in the PG&E litigation
- Completed the Coffey Park Master Plan for Reconstruction
- Formed the Santa Rosa Downtown Community Benefit District
- Successfully restored water quality in the fire impacted neighborhood of Fountaingrove and lifted the drinking water advisory
- Processed permits for 1,456 individual parcels that experienced a complete loss of a primary structure in the Tubbs Fire

The City is also grateful for the tremendous participation of residents as we develop tools to solicit feedback from the community as we develop the budget. We continue to look for new ways to make it easier for the public to participate in budget development, and receive financial and statistical information about the services we provide to the community. We remain committed to carrying out the recommendations from the Open Government Taskforce, as evidenced by many of the initiatives funded in this budget. As always, I look forward to working together on solutions that will continue making Santa Rosa a great place to live and do business.

Sincerely,



Sean McGlynn, City Manager

This page left blank intentionally

Guide to the Document

The budget is a spending plan for the financial resources available to the City. These resources allow the City to provide services to meet the needs of Santa Rosa residents. The City Council and City employees respond to the community's needs in part through the budget. It balances not only revenues and expenditures, but also community priorities and interests.

DOCUMENT ORGANIZATION

The document is organized into sections separated by tabbed pages that provide quick identification of their contents.

The Table of Contents lists every item in the document and its page number. The other sections of the document are described below.

Transmittal, Guide and Budget Overview

The City Manager's Budget Transmittal introduces the budget. This section sets the context for budget decisions by describing the conditions affecting the budget, outlines major initiatives underway and challenges for the next year. This Guide to the Document explains the format and organization of the document and includes a section on the City's budget practices and policies. The Budget Overview summarizes the budget and focuses on its financial implications, including revenue and expenditure trends. Following the Budget Overview is a summary of the City's Capital Improvement Program budget and a list of projects receiving funding.

This section also includes a segment detailing the City Council's goals. Every two years, the Council meets to develop its goals for the coming two-year period. At that time, the Council outlines the goals, proposes strategies, and works with City staff to develop work plans. To show the City's progress and efforts towards the goals, each goal has been assigned a number. These numbers appear in each department's section next to the Strategic Goals and Initiatives and the Accomplishments that relate to that goal. The associated goals show departments' continuing efforts toward furthering and achieving the Council's goals.

An overview of the Measure O budget (Santa Rosa's quarter cent sales tax to fund Public Safety and Violence Prevention program), a description of the budget process and budget calendar are also included in this section of the document.

City and Organization Overview

This section contains a Citywide organizational chart, which includes names of the major programs of each department; the City's Organizational Values; general information about Santa Rosa; a brief historical background; demographics and statistics.

Guide to the Document

Summary Financial Information

Included in this section are the Summary financial tables for the General Fund, Enterprise Funds, and Internal Service Funds. Analyses of the City's debts and revenues, Citywide staffing information, and a Long Range Financial Forecast are also included in this section.

- All City Funds Schedule: Local government budgets are organized by funds in order to segregate and account for restricted resources. Each fund is a separate accounting entity. The General Fund provides the resources for many of the services cities typically offer. The All City Funds summary schedule consolidates all funds Citywide and presents the total resources and the total use of resources.
- Enterprise Fund Schedule: These funds account for City activities that are operated in a manner similar to private enterprises, and receive revenues from fees charged to customers.
- Internal Service Funds Schedule: These funds are used to report the activities that provide goods and services to other funds, departments or component units of the City programs and activities.
- Fund Use by Department: This matrix shows the relationship between the various funds and the City's departments.
- Multi-Year Revenue and Expenditure Summaries: These two schedules provide a multi-year summary of Revenues by Fund and Expenditures by Fund. Each schedule reflects three prior years of actual results, the budget or estimates for the previous fiscal year and the current year's budget.
- FTE Staffing Summary: This schedule provides a description of Citywide position changes, including a table showing five years of staffing levels for each department.
- Long Range Financial Forecast (LRFF): This schedule displays the current budget of the General Fund as well as forecasted revenue, expenditures, transfers and reserve balances for the next ten years. The LRFF is intended to serve as a tool for financial planning and decision making in the years ahead, and the City aims to update this forecast annually.

Department Detail

The majority of the budget document is divided into departmental sections. A variety of information, both financial and narrative, is provided for each department. Each section contains the following information:

- Mission Statement: A statement explaining why a department exists.
- Department Description: A description of the services provided by the department, intended to give the reader an understanding of the scope and breadth of ongoing functions and responsibilities of a service area.
- FTE By Program: A graphic representation of each department's programs. The number of employees in a program is included. These charts are representative of a point in time; the number of employees in a program for any department fluctuates throughout the year.
- Strategic Goals and Initiatives: A list of initiatives the department hopes to begin or accomplish over the next fiscal year. Initiatives related to City Council goals are designated with the number of the corresponding goal.
- Major Budget Changes: A description of the department's major increases and decreases compared to the previous year's budget.
- Expenditures by Program: A financial table showing funds used to support departmental activities that provide benefits and services Citywide. It also provides historical information so the reader can examine trends and previous funding levels.

Guide to the Document

- Expenditures by Category: A financial table showing salary, benefits, operating and capital costs associated with the department. It also provides historical information so the reader can examine trends and previous funding levels.
- Expenditures by Fund: A financial table showing the funds from which the department receives financial resources. It also provides historical information so the reader can examine trends and previous funding levels.
- Authorized Full-Time Equivalent (FTE) Positions - All Funds: A table showing the staffing level of each department for the current fiscal year and prior four fiscal years.
- Performance Measures: A collection of statistical data measuring the achievements of each department.
- Prior Fiscal Year Accomplishments: A list of the department's accomplishments from the previous fiscal year. Accomplishments related to City Council goals are designated with the number of the corresponding goal.
- Looking Ahead: An overview of future projects and priorities unique to each individual department.

Reading Expenditures Tables

The Expenditures Tables in each department's section include the 2-year's prior actual data, the prior year's adopted budget and the current fiscal year budget as it was adopted by the City Council during the City's annual Budget Hearings in June.

Appendix

This section contains the General Fund reserve policy and other policies of interest, the City's annual Gann (Appropriations) Limit details and the budget resolutions. A Glossary of Terms, related to budgeting in general and the City of Santa Rosa particularly, can be found in this section.

BUDGET PRACTICES AND POLICIES

Basis of Accounting

The budget is developed on a modified accrual basis of accounting, for governmental fund types (General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds), adjusted for encumbrance accounting. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount can be determined, and "available" means collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred.

Proprietary fund (Enterprise Funds and Internal Service Funds) use the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when liabilities are incurred, regardless of when the related cash flows take place.

Basis of Budgeting

Budgets are adopted for all governmental funds, except for certain Special Revenue Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) adjusted for the accounting of encumbrances. The budget is legally required to be adopted prior to July 1 for the ensuing year.

Guide to the Document

The City Manager is authorized to transfer an unlimited amount of appropriations within any fund so long as the total appropriations are not increased. The City Manager is also authorized to transfer up to \$50,000 of appropriations between funds. In addition, the City Manager is authorized to transfer up to \$100,000 of appropriations between funds within one Enterprise activity. Only the City Council has the authority to increase total appropriations, subject to the appropriation limitations set by state law. Budget appropriations lapse at the end of the fiscal year, with the exception of contract commitments and capital improvements, which are carried over until the commitment is met, or the project has been completed.

The legal level of budgetary control is by fund, although budgets are adopted within funds at the department/division level in all operating funds and at the project level in the capital projects funds.

Reserve Policies

The General Fund maintains a reserve policy based on City Council approval. The policy states that the General Fund reserve will be maintained at between 15-17% of expenditures. All other major City funds also have reserve policies that dictate minimum balances. More information on policies can be found in the Appendix.

Budget Overview

Introduction

Santa Rosa's Fiscal Year (FY) 2019-20 Operating and Capital Budget is \$438.9 million across all funds and is comprised of \$369.3 million of operational funding and \$69.6 million of capital project funding. This represents a total decrease of \$9.4 million or -2.1% over the FY 2018-19 adopted budget, Operations increasing by \$14.9 million or 4.2% and the Capital Improvement Program (CIP) decreasing by \$24.3 million or -25.9%, as shown in the following table.

FUND TYPE	FY 2018-19 ADOPTED BUDGET (in millions)	FY 2019-20 ADOPTED BUDGET (in millions)	\$ Dollar Increase/ (Decrease) (in millions)	% Percent Increase/ (Decrease)
General Fund	\$169.7	\$171.3	\$1.6	0.9%
Enterprise Funds (Operating)	127.8	130.0	2.2	1.7%
Enterprise Funds (CIP)	73.1	32.2	-40.9	-56.0%
Other Funds (CIP)	20.8	37.4	16.6	79.8%
Special Revenue Funds	14.8	15.3	0.5	3.4%
Other Funds	5.2	5.4	0.2	3.8%
Housing Authority	33.6	44.0	10.4	31.0%
Successor Agency to RDA	3.3	3.3	-	0%
TOTAL	\$448.3	\$438.9	-\$9.4	-2.1%
Operations (net of CIP)	\$354.4	\$369.3	\$14.9	4.2%
CIP only	\$93.9	\$69.6	-\$24.3	-25.9%

General Fund

The City's General Fund FY 2019-20 projected ending reserve balance is \$24.6 million or 14.4% of expenditures which is slightly lower than the Council Reserve policy target of no less than 15% of expenditures. The FY 2019-20 adopted budget includes a one-time, \$10 million planned use of reserves which resulted in an overall deficit of \$7.8 million.

The FY 2019-20 General Fund expenditure budget of \$171.3 million can be broken down into three broad categories – Salaries and Benefits, Services & Supplies, and Operating Projects. The Salaries and Benefits category represents \$135.3 million or 79% of the total General Fund budget. Services and Supplies account for another \$31.9 million or 19% of the total, with the remaining \$4.1 million or 2% representing operating projects in the General Fund. Changes from the prior fiscal year's adopted budget, by category, are as follows:

General Fund Salaries and Benefits: Minimal increase of \$0.8 million or 0.6% over FY 2018-19 adopted budget. For the FY 2019-20 budget, the City Manager, Chief Financial Officer, staff and City Council approved needed staff reductions in order to correct the on-going structural deficit. The General Fund Full-time Employees (FTEs) total decreased by 39.25 FTE positions in an attempt to better align expenditures with revenues. The cost savings from staff reductions were partially offset by the 2.5% approved cost of living adjustment for all labor group as well as the rising employee benefit costs; particularly CalPERS retirement and unfunded liability retirement costs.

General Fund Services and Supplies: Increase of \$1.1 million or 3.6% from the FY 2018-19 adopted budget. The additions in this broad category include increases in Professional Services, Vehicles Expenses and Liability and Property insurance costs. Professional Services increase was mainly driven

Budget Overview

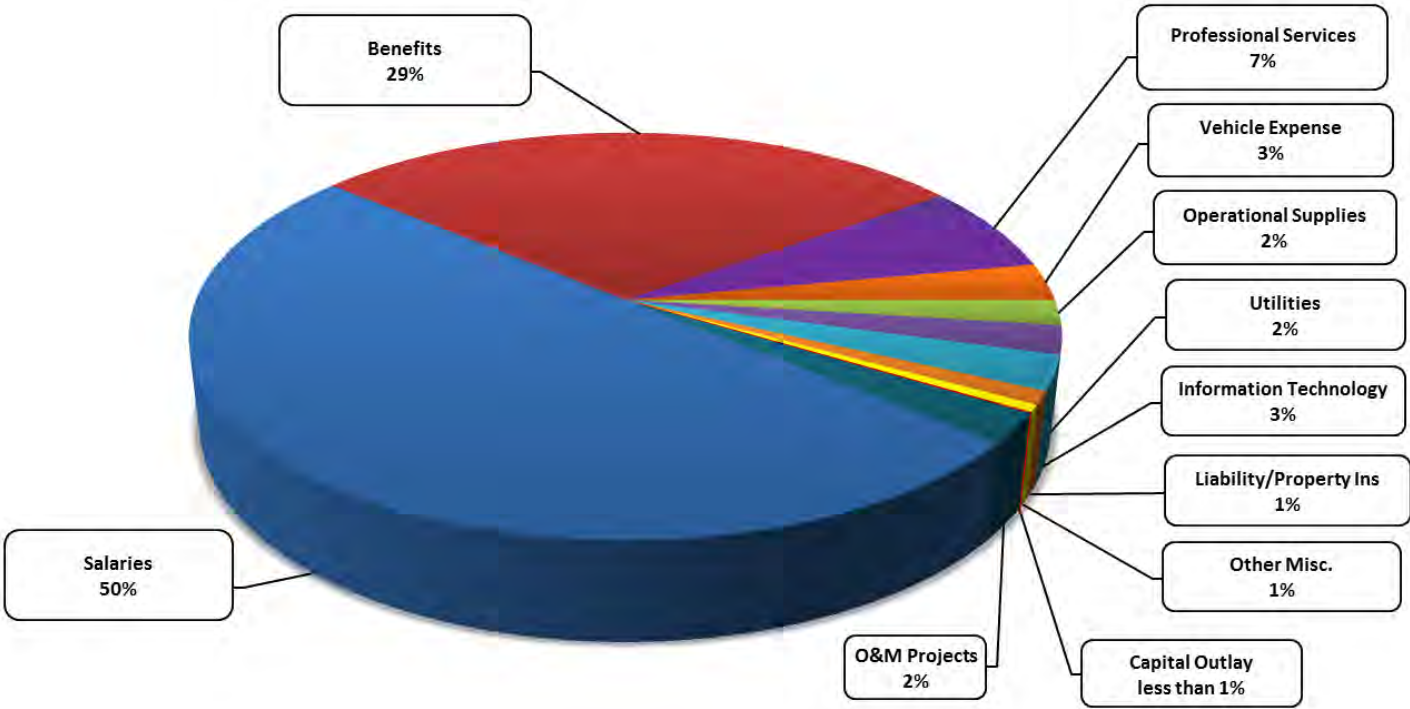
by the continuation of the contract to manage FEMA projects related to the October 2017 Fire Disaster and the increased cost of the Citywide treasury function; credit card processing fees and armored car service.

General Fund Operating Projects: Decreased by \$0.3 million or -6.8% from the FY 2018-19 adopted budget. The operating projects vary year over year depending on the individual project timelines. Projects funded in FY 2019-20 include \$1.4M for the Fire Resiliency Center, \$600K in Public Works projects, \$550K in Fire projects mainly related to equipment replacement and \$850K in Police’s projects including \$500K in reimbursable contract work.

FY 2019-20 General Fund Budgeted Expenditures

CATEGORY	EXPENDITURES <i>(in millions)</i>
Salaries	\$85.8
Benefits	49.5
Professional Services	11.9
Vehicle Expense	5.1
Operational Supplies	3.4
Utilities	3.9
Information Technology	4.7
Liability/Property Insurance	1.8
Other Miscellaneous	1.0
Capital Outlay	0.1
O&M Projects	4.1
TOTAL	\$171.3

FY 2019-20 General Fund Expenditures – % by Category



Budget Overview

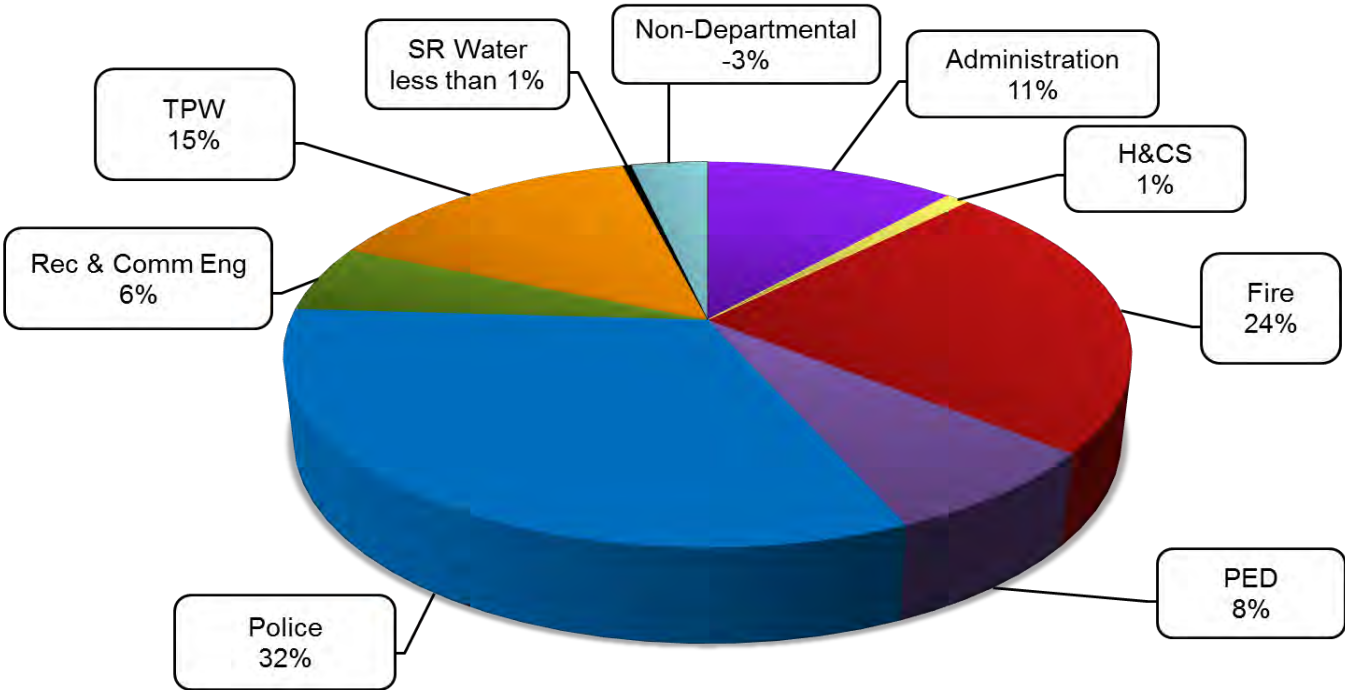
The FY 2019-20 General Fund expenditure budget of \$171.3 million reflects an emphasis on achieving funding of the core services provided to the community and addressing the City Council’s agreed upon goals and priorities.

FY 2019-20 General Fund Budgeted Expenditures

DEPARTMENT	EXPENDITURES <i>(in millions)</i>
Administration*	\$20.9
Housing & Community Services	1.9
Fire	43.4
Planning & Economic Development	13.9
Police	59.7
Recreation & Community Engagement	10.3
Transportation & Public Works	26.9
Water	0.7
Non-Departmental	-6.4
TOTAL	\$171.3

*Administration departments include City Attorney, City Council, City Manager, Finance and Human Resources.

FY 2019-20 General Fund Expenditures – % by Department



Budget Overview

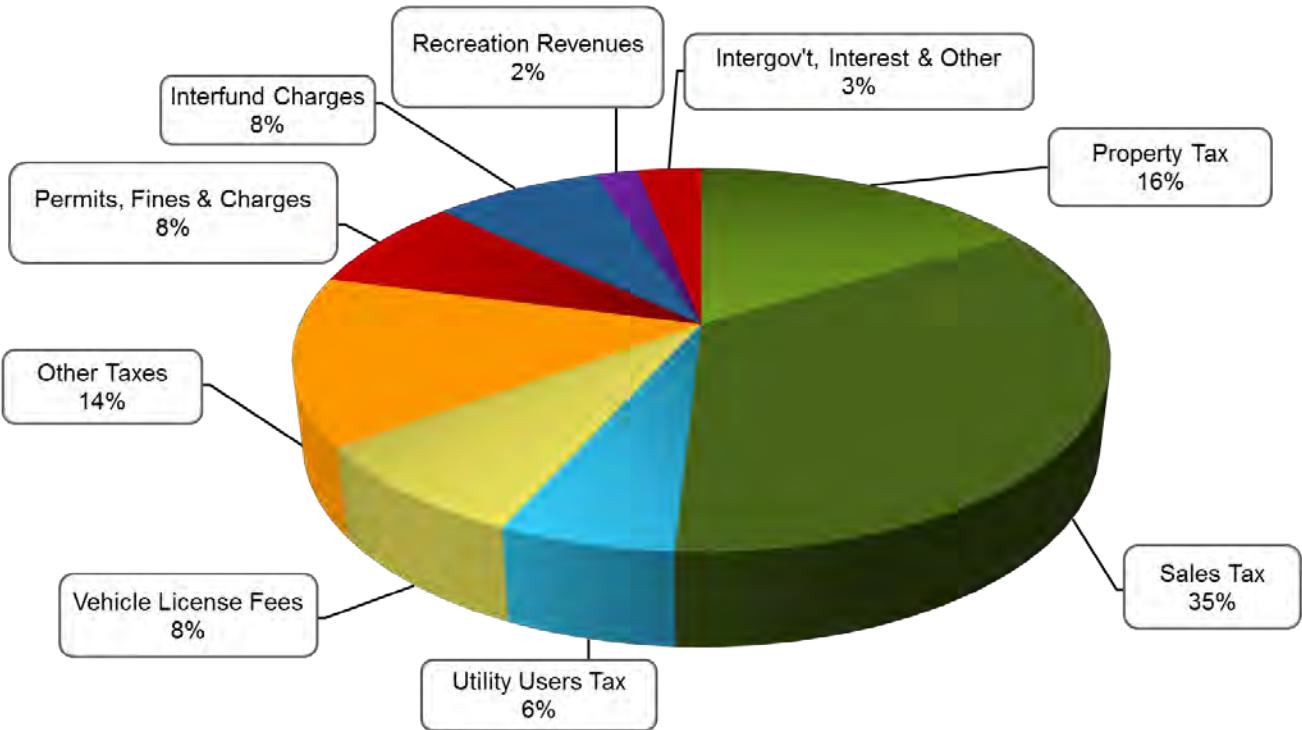
FY 2019-20 General Fund revenues are estimated at \$178.7 million, an increase of \$18.9 million or 12% over the FY 2018-19 adopted budget. Property and Sales Taxes are the two largest revenue sources for the City’s General Fund, together accounting for 51% of General Fund revenue. In November 2018, the citizens approved an additional quarter-cent general sales tax measure in effect for six years to fund the recovery from the October 2017 Fire Disaster. This new sales tax revenue is projected to generate \$10 million of the \$18.9 million increase over last fiscal year. Property taxes revenues are expected to increase by \$3.3 million from FY 2018-19 adopted budget, primarily due to the rebuild of properties lost in the fires.

For more information on General Fund revenues, please see the City Revenues in the Summary Financial Information section of this document.

FY 2019-20 General Fund Budgeted Revenues

SOURCE	REVENUES (in millions)
Property Tax	\$29.1
Sales Tax	61.8
Utility Users Tax	10.5
Vehicle License Fees	14.6
Other Taxes	25.3
Permits, Fines and Charges	14.3
Interfund Charges	14.1
Recreational Revenue	3.6
Intergovernmental, Interest & Misc.	5.4
TOTAL	\$178.7

FY 2019-20 General Fund Revenues – % by Source



Budget Overview

General Fund Conclusion

In FY 2019-20, the City's General Fund shows a deficit of \$7.8 million, which includes a planned use of reserves to fund \$10 million in Capital Improvement Projects; \$7M related to Fire Disaster rebuild and \$3M for improvements to existing Citywide infrastructure. The passage of the quarter-cent sales tax measure in November 2018 has allowed the City to contribute the additional CIP funds to the rebuild effort and repair of infrastructure. This year's General Fund expenditure budget was also developed with a conscience effort to decrease Salaries and Benefits costs by significantly reducing staff levels in hopes of correcting the projected future structural deficits. Over the next few years, the City anticipates reimbursement of funds from FEMA for the projects associated with Fire Disaster which should help improve the overall condition of the General Fund.

Enterprise Funds

As noted in the fund chart at the beginning of this overview section, the Enterprise funds budgets include both Operational and CIP elements, \$130.0M and \$32.2M respectively. The Utilities Enterprise Funds (Water, Local Wastewater, and Subregional Wastewater) make up the vast majority, \$137.4M of the \$162.2M total Enterprise funds budgets. The Enterprise Funds FY 2019-20 budget is comprised of the following:

- \$ 0.7 million - Golf Funds
- \$ 6.9 million - Parking Funds
- \$ 14.6 million - Transit Funds
- \$ 2.6 million - Storm Water Funds
- \$ 47.2 million - Water Funds
- \$ 24.3 million - Local Wastewater Funds
- \$ 65.9 million - Subregional Wastewater Funds

Special Revenue Funds

The FY 2019-20 Special Revenue Funds budget of \$15.3 million is comprised of the following:

- \$ 9.9 million - Measure O Funds
- \$ 3.4 million - Homeless Shelter Operations & Mobile Home Rent Stabilization Funds
- \$ 0.5 million - Santa Rosa City Tourism BIA Fund
- \$ 0.3 million - Art-in Lieu Fund
- \$ 0.3 million - Administrative Hearing Fund
- \$ 0.3 million - Supplemental Law Enforcement Services Funds
- \$ 0.3 million - Federal and State Narcotics Asset Forfeiture Funds
- \$ 0.3 million - All other funds

Other Funds

Total Other Funds FY 2019-20 budget of \$42.9 million includes the Capital Improvement Program Funds with a budget of \$37.5 million, non-enterprise Debt Service Funds with a budget of \$4.8 million, Trust and Agency Funds with a budget of \$0.4 million and the Special Assessment Funds with a budget of a little over \$0.1 million.

Housing Authority & Successor Agency to the Redevelopment Agency

The Housing Authority's FY 2019-20 budget is \$44 million with the majority of the funding for the Housing Choice Voucher Program. The \$3.3 million budget for the Successor Agency to the Redevelopment Agency reflects approved funding agreements and debt service payments, per the Recognized Obligation Payment Schedule (ROPS).

Full-Time Equivalent Discussion

The FY 2019-20 budget has a total staffing count of 1,258.75 Full-Time Equivalents (FTE) across all funds. Staffing levels decreased by 47.75 FTE or -3.7% from last fiscal year's adopted budget. For a more detailed position explanation, see the FTE Staffing Summary under the Summary of Financial Information section.

This page left blank intentionally

Capital Improvement Program (CIP)

The City of Santa Rosa's Capital Improvement Program (CIP) is a planning tool that is intended to evaluate the City's long-range capital needs and prioritize them over a five-year period. The first year of the CIP is known as the Capital Budget. Each year, the City Council appropriates funding for the Capital Budget only, and approves years two through five on a planning basis.

The CIP process begins in December with the release of preliminary estimates of available CIP funds. The CIP budget is funded by a variety of sources, including the General Fund, Gas Tax, Federal and State Grant Funds, Development Impact Fees, Park Development Fees, and Enterprise Funds. Of these funding sources, the General Fund and Gas Tax can be used on the widest array of projects. Other funding sources, such as Development Fees, have specific, legally restricted uses.

In compliance with the City Charter, the City Council holds a public hearing during the first quarter of each calendar year to solicit budget priorities from the community. This year, the public hearing was held on January 29, 2019. Public input is provided to the City Council, City Manager, and staff which evaluates and prioritizes proposed projects based on need and the amount of funding available. The CIP proposed budget is then subjected to numerous reviews; first, by the City Manager's Office, the Board of Public Utilities to review water, local wastewater and subregional projects, then the full City Council for a preliminary review during the May budget study sessions. After the study sessions, the CIP budget is reviewed by the Planning Commission for General Plan consistency and an environmental review, and once again is submitted to the City Council for consideration and approval during the budget hearing in June.

FY 2019-20 CIP

The total proposed budget for the five-year CIP is approximately \$246.1 million. Of this amount, the FY 2019-20 Capital Budget is approximately \$69.7 million. The emphasis in the FY 2019-20 CIP is funding of projects (subject to funding constraints) that can be designed and built in a short time span to best take advantage of the competitive bidding climate, resulting in lower construction and overall project costs. Additionally, as always, the City continues to actively seek regional, state, and federal grant funding for capital improvement projects.

General Fund Overview

General Fund projects proposed as part of the FY 2019-20 Capital Budget total approximately \$12.2 million. Over half of this total is for fire recovery and rebuilding efforts, including: \$1 million is designated for the rebuild of Fire Station 5 that was destroyed in the 2017 wildfires, \$1 million will fund the replacement of fire-damaged street lights, \$0.5 million towards fire-damaged tree removal and \$4.5 million will fund the City's portion of various fire recovery projects that might also receive insurance and/or FEMA proceeds. The FY 2019-20 CIP budget also designates \$3 million of General Fund funds to Infrastructure needs throughout the city. \$1.2 million is devoted to facility improvements to provide access for disabled persons in compliance with the Americans with Disabilities Act (ADA) and in accordance with the City's settlement agreement with the Department of Justice. Cumulative prior funding of this project is approximately \$9.7 million with estimated total project funding of approximately \$15.7 million. The other FY 2019-20 projects include Roseland Pavement Maintenance for \$662,000, Light-Emitting Diode (LED) Street Lighting Replacement for \$300,000, and Pre-Design/Planning to support future CIP budget development for \$50,000.

Capital Improvement Program (CIP)

City Council Goals

The City Council is charged with establishing policy direction for the City and on an annual basis establishes the Council goals and priorities, which guide the work of the City. The Council and the City's Executive Staff met on February 21 and 22, 2019 for the Goal Setting Workshops to review and refine goals they established previously. The Council and Executive Staff created the City Council's New Multi-Year Goals included in the Council Goal Setting Report and adopted by resolution May 7, 2019. The Council annually reviews its goals and priorities at the goal setting meetings. Quarterly, staff follows with updates to the Council on progress towards goals.

The City Council goals are:

1. Ensure financial stability of City government.
2. Effectively implement the recovery and rebuilding of Santa Rosa.
3. Meet housing needs.
4. Attain functional zero homelessness.
5. Invest in and sustain infrastructure and transportation.
6. Provide for community safety, valued City services and open government.
7. Foster neighborhood partnerships and strengthen cultural assets.
8. Promote environmental sustainability.
9. Foster a 21st century city and organization.
10. Foster a strong downtown and overall economic development of the community.

Summary of CIP Projects by Department

The two departments that manage most of the nearly \$69.7 million Capital Budget are Santa Rosa Water and Transportation and Public Works. Detailed information about these two departments' proposed CIP budgets immediately follow. The other departments requesting funding this year are the Fire Department, Finance Department and Police Department. The Fire Department is proposing \$109,622 for relocation of Fire Station 8 and \$109,622 for the new South Santa Rosa Area Fire Station, as well as \$1,219,244 for the rebuilding of Fire Station 5. The Parking Division of the Finance Department is proposing \$1,036,000 for repairs to Parking Garages 1, 3 and 12. The Police Department is proposing \$1,200,000 in to contribute to Phase II of a Radio Communication Upgrade Project.

Santa Rosa Water

The focus of the Santa Rosa Water Capital Improvement Program is to maintain regulatory compliance, level of service, and to reduce maintenance costs. The Program is funded from demand fees and rate revenue. All demand fee revenue is used to help fund the CIP with the remainder of the program being funded by rates. Demand fees are intended to reflect the estimated reasonable cost of capacity in the systems and fee revenue is used to help pay for capacity needed in the systems to serve new development. Rate revenue is used for repairs, replacing worn out infrastructure and bringing existing infrastructure and appurtenances up to current regulations and standards as necessary.

The Water Utility funding request is \$13 million, returning to the baseline level after the significant increase in FY 2018-19 appropriations to address urgent infrastructure needs related to the October 2017 firestorm. Local Wastewater CIP appropriations are also returning to the baseline amount of \$12 million after a one-year spike in funding related to the fires. These amounts are commensurate with planned CIP appropriations per the currently adopted rate model. Subregional CIP appropriations are \$6 million, back in line with the long-term CIP funding plan agreed upon by the Subregional partner agencies. This is down from \$11.7 million CIP appropriations in FY 2018-19, approved to help pre-fund significant upcoming

Capital Improvement Program (CIP)

infrastructure projects anticipated at the Laguna Treatment Plant, including the replacement of the UV disinfection system.

The Water FY 2019-20 CIP budget is \$13 million, down 66.4% from the \$38.7 million request in FY 2018-19. 47% of Water CIP funding is allocated to the replacement of water mains and services. 25% is designated for fire-related infrastructure projects being undertaken under the FEMA Public Assistance (PA) and Hazard Mitigation Grant programs (HMGP). The remaining 28% of funding is going toward other infrastructure, groundwater and planning efforts. There are twenty projects receiving new funding in the FY 2019-20 request.

The Local Wastewater FY 2019-20 CIP budget is \$12 million, down 45.6% from the \$22 million request in FY 2018-19. 48% of funding is allocated for sewer mains and services. 26% is designated for fire-related infrastructure projects being undertaken under the FEMA Public Assistance (PA) and Hazard Mitigation Grant programs (HMGP). 15% is allocated for sewer trunk repair and replacement projects, pipe and trunk repair and replacement projects. The remaining 11% will fund other sewer infrastructure and planning efforts. There are twenty projects receiving new funding in the FY 2019-20 request.

The Subregional FY 2019-20 CIP budget is approximately \$6 million, down 48.9% from \$11.7 million in FY 2018-19. 92% of funding is allocated to plant infrastructure, including \$3.5 million allocated to a significant slope repair to be performed on retention ponds B, C, D and Delta. The remaining 8% is funding upgrade to the Geysers pipeline infrastructure as well as planning efforts.

The Storm Water Enterprise FY 2019-20 CIP budget is \$1.5 million. Creek restoration project funding includes Lower Colgan Creek Restoration Phase 2, and various storm water creek restoration projects. Storm drainage project funding includes storm drain repair/replacement on Pacific Avenue, Fulton Road, Franklin Avenue, and the Poppy Creek Box Culvert.

Transportation and Public Works

The Transportation and Public Works Department's Capital Improvement Program budget for FY 2019-20 is \$33.5 million, which includes General Fund contributions of \$6 million for fire recovery projects, \$3 million for infrastructure needs, \$1.2 million for ADA-related projects, \$300K for LED streetlight replacements, and \$662K for Roseland Pavement Maintenance. It should be noted that \$662,000 for Roseland is offset by an equal payment from the County of Sonoma as part of the annexation agreement. The emphasis of this year's Transportation and Public Works budget is primarily on street rehabilitation, pavement maintenance, traffic safety, bicycle and pedestrian safety, street lights and park development.

Two of the larger projects include Sonoma Avenue Pavement Rehabilitation- Bobelaine Drive to E Street and Hoen Avenue Embankment Repair. Approximately \$10.9 million, or 38% of the total Transportation and Public Works CIP request, is related to pavement rehabilitation, which includes full reconstruction, overlay, micro-surface, and slurry seal in addition to basic surface and base repairs. It should be noted that the funding requested is well below the estimated \$17 million per year needed to maintain the City streets in an overall condition of "Good", as rated by the City's Pavement Management Program.

Another largely funded category is Traffic Safety and Transportation projects related to improving traffic circulation, traffic safety as well as bicycle and pedestrian safety. Funding for these projects is nearly \$4.1 million representing approximately 15% of the total budget request. These projects include traffic signal improvements, sidewalk installation, pedestrian signal installations, bicycle lane enhancement, and traffic calming.

Capital Improvement Program (CIP)

The Department has completed the conversion of the approximately 12,000 cobra head high-pressure sodium streetlights to light-emitting diode (LED) fixtures. The funding allocation request of \$300,000 will allow the Department to convert approximately 2,000 decorative-style street lights to LED. Although much of the work efforts for LED conversions has been shifted to address re-energizing lights that were damaged as part of the October 2017 fires, the division is still on track to complete the vast majority of all the LED conversions by July 2020 with no additional funding anticipated for that project. Following the conversion, we will begin addressing aging wooden street lights that have been failing.

The Department also oversees the City of Santa Rosa’s public parks. The FY 2019-20 budget proposes \$5,121,226 of Park Development Fee funding for new construction and improvements in Northwest, Finley, Franklin, and Southeast Community Parks; design and construction of the new Roseland Creek Community Park; improvements at A Place to Play, Bicentennial, Peter Springs, and Doyle parks; and resurfacing of city-wide Tennis Courts. Finally, \$1,910,000 has been designated to fund various capital asset (non-building) replacements city-wide.

The Transportation and Public Works Department continues to work on implementation of improved capital project delivery, development, and prioritization for future process improvements.

Project List by Department

The table below lists the projects being funded in FY 2019-20. For more information on any of the CIP projects, please refer to the FY 2019-20 Capital Improvement Program budget document. It includes detailed information about each project, information on funding sources, General Plan consistency and Fire Recovery efforts. Hardcopies of the FY 2019-20 CIP document are available at the City Manager’s Office and Finance Department, and online at the Finance Department page on srcity.org.

Project Number / Title	2019 - 20 Request
Department: Finance	
45020 - Garage 3 Repairs	\$335,500
45022 - Garage 1 Repairs	\$346,000
45106 - Garage 12 Repairs	\$354,500
Finance Department Total	\$1,036,000
Department: Fire Department	
05018 - Rebuild Fire Station 5	\$1,219,244
05054 - New Fire Station-SoSanta Rosa	\$109,622
05094 - Relocation of Fire Station 8	\$109,622
Fire Department Total	\$1,438,488
Department: Police Department	
95860 - Communications System Upgrade	\$1,200,000
Police Department Total	\$1,200,000

Capital Improvement Program (CIP)

Department: SR Water

54001 - Storm Water Drainage Improvements	\$74,918
54004 - Storm Water Creek Restoration	\$100,000
54019 - Poppy Creek Box Culvert	\$50,000
54021 - Storm Drain Rock Remvl-Var Loc	\$25,000
54024 - LwrColganCreek Rest.Phase 2	\$960,000
54030 - Colgan Creek Restore Phase3	\$29,000
54043 - Pacific Ave SD Replacement	\$230,000
54051 - Fulton Rd Reconstruction-SW	\$36,000
55350 - Water Business & Automation Ma	\$500,000
55387 - WM Replace: Wright St - Silva	\$1,140,000
55630 - WMR Grace Ar Ph I Finlaw/James	\$500,000
55669 - WMR:AugustanElCaminoGrosse	\$1,450,000
55675 - AMIFeasStudy&Implementation	\$300,000
55680 - WMR:Raegan&California	\$500,000
55694 - WMR:EastHavenDr-4thToEleanor	\$1,000,000
55714 - WMR: Chanate at Mendocino	\$740,000
55725 - CarleyEmergencyWellUpgrades	\$1,770,000
55726 - PetersEmergencyWellUpgrades	\$630,000
55736 - WMRTerraLindaBuenaVstaMiraloma	\$400,000
55748 - Stn3PwrFltrInstallationEmGen	\$100,000
55749 - Station4RoofReplacement	\$30,000
55755 - ReplaceGenWaterStation1	\$195,000
55758 - LeeteWellRehabilitation	\$100,000
55760 - WMRCorbyColganToBarhamPhse2	\$400,000
55761 - WaterPumpStation2Modifications	\$150,000
55764 - SeismicWQUpgradesR9AR16R17	\$1,000,000
55772 - WaterFacGenReplacements-HMG	\$2,080,000
55776 - UFOCorpYardSlurrySeal	\$15,000
70516 - Sewer Master Plan	\$80,000
70550 - Fulton Road Lift Station	\$1,000,000
70553 - Warranty Punchlist - Sewer	\$25,000
70556 - Pre-Dsgn,Plng,Bud&GIS-Sewer	\$150,000
70653 - SMR Grace Ph I	\$1,220,000
70708 - SMR:AugustanElCaminoGrosse	\$400,000
70711 - SMR:Raegan BayCalifornia	\$520,000
70714 - SMR:OakmontTreatmentPlant	\$105,000
70718 - SMR:WrightSt-SilvaToPoppy	\$130,000
70719 - SMR:EastHaven/LaPaloma/Roger	\$1,200,000
70737 - LosAlamosTR:StreamsideToElain	\$1,000,000

Capital Improvement Program (CIP)

70758 - SMR:TerraLindaAndBuenaVista	\$500,000
70767 - ClevelandAveSewerMain Abndnmnt	\$750,000
70773 - North Trunk Lining- Stony Pt	\$800,000
70785 - SMRAlderbrookandDenton	\$20,000
70788 - SMRCorbyColganToBarhamPhse2	\$400,000
70795 - WWFacGenReplacements-HMG	\$2,770,000
70796 - Abandon6inSwrPipePetHillRd	\$525,000
70798 - LiftStation1RehabCatF	\$380,000
70801 - UFOCorpYardSlrrySlSewer	\$25,000
86489 - LTP On-Call Contractor	\$150,000
86552 - RockSlopeProtctnPondsDelta,C,D	\$2,000,000
86557 - LTP Onsite Diversion System	\$1,300,000
86586 - UpsizeGysConnDeltaPond	\$330,000
86596 - RepairRfsReplInsultnDig1And2	\$220,000
86614 - DottiFarmRecyWaterMainImps	\$500,000
86616 - Delta Pond Slope Protection	\$1,500,000
SR Water Department Total	\$32,504,918

Department: Transportation and Public Works

02034 – Misc. Library Improvements	\$498
09532 - Doyle Park Renovation	\$200,000
09539 - Northwest Park	\$200,000
09557 - Finley Community Park	\$990,310
09578 - A Place to Play	\$200,000
09587 - Franklin Park Play Area	\$218,897
09592 - Tennis Court Resurfacing	\$50,000
09608 - Southeast Community Park	\$290,187
09701 - Roseland Creek Park	\$661,832
09708 - ADA Settlement-Facilities Project	\$1,200,000
09748 - Park Amenities Cap Replacement	\$1,910,000
09767 - Bicentennial Park	\$200,000
09768 - Peter Springs Park	\$200,000
17014 - Slurry Seal Selected Streets	\$500,000
17015 - Sidewalk Program	\$150,000
17016 - Street Overlay - Various Locations	\$2,270,757
17057 - School Ped Safety Proj-Variou	\$10,000
17116 - SlurrySealPrep&Traffic Control	\$338,000
17134 - Traffic Safety Projects	\$30,000
17216 - Stony Point Rd from Hwy 12 to	\$600,000
17238 - Pavement Markings - Various Lo	\$220,000

Capital Improvement Program (CIP)

17269 - Traffic Signal Interconnect	\$30,000
17308 - Bicycle Master Plan Project	\$20,000
17314 - Colgan Ave Reconstruction and	\$500,000
17317 - Annual Pedestrian Access Ramp	\$250,000
17325 - BridgeRepairs/CalTransRecmdn	\$35,000
17341 - Pacific Avenue Reconstruction	\$200,000
17377 - Farmers Lane at Fourth Street	\$41,169
17444 - Fulton-GrnvilleRd-Piner-Widen	\$815,000
17450 - Contract Pvmt Preventive Maintenance	\$500,000
17474 - Santa Rosa Ave Corridor Plan	\$612,091
17476 - Insp Bridge Assets-Strct X	\$50,000
17477 - Pre Design Planning CIP	\$50,000
17484 - CIP Trffc Circulation Analysis	\$45,000
17496 - CIP Grant & Envrnmtl Support	\$10,000
17497 - Hearn Ave Crossing with SMART	\$300,000
17522 - Hoen Ave Washout Repair	\$1,325,000
17531 - LED Street Light Rplcmnt Prog	\$300,000
17545 - Guerneville Rd Pedestrian Path	\$275,000
17547 - MontgryDr SotoyomeSt SignalMod	\$475,000
17557 - Alderbrook Crossing Treatment	\$75,000
17571 - OBAG2-Bike/Ped Gap Closures	\$50,000
17573 - Roseland Pavement Maintenance	\$662,000
17574 - Traffic Sig-PinerRd-WaltzerRd	\$32,109
17575 - Traffic Sig-Fulton-FranciscoRd	\$16,797
17579 - Survey Equipment Replacement	\$25,000
17580 - OBAG 2 Pavement Rehabilitation	\$189,558
17581 - Downtown Improvements	\$50,000
17582 - Santa Rosa Creek Trail Phase 3	\$500,000
17591 - BikePedGapClosurePinerDutton	\$905,000
17592 - Road Rule 20A GrnvRd-PinerRd	\$150,000
17600 - FireRelatedStreetLigtReplace	\$500,000
17604 - ReplaceStrtLightsFountaingrove	\$500,000
17606 - Fire Related Street Repairs	\$50,000
17607 - Post Fire PPDR AC Repair	\$50,000
17609 - Samuel Jones Hall Roof	\$1,200,000
17611 - SonomaAvePvmtRehab-BobeLn-ESt	\$3,500,000
17612 - CalistogaRdRecons-Montec-Hwy12	\$500,000
17613 - B Street High-Traffic Slurry	\$250,000
17629 - City-Fire Recovery	\$4,500,000
17630 - Infrastructure	\$3,000,000

Capital Improvement Program (CIP)

17631 - FireDamagedStreetTreeRemoval	\$500,000
54016 - Materials Lab Equip Rplcmnt	\$10,000
54036 - 3rd St SD PumpCoupling Replace	\$10,000
Transportation and Public Works Department Total	\$33,499,205

Total FY CAPITAL BUDGET REQUEST **\$69,678,611**

Conclusion

As in recent years, the FY 2019-20 CIP Budget was developed within the limited financial resources available. Development fees, grants, special sales taxes, and enterprise fund revenues are not adequate to fund all of the necessary infrastructure improvements identified in the City. Staff will continue to pursue grants, but additional funding mechanisms will be needed in the future to adequately fund adopted capital plans and ongoing maintenance of existing and future facilities.

City Council Goals

Santa Rosa, located in coastal Northern California, is the largest city between San Francisco and Portland, Oregon. The ideal climate, wine country and redwood location, provides City residents and visitors an unmatched quality of life. The region offers residents, businesses, and visitors distinctive experiences that include a vibrant downtown; breathtaking open space, creeks, and greenbelts; clean air and water; and countless cultural and recreational events all taking place in an ethnically and culturally diverse environment. However, Santa Rosa faces challenges common to many communities of comparable size including traffic congestion, budgetary, service delivery concerns. To address the needs and challenges, the City Council provides policy direction based on a set of goals designed to bring out the best in Santa Rosa.

GOAL	ASPIRATION STATEMENT
1. Ensure financial stability of City government.	Santa Rosa sustains a strong, diversified economic base that continually renews itself, and has a structurally balanced budget with sufficient reserves in all funds to weather economic shifts for long term sustainability of City services.
2. Effectively implement the recovery and rebuilding of Santa Rosa.	Santa Rosa emerges as an even stronger, more vibrant, resilient and livable community prepared to achieve its vision of leading the North Bay.
3. Meet housing needs.	Santa Rosa actively supports housing for all, through protection, preservation and production of housing.
4. Attain functional zero homelessness.	Santa Rosa supports effective strategies that house homeless individuals.
5. Invest in and sustain infrastructure and transportation.	Santa Rosa regularly invests in its transportation, roads, technology and overall infrastructure to protect and sustain its assets and keep pace with community needs.
6. Provide for community safety, valued City services and open government.	Santa Rosa is a safe and healthy place and has the right mix of services supported by effective internal services operating within open government practices.
7. Foster neighborhood partnerships and strengthen cultural assets.	Santa Rosa promotes thriving neighborhoods in preserving its heritage and vibrancy of the community.
8. Promote environmental sustainability.	Santa Rosa protects and improves the environment through its policies and actions.
9. Foster a 21st century city and organization.	Santa Rosa leads the North Bay by supporting innovation in service delivery, engaging its employees and striving for high employee morale.
10. Foster a strong downtown and overall economic development of the community.	In Santa Rosa, a successful downtown is a community wide economic development engine and cultural center where people live and work.

City Council Goals

Every year the City Council and Executive Staff meet to brainstorm and develop Goals and Strategic Objectives to prioritize and focus the City's resources on its most important issues. Throughout the year, the City operates under the framework of these established City Council Goals and tiered Priorities. The Tier 1 Priorities are projects and initiatives determined by the Council for primary attention of staff and resources. The Tier 2 Priorities will be pursued as capacity and resources permit.

Tier 1: Council's Top Priorities

- Financial Stability
- Recovery and Resilience
- Comprehensive Housing Strategy
- Homelessness
- Implement Climate Action Plan

Tier 2: Projects to receive attention as resources permit

- Create a Plan to address Deferred Maintenance throughout the Community
- Explore Options for funding the Roseland Library
- Citywide \$15 Minimum Wage Measure
- City Charter Review
- COLA vs. CPI for Mobile Home Rent Increases
- Promote Affordable Childcare Streamlining processes
- Support Cannabis Industry

Measure O Overview

In November 2004, the voters in Santa Rosa passed Measure O, a quarter cent sales tax increase to fund Police, Fire, and Violence Prevention programs. The proceeds from the tax are divided 40%, 40% and 20%, respectively. Because the revenue from this increase is intended to fund specific programs, the increase was considered a “special tax” and as such, had to pass with a 2/3 majority vote. The City began receiving revenue from the tax increase in May of 2005. Revenue generated by the sales tax has averaged over \$7.6M annually since its inception. Revenues for FY 2019-20 are budgeted at \$9.9M.

Measure O funding is to be spent according to the Implementation Plan established by the City Council. This plan provides funding for a variety of specific programs benefiting the community, including: additional Fire and Police department personnel and equipment, financial contributions for large projects such as a new fire station and a Police communication system upgrade, and funding for youth and violence prevention and intervention programs. The funding provides leadership, coordination and resources to the Santa Rosa Violence Prevention Partnership and continuum of youth and family services that work together toward the prevention and reduction of youth and gang violence in Santa Rosa. It also provides funding for direct services and high-quality youth development programs in high-need areas of Santa Rosa. For more information on Measure O, please visit <http://srcity.org/188/Measure-O-Oversight-Committee>



To ensure the proper use of Measure O funds, a citizen oversight committee was appointed by the City Council. This committee’s mission is to ensure that all revenues received are spent only on permissible uses, which are defined in the ordinance establishing the special tax. The citizen oversight committee reviews Measure O appropriations prior to the City Council budget hearings, and reports to the Council on the use of the previous year’s funds each fall.

The FY 2019-20 Measure O budget provides funding for positions consistent with the uses and purposes outlined in the Implementation Plan. All departments are subject to ongoing labor agreements that negotiate annual salary increases. City-wide benefit and retirement costs also are on the rise in FY 2019-20. Total Measure O authorized positions for FY 2019-20 remains at 38.5 FTE; 10.0 in the Fire department, 19.0 in the Police department and 9.5 in Violence Prevention.



The following budget highlights point out major budget changes for each program:

Fire: In FY 2019-20, Salaries and Benefits expenditures went up by a combined \$304K, reflecting recently approved labor contract with a cost-of-living adjustment as well as a \$45K increase in overtime to better align budget with past actual spending. The department saw no significant changes to their Services and Supplies budget. An \$8K increase in Services and Supplies is offset by a \$8K decrease in Administrative Overhead costs.

Measure O Overview

Police: In FY 2019-20, Salaries and Benefits expenditures went up by \$135K to reflect merit increases and Citywide cost increases in benefits and retirement costs. Services and Supplies costs increased overall by a modest \$13K, which is offset by a \$8K decrease in Administrative Overhead. The department appropriated fund balance mid-year FY 2018-19 to go towards a major upgrade of the Police Department communications system. This expenditure was a one-time occurrence, and funds were not appropriated from Measure O for the radio upgrade in FY 2019-20.

Violence Prevention: FY 2019-20 saw an overall increase in Salaries of \$31K in accordance with labor contracts. Benefits also rose by \$53K due to Citywide cost increases in retirement and healthcare. Services and Supplies had no significant changes with any increase being offset by a decrease in Administrative Overhead. The Violence Prevention CHOICE Grants Program increased by \$149K in accordance with revenue growth.

FIRE - MEASURE O:	FY 2018-19 Adopted Budget	FY 2019-20 Adopted Budget	Change
Salaries	1,779,581	2,087,494	307,913
Benefits	1,090,551	1,087,057	(3,494)
Services and Supplies	110,034	118,144	8,110
Administrative Overhead	120,014	112,474	(7,540)
Total Operating	3,100,180	3,405,169	304,989
Debt Service - Fountaingrove Fire Station	367,727	367,727	-
TOTAL FIRE - MEASURE O	3,467,907	3,772,896	304,989

POLICE - MEASURE O:	FY 2018-19 Revised Budget	FY 2019-20 Adopted Budget	Change
Salaries	2,337,825	2,429,997	92,172
Benefits	1,531,779	1,575,002	43,223
Services and Supplies	161,639	174,220	12,581
Administrative Overhead	120,014	112,474	(7,540)
Total Operating	4,151,257	4,291,693	140,436
CIP - Radio Communications Upgrade	390,282	-	(390,282)
TOTAL POLICE - MEASURE O	4,541,539	4,291,693	(249,846)

VIOLENCE PREVENTION MEASURE O:	FY 2018-19 Adopted Budget	FY 2019-20 Adopted Budget	Change
Salaries	834,142	865,400	31,258
Benefits	312,163	365,559	53,396
Services and Supplies	171,505	173,995	2,490
Grants Program	644,286	793,665	149,379
Administrative Overhead	60,008	56,236	(3,772)
Total Operating	2,022,104	2,254,855	232,751
TOTAL VIOLENCE PREV - MEASURE O	2,022,104	2,254,855	232,751

TOTAL - ALL MEASURE O FUNDS	10,031,550	10,319,444	287,894
------------------------------------	-------------------	-------------------	----------------

Budget Process and Calendar

The City of Santa Rosa is on a fiscal year schedule running from July 1 through June 30 and is required by City Charter section 28 (d) to have an adopted budget by June 30 each year. In order to have a finished budget by June, Santa Rosa's budget cycle begins in December.

Every year in December, Budget and Financial Planning staff begins to compile budget assumptions for all expenditure categories. Included are assumptions for salary increases where bargaining units are under contract, estimated benefit costs and assumptions for increases in supplies and other expenses. Revenues are analyzed, and a high-level forecast for the upcoming year is prepared. Expenditure assumptions are compared with proposed revenues, and it is determined if budget reductions are necessary or if additional department needs can be funded. Budget guidelines are prepared based on these assumptions and are forwarded to departments for their use during the budget process.

During the first quarter of the year, the City Council holds a public hearing to solicit information from Santa Rosa residents on their budget priorities. The input from the public hearing provides Council members and City staff input prior to the Council Goal setting process and the development of the City's budget. The City encourages public participation at City Council public hearings, financial updates, community outreach events and the online budget comment form. In February and March, departments prepare their operations and maintenance budgets based on the budget guidelines, public feedback from outreach events, City Council goals and priorities, and Strategic Planning initiatives. The Capital Improvement Program (CIP) budget process runs parallel with the operations and maintenance budget process. For more information on the CIP, please see that section of this document or the CIP budget document.

In March and April, the Budget and Financial Planning staff reviews each department's budget and prepares the budgets for review by the Chief Financial Officer. The Chief Financial Officer and the City Manager review the requests and makes adjustments as needed. The proposed budget requests are reviewed by the full Council during study sessions in April and May. Budget and Financial Planning staff prepares a draft budget document that is made available to the public around June 1. The City Council holds public hearing in mid-June and generally adopts the Operations and Maintenance and Capital Improvement Program budgets at the end of the hearing. The final budget document is then printed and distributed.

Around mid-year, the Budget and Financial Planning staff presents financial updates to the Council and the public. The update includes a discussion on whether the budget needs to be modified based on changes to revenue sources and other factors. While the budget development process runs from December through June, Budget and Financial Planning staff, the Chief Financial Officer and departments are constantly monitoring the budget throughout the year.

Budget Process and Calendar

	Residents	Mayor & City Council	City Administration
December	<ul style="list-style-type: none"> • Input on Budget Priorities • Direct contact with Mayor and Council by attending City Council meetings and study sessions • Community outreach events and online budget comment form 	<ul style="list-style-type: none"> • Receive information from the public 	<ul style="list-style-type: none"> • Gather assumptions for upcoming year's budget process • Receive information from the public
January February	<ul style="list-style-type: none"> • Provide input during annual budget priorities public hearing • Participate in an community outreach events • Participate in Mid-Year Financial update 	<ul style="list-style-type: none"> • Receive input at budget priorities public hearing and community outreach events • Receive information from Mid-Year Financial Update, offer guidance and feedback • Participate in City Council goal setting session (every 2 years) 	<ul style="list-style-type: none"> • Receive input at public hearing and community outreach events for use in preparation of upcoming FY budget • Present Mid-Year Financial Update to Council and public for the General Fund and the Capital Improvement Program • Prepare upcoming FY budget request
March	<ul style="list-style-type: none"> • Offer feedback to Council and staff by attending City Council meetings, written correspondence and online budget comment form 	<ul style="list-style-type: none"> • Receive feedback from the public and staff through City Council meetings, written correspondence and online budget comment form. 	<ul style="list-style-type: none"> • Review and refine each department budget request for upcoming Fiscal Year • Analyze budget balancing strategies and service delivery options within the constraints of the financial outlook
April May	<ul style="list-style-type: none"> • Attend City Council study sessions to gain information and offer input 	<ul style="list-style-type: none"> • Attend City Council study sessions 	<ul style="list-style-type: none"> • Prepare materials for review by the Council and public • Review the budget with City Council at study sessions • Refine as necessary based on feedback
June	<ul style="list-style-type: none"> • Attend Budget Public Hearing (last chance to provide feedback on proposed budget) 	<ul style="list-style-type: none"> • Attend City Council Budget Public Hearing to review each department's budget with department representatives and Budget staff 	<ul style="list-style-type: none"> • Prepare draft budget documents for review by Council and public at public counters and online • Prepare materials to be reviewed at Budget Public Hearing • Participate in Budget Public Hearing and present final information to Council and the public
July August			<ul style="list-style-type: none"> • Finalize the budget documents, print copies, post online and ensure public and Council access to information.



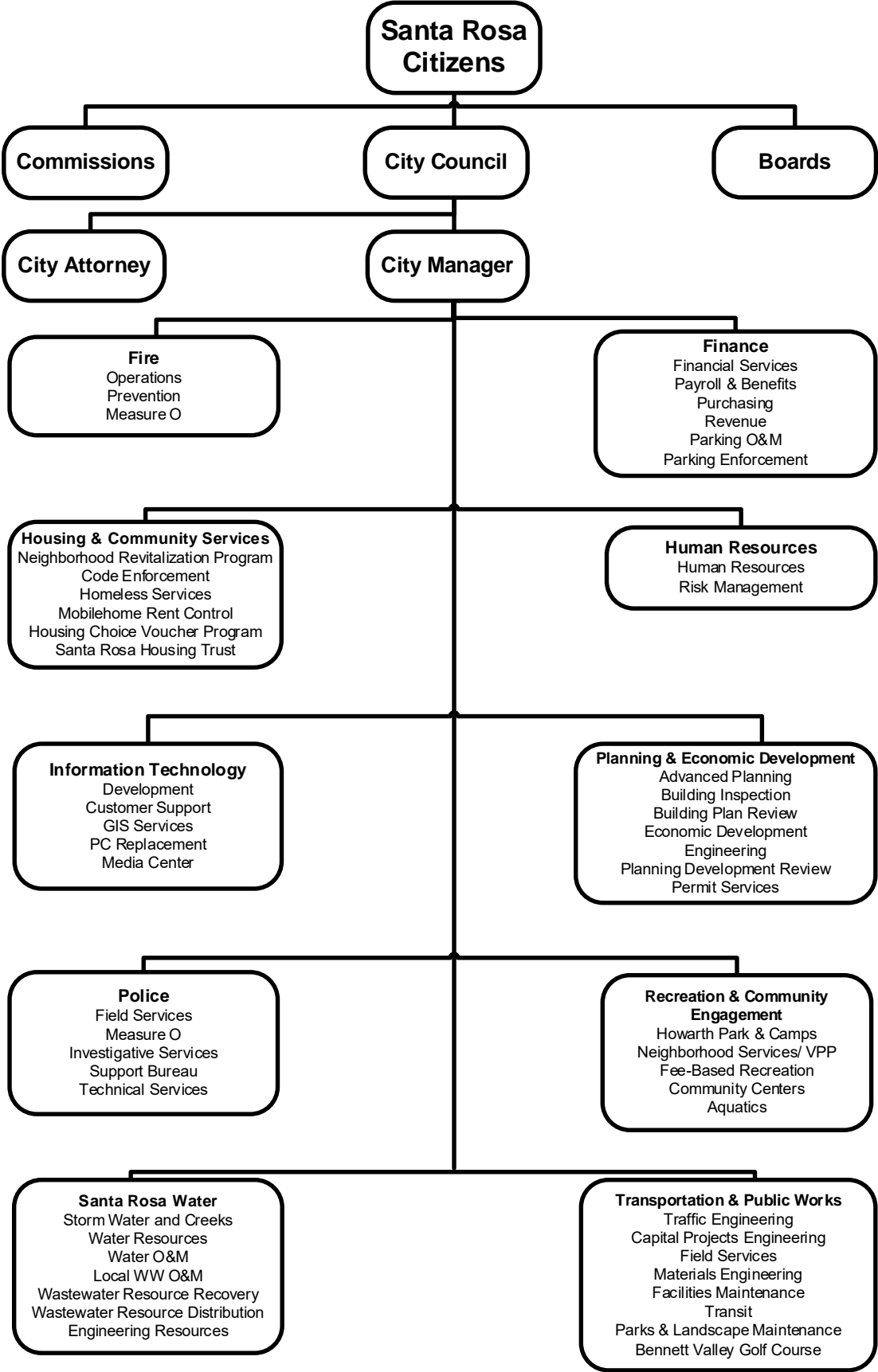
We are committed to a creative process which develops mutual respect and pride in ourselves and the community.

To this end we value:

- Providing Quality Service
- Encouraging Accessibility, Open Communication and Participation in Decision Making
- Seeking and Celebrating Diversity
- Developing an Environment of Mutual Trust, Fairness, Sensitivity and Dignity
- Promoting Confidence in the Individual Capabilities and Cooperation Throughout the Organization
- Adapting to the Changing Circumstances of the Community

ORGANIZATIONAL VALUES

City of Santa Rosa Organizational Chart



City at a Glance

As the county seat of Sonoma County, Santa Rosa is the center of trade, government, commerce, and medical facilities for the North Bay Area. Located just 55 miles north of San Francisco and 30 miles east of the Pacific Ocean, Santa Rosa is close to more than 400 Sonoma County wineries and 197 golf courses. Other available recreational pursuits include hot air ballooning, spas, and river sports, not to mention the famous Sonoma County cuisine. With fine schools that include a renowned junior college, a wealth of businesses and services, abundant recreational opportunities including many beautiful parks, and a superb climate in which to enjoy them. Santa Rosa has all the elements that create a unique and vibrant community.



Santa Rosa is home to the Sonoma County Museum which hosts a variety of diverse exhibits throughout the year. The Charles M. Schulz Museum and Research Center, a tribute to the life and art of one of our most famous citizens, is also located here. As the weather warms, the Wednesday Night Downtown Market can be found along 4th Street, featuring an array of booths with food, music, agricultural products, arts, and crafts.

Santa Rosa is known as one of the top cycling destinations in the world and has hosted a stage, start or finish of the Amgen Tour of California for eight years. The Amgen Tour attracted large crowds and visitors to the area. The City also hosts Levi's GranFondo, started by former professional cyclist Levi Leipheimer, which benefits local communities and charities.



Santa Rosa recently became host of Ironman Santa Rosa. Participants swim, bike and run their way through Santa Rosa and surrounding areas. The City is scheduled to host the Ironman and Ironman 70.3 events through 2021.

On summer evenings, there are outdoor concerts in Juilliard Park and Courthouse Square that fill the air with music. Live theater is available at the Santa Rosa Junior College Summer Repertory Theatre, the Luther Burbank Center for the Arts, and the 6th Street Playhouse. In addition to theatre, the Luther Burbank Center hosts concerts, comedians, and other exciting events.

History

Santa Rosa's history is rich in culture, and many different groups have called this area their home. Pomo, Miwok, and Wappo Indians originally populated the area, followed by the Spanish in the early 1800s. The first deeded land was held as the Rancho Cabeza de Santa Rosa and was given to Señora Maria Ignacia Lopez de Carrillo by Spanish authorities.

Señora Carrillo was the mother-in-law of General Vallejo, commander of the Mexican forces north of the Presidio of San Francisco. In 1837, the Señora built an adobe structure at the junction of old Native American trading routes near present-day Farmers Lane and Highway 12. The ruins still stand today adjacent to St. Eugene's Church.

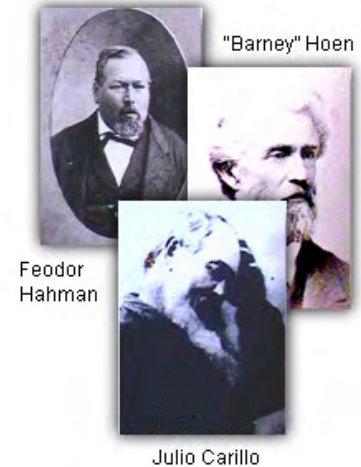
According to popular legend, this area was named Santa Rosa by Father Juan Amorosa. After baptizing a young Native American woman in a stream, he followed the usual custom of naming rivers and creeks for saints. Because the baptism took place on the day of the Feast of Santa Rosa de Lima, Santa Rosa was the name given to the stream (and later to the whole valley) as well as the young woman who was baptized.

City at a Glance

The discovery of gold and California's statehood gradually produced more traffic along the roads past Santa Rosa. Some who originally came seeking gold realized that farming in the rich Santa Rosa valley would bring them even more wealth. An agricultural community soon flourished.

In the early 1850s, other travelers came to Santa Rosa to establish commercial ventures. Three enterprising businessmen, Berthold "Barney" Hoen, Feodor Gustav Hahman, and William Hartman rented the Carrillo Adobe and opened Hoen & Company. Hoen and his partners soon purchased another tract of land a mile downstream which had originally belonged to Julio Carrillo, a son of the Señora. This land was next to a tract still in Julio's ownership. Convincing Julio to join their partnership, they plotted out a town and called it Santa Rosa, offering lots for \$25 each.

Barney Hoen, sensing the political and economic currents, started a campaign in 1854 to bring the county seat to Santa Rosa. He promised that he and others would donate land for the courthouse, and he and Julio Carrillo offered to donate land for a town square. Their promise worked and county residents voted to transfer the county seat from Sonoma to Santa Rosa. Once the vote was in, a mule team was dispatched to physically move the County archives, and the deed was done.



In 1867, the town of just a few hundred residents was granted incorporation by the County Board of Supervisors. The State of California affirmed the incorporation in 1868, and that is considered the year of Santa Rosa's official birth. The next seven years saw Santa Rosa's population increase tenfold.

Luther Burbank

Luther Burbank was born in Lancaster, Massachusetts on March 7, 1849. He moved to Santa Rosa, California in 1875, where he made his home for more than 50 years. It was here that the famed horticulturalist conducted the plant breeding experiments that brought him world renown. In California, Burbank's birthday is celebrated as Arbor Day, and trees are planted in his memory.

One of Burbank's goals was to manipulate the characteristics of plants, and thereby increase the world's food supply. Burbank developed an improved spineless cactus which could provide forage for livestock in desert regions. During his career, Burbank introduced more than 800 new varieties of plants, including over 200 varieties of fruits, many vegetables, nuts and grains, and hundreds of ornamental flowers.

Burbank was a friend of both Thomas Edison and Henry Ford, and both men visited the Burbank home. It was Burbank's legacy that cast the City of Santa Rosa as the "City Designed for Living" and inspired the annual Rose Parade which celebrates Burbank's memory and showcases the people and talents of the community.

Upon Burbank's death in 1926, he was buried near his greenhouse on the grounds of his home. Burbank's home and gardens are located in downtown Santa Rosa and have been certified as Registered National, State, City, and Horticultural Historical Landmarks.



The museum and grounds, located at Santa Rosa Avenue and Sonoma Avenue in Santa Rosa, offer a delightful way to spend an afternoon and a chance to learn more about Burbank's life. More than an acre of gardens include many of Burbank's unique horticultural contributions. Cactus, walnuts, and fruit trees are living reminders of his handiwork. Many unusual varieties of plants and new horticultural introductions are represented. Several of Burbank's originals thrive there.

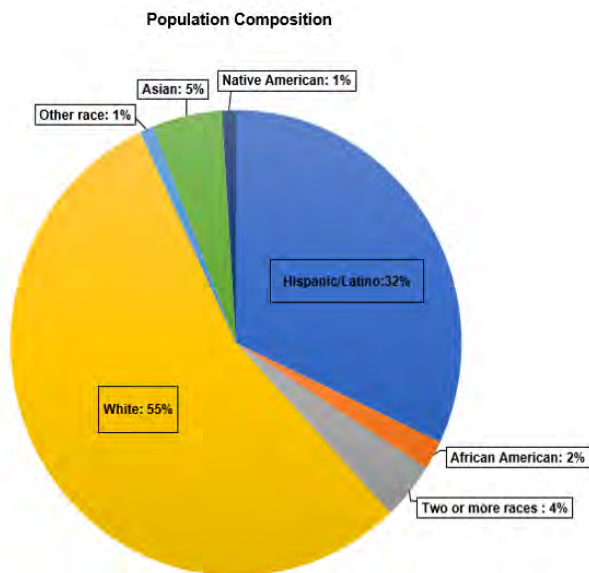
City Profile and Demographics

LOCATION

The City of Santa Rosa is located in central Sonoma County, about 55 miles north of San Francisco and 30 miles inland from the Pacific Ocean. Major access to Santa Rosa is from Highways 12 and 101.

AREA

Santa Rosa contains 41.5 square miles. The City's Urban Growth Boundary includes 45 square miles. Santa Rosa is 167 feet above sea level and we are the 26th largest city in the state.



Source: US Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

The US Census Bureau estimates the City of Santa Rosa population at 175,269 (2017). The unemployment rate, provided by The U.S. Bureau of Labor Statistics, was 3.3% (January 2019). The table to the left displays Santa Rosa's major employers.

According to the latest US Census Bureau 2013-2017, there are approximately 2.65 persons per household, the median age is 38.1 and the median household income is \$67,144. The homeownership rate was 53.1% with a median value of \$458,500 for owner-occupied homes. In regard to the education of Santa Rosa residents, the survey states 86.3% are high school graduates and 31.6% have a bachelor's degree or beyond. The gender distribution is 51.2% female and 48.8% male. Approximately 11.8% of the City of Santa Rosa's population lives below poverty level.

Major Employers (2018)	
Employer	Employees
County of Sonoma	3,857
Kaiser Permanente	3,508
Santa Rosa School District	1,658
Santa Rosa Junior College	1,644
St. Joseph Health System	1,640
City of Santa Rosa	1,307
Keysight/Agilent Technologies	1,300
Sutter Medical Center of Santa Rosa	1,050
Medtronic/Arterial Vascular Eng.	1,000
Amy's Kitchen	988
Total	17,952

Source: City of Santa Rosa CAFR; all figures approximate

This page left blank intentionally

All City Funds Schedule

The “All City Funds” schedule on the following page, groups the City’s Funds into six categories:

- General Fund
- Enterprise Funds
- Special Revenue Funds
- Other Funds
- Housing Authority
- Successor Agency to the former Redevelopment Agency

The first four groups are the operating funds of the City, and the last two are special classes of funds. The General Fund is the primary operating fund of the City, used to account for all revenues and expenditures of the City not legally restricted as to use or required to be accounted for in another fund. The majority of funding of City operations and most of the City’s services are derived from the first four groups.

The “All City Funds” schedule consolidates all funds Citywide and presents the total available resources and total use of resources, including beginning fund balances, revenues, expenditures, transfers in and transfers out. Estimated reserves at the beginning of the new fiscal year are shown at the top of the report. These amounts are calculated based on forecasted activity for the remainder of the prior fiscal year. Anticipated revenues are included in the next section of the schedule. Transfers in are indicated on the next line. Expenditures are listed by department for each funding source in the next section. The net activity of each fund is summarized on the surplus (deficit) line of the report. Finally, estimated reserves available at the end of the fiscal year are calculated based on the activity mentioned above.

Departmental expenditure information reflected in the “All City Funds” schedule includes the cost to the user departments of services provided by “Internal Service Funds,” such as information technology, fleet repair and replacement, and insurance costs. Internal Service Fund financial information is summarized later in this document.

All City Funds Schedule FY 2019-20

	GENERAL FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	OTHER FUNDS	HOUSING AUTHORITY	SUCCESSOR AGENCY	TOTAL ALL FUNDS
ESTIMATED RESERVES- JUNE 30, 2019	32,400,000	161,738,000	43,914,000	8,500,000	8,325,000	-	254,877,000
REVENUES:							
Property Tax	29,062,400	-	-	-	-	3,286,369	32,348,769
Sales Tax	61,824,000	-	9,900,000	-	-	-	71,724,000
Utility Users Tax	10,481,130	-	-	-	-	-	10,481,130
Other Taxes	39,961,320	-	-	-	-	-	39,961,320
Licenses & Permits	2,142,500	11,929	-	-	-	-	2,154,429
Charges for Services	29,298,757	132,415,081	3,337,498	4,555,117	2,961,291	-	172,567,744
Intergovernmental Revenue	1,719,010	30,841,243	13,579,856	-	32,437,991	-	78,578,100
Fines & Forfeitures	1,705,000	-	400,000	-	10,000	-	2,115,000
Investment Earnings	500,000	1,134,823	65,000	300,000	468,476	-	2,468,299
Contributions from Private Parties	-	-	35,000	-	-	-	35,000
Miscellaneous	1,994,550	543,958	2,066,100	-	4,472,054	-	9,076,662
TOTAL REVENUES	178,688,667	164,947,034	29,383,454	4,855,117	40,349,812	3,286,369	421,510,453
TRANSFERS IN	2,788,171	47,935,549	6,626,559	38,591,213	749,000	-	96,690,492
TOTAL REV & TRNSFS IN	181,476,838	212,882,583	36,010,013	43,446,330	41,098,812	3,286,369	518,200,945
EXPENDITURES:							
General Government	20,957,405	6,934,263	-	282,000	-	3,286,369	31,460,037 *
Housing & Community Svcs	1,935,850	-	3,675,895	-	43,958,436	-	49,570,181
Fire	43,392,340	-	3,405,169	1,438,488	-	-	48,235,997
Planning & Economic Dev.	13,886,149	-	849,093	-	-	-	14,735,242
Police	59,658,991	-	4,891,693	1,200,000	-	-	65,750,684
Recreation & Comm Engagement	10,248,786	-	2,299,590	90,000	-	-	12,638,376
Transportation & Public Works	26,932,059	15,825,039	170,941	33,629,358	-	-	76,557,397 **
Water	657,966	139,467,318	-	1,401,762	-	-	141,527,046 ***
Non-Departmental	(6,415,154)	-	-	4,836,338	-	-	(1,578,816)
TOTAL EXPENDITURES	171,254,392	162,226,620	15,292,381	42,877,946	43,958,436	3,286,369	438,896,144
TRANSFERS OUT	17,983,673	51,460,648	27,226,338	149,833	-	-	96,820,492
TOTAL EXP & TRNSFS OUT	189,238,065	213,687,268	42,518,719	43,027,779	43,958,436	3,286,369	535,716,636
SURPLUS / (DEFICIT)	(7,761,227)	(804,685)	(6,508,706)	418,551	(2,859,624)	-	(17,515,691)
ESTIMATED RESERVES- JUNE 30, 2020	24,638,773	160,933,315	37,405,294	8,918,551	5,465,376	-	237,361,309

General Government includes: City Attorney, City Council, City Manager, Finance, Human Resources and Information Technology

* Total General Government = \$75,699,024 (includes Insurance Internal Service Fund \$35,857,753 & Information Technology Internal Service Funds \$8,381,234).

** Total Transportation & Public Works = \$91,123,346 (includes Equipment and Repair Replacement Internal Service Fund \$13,402,564 & a portion of internally allocated Utilities Administration Fund \$1,163,385).

*** Total SR Water = \$151,325,062 (includes internally allocated Utilities Administration Fund \$9,798,016).

Note: Internal Service Funds are reported on a separate schedule and are not included above. As a result, Transfer In and Transfer Out amounts on this schedule do not equal. With the inclusion of the Internal Service Funds, the transfers balance.

Enterprise Funds Schedule

Enterprise funds account for City activities that are operated in a manner similar to private enterprises. These funds receive revenues from fees charged to customers. Each enterprise covers its cost of providing service, and generates reserves for various contingencies. Enterprise fund revenues cannot be used for any city purposes not benefiting the enterprise. The City uses enterprise funds to account for the water utility, wastewater utility, parking, municipal transit, storm water, and golf funds.

- **Golf Fund:** Accounts for the revenues and expenditures related to maintaining and operating the public golf course.
- **Parking Fund:** Accounts for the revenues and expenditures associated with the City's over 4,500 parking spaces, five multi-level garages and ten surface parking lots.
- **Municipal Transit Fund:** Accounts for the revenues and expenditures related to providing a public transportation system throughout the City.
- **Storm Water Fund:** Accounts for the revenues and expenditures related to activities designated to improve storm water quality.
- **Water Utility Fund:** Provides water supply planning, water purchase, water quality, storage and distribution, and maintenance, repair and replacement of the City's water system.
- **Local Wastewater Utility Fund:** Provides collection and transportation of wastewater from customers to the subregional treatment plant, and maintenance, repair and replacement of the collection system.
- **Subregional Wastewater Utility Fund:** Provides long-range planning and compliance, current environmental monitoring and compliance, industrial waste pretreatment, treatment, testing, disposal and reclamation of the collected wastewater for Santa Rosa, Rohnert Park, Sebastopol, Cotati, and the South Park County Sanitation District.

Enterprise Funds Schedule FY 2019-20

	GOLF FUND	PARKING FUND	TRANSIT FUND	STORM WATER FUNDS	WATER FUND	LOCAL WASTEWTR FUND	SUBREG. WASTEWTR FUND	TOTAL ENTERPRISE FUNDS
ESTIMATED RESERVES- JUNE 30, 2019	1,321,000	13,417,000	-	2,500,000	53,000,000	55,500,000	36,000,000	161,738,000
REVENUES:								
Property Tax	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	11,929	-	-	-	-	-	11,929
Charges for Services	485,000	4,875,496	1,486,560	2,607,025	48,381,600	72,003,900	2,575,500	132,415,081
Intergovernmental Revenue	-	-	13,696,339	83,000	-	574,811	16,487,093	30,841,243
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Earnings	-	30,000	-	-	450,000	454,823	200,000	1,134,823
Contributions from Private Parties	-	-	-	-	-	-	-	-
Miscellaneous	51,000	-	-	-	85,000	174,958	233,000	543,958
TOTAL REVENUES	536,000	4,917,425	15,182,899	2,690,025	48,916,600	73,208,492	19,495,593	164,947,034
TRANSFERS IN	-	1,189,086	30,000	25,000	-	-	46,691,463	47,935,549
TOTAL REV & TRNSFS IN	536,000	6,106,511	15,212,899	2,715,025	48,916,600	73,208,492	66,187,056	212,882,583
EXPENDITURES:								
General Government	-	6,934,263	-	-	-	-	-	6,934,263
Housing & Community Srvc	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Planning & Economic Dev.	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-
Recreation & Comm Engagement	-	-	-	-	-	-	-	-
Transportation & Public Works	656,879	-	14,629,741	538,419	-	-	-	15,825,039
Water	-	-	-	2,080,471	47,189,565	24,272,159	65,925,123	139,467,318
Non-Departmental	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	656,879	6,934,263	14,629,741	2,618,890	47,189,565	24,272,159	65,925,123	162,226,620
TRANSFERS OUT	-	121,338	-	960,000	1,842,242	48,537,068	-	51,460,648
TOTAL EXP & TRNSFS OUT	656,879	7,055,601	14,629,741	3,578,890	49,031,807	72,809,227	65,925,123	213,687,268
SURPLUS / (DEFICIT)	(120,879)	(949,090)	583,158	(863,865)	(115,207)	399,265	261,933	(804,685)
ESTIMATED RESERVES- JUNE 30, 2020	1,200,121	12,467,910	583,158	1,636,135	52,884,793	55,899,265	36,261,933	160,933,315

Internal Service Funds Schedule

Internal Service Funds are used to report the activities that provide goods and services to other funds, departments, or component units of City programs or activities. The City uses internal service funds to account for equipment repair and replacement, insurance programs, and information technology. Because these funds allocate to internal City departments, those costs are reflected in the department detail toward the end of this document.

- **Equipment Repair and Replacement Fund:** Accounts for cost of maintenance and accumulation of resources for replacement of city vehicles.
- **Insurance Fund:** Accounts for the costs of providing various types of insurance to all departments within the City, including liability and workers' compensation insurance.
- **Information Technology Fund:** Accounts for the costs of providing various types of network, computer, and phone services to all the departments within the City, as well as the computer replacement program.

Internal Service Funds Schedule FY 2019-20

	EQUIPMENT REPAIR & REPLACEMENT FUND	INSURANCE FUND	INFORMATION TECHNOLOGY FUND	TOTAL INTERNAL SERVICE FUNDS
ESTIMATED RESERVES- JUNE 30, 2019	17,320,000	22,900,000	1,500,000	41,720,000
REVENUES:				
Property Tax	-	-	-	-
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Other Taxes	-	-	400,000	400,000
Licenses & Permits	-	-	-	-
Charges for Services	9,030,000	35,703,000	7,826,213	52,559,213
Intergovernmental Revenue	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Earnings	-	-	21,000	21,000
Contributions from Private Parties	-	-	-	-
Miscellaneous	80,000	-	16,000	96,000
TOTAL REVENUES	9,110,000	35,703,000	8,263,213	53,076,213
TRANSFERS IN	-	-	130,000	130,000
TOTAL REV & TRNSFS IN	9,110,000	35,703,000	8,393,213	53,206,213
EXPENDITURES:				
General Government	-	35,857,753	8,381,234	44,238,987
Housing & Community Srvcs	-	-	-	-
Fire	-	-	-	-
Planning & Economic Dev.	-	-	-	-
Police	-	-	-	-
Recreation & Comm Engagement	-	-	-	-
Transportation & Public Works	13,402,564	-	-	13,402,564
Water	-	-	-	-
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	13,402,564	35,857,753	8,381,234	57,641,551
TRANSFERS OUT	-	-	-	-
TOTAL EXP & TRNSFS OUT	13,402,564	35,857,753	8,381,234	57,641,551
SURPLUS (DEFICIT)	(4,292,564)	(154,753)	11,979	(4,435,338)
ESTIMATED RESERVES- JUNE 30, 2020	13,027,436	22,745,247	1,511,979	37,284,662

Fund Use by Department

The following matrix shows which funds each Department is a part of:

Department	General Fund	Enterprise Funds	Special Revenue Funds	Internal Service Funds	Housing Authority	Successor Agency to the Redev. Agency	Other Funds
City Attorney	√						
City Council	√						
City Manager	√						
Fire	√		√				√
Finance	√	√				√	√
Housing & Community Services	√		√		√		
Human Resources	√			√			
Information Technology				√			
Planning & Economic Development	√		√				
Police	√		√				√
Recreation & Community Engagement	√		√				√
Transportation & Public Works	√	√	√	√			√
Santa Rosa Water	√	√					√
Non-Departmental	√						√

Enterprise Funds:

- Golf Fund
- Parking Fund
- Municipal Transit Fund
- Storm Water Fund
- Water Utility Fund
- Local Wastewater Utility Fund
- Subregional Wastewater Utility Fund

Special Revenue Funds:

- Gas Tax Funds
- Federal Grants Fund
- State Grant Fund
- Measure "O" Funds
- Development Impact Fees Fund
- Homeless Shelter Operations Fund
- Santa Rosa Tourism BIA Fund

Internal Service Funds:

- Equipment Repair and Replacement Funds
- Insurance Fund
- Information Technology Funds

Housing Authority Funds:

- Community Development Block Grant Fund
- Housing Choice Voucher Program Fund
- Housing Operations Funds

Successor Agency to the Redevelopment Funds:

- Debt Service Funds (ROPS)

Other Funds:

- Debt Service Funds
- Capital Improvement Fund
- Special Assessment Funds
- Trust and Agency Funds

This page left blank intentionally

City Revenues

General Fund

Description:	2018-19 Approved Budget	2019-20 Proposed Budget	Dollar Change	Percent Change
Tax Revenue Detail				
Property Taxes	\$ 25,831,000	\$ 29,062,400	\$ 3,231,400	12.5%
Sales Taxes	49,609,000	61,824,000	12,215,000	24.6%
Utility Use Taxes	9,361,000	10,481,130	1,120,130	12.0%
Motor Vehicle License Fees	13,501,000	14,641,700	1,140,700	8.4%
Franchise Fees	10,050,600	10,062,100	11,500	0.1%
Cannabis Industry Tax	2,557,000	1,300,000	(1,257,000)	-49.2%
Business Licenses	4,201,000	4,585,440	384,440	9.2%
Real Property Transfer Tax	3,876,000	3,876,000	-	0.0%
Transient Occupancy Tax	5,336,000	5,496,080	160,080	3.0%
Total Tax Revenues	\$ 124,322,600	\$ 141,328,850	\$ 17,006,250	13.7%
Other Revenue Detail				
Licenses and Permits	\$ 2,111,800	\$ 2,142,500	\$ 30,700	1.5%
Charges for Services	27,559,289	29,298,757	1,739,468	6.3%
Intergovernmental Revenue	1,953,000	1,719,010	(233,990)	-12.0%
Fines and Forfeitures	1,684,000	1,705,000	21,000	1.2%
Investment Earnings	500,000	500,000	-	0.0%
Miscellaneous Revenues	1,667,000	1,994,550	327,550	19.6%
Total Other Revenues	\$ 35,475,089	\$ 37,359,817	\$ 1,884,728	5.3%
Total General Fund Revenues	\$ 159,797,689	\$ 178,688,667	\$ 18,890,978	11.8%

City Revenues

General Fund

Total General Fund revenues are projected to be \$178.7M during FY 2019-20. This represents an \$18.9M, or 11.8% increase over adopted FY 2018-19 revenues. FY 2019-20 will be the first full year that the City will collect revenue from the newly approved Measure O, which assesses a quarter-cent sales tax within city limits for General Fund usage of fire recovery and rebuilding.

Property tax is projected at \$29.1M for FY 2019-20, a \$3.2M or 12.5% increase from the previous fiscal year. This increase is primarily due to unusually low property tax estimates in FY 2018-19 resulting from decreased property values after 3,000 homes were destroyed in the October 2017 Fire Disaster. Many homes have now been rebuilt, and new houses as well as lots have been sold, and the housing market is recovering. Property values of homes not affected by the fires are anticipated to remain strong for the coming year with a projected growth of 2%.

Sales tax is the largest revenue source for the City and is projected to increase this fiscal year by 24.6%, or about \$12.2M. \$9.9M of this increase is budgeted for the quarter-cent Measure O sales tax passed by voters and went into effect in April 2019. General sales tax is expected to increase by 3.7%. Santa Rosa's sales tax has continued to experience growth in overall retail sales, with the strongest growing sector being construction.

Also included in the total projected Sales tax amount is Measure P (now Measure N) and Proposition 172 proceeds; \$9.9M and \$1.3M respectively. In November 2016, the voters approved the extension of Measure P/N, the quarter-cent sales tax measure until March 2027. Prop. 172 sales tax is based on a per-capita allocation. Both revenues are projected to grow in the same way as the City's general sales tax assumption.

Utility Users Tax (UUT) revenues are projected to rise by \$1.1M or 12% during FY 2019-20. The October 2017 Fire Disaster again caused prior year budgeted revenues to drop; the subsequent recovery in FY 2019-20 appears comparatively high when in fact revenues are returning to normal levels.

Motor Vehicle License Fees are projected to increase by \$1.1M or 8.4% in FY 2019-20. These fees usually fluctuate with the annual assessed property valuation and grow similarly to property tax trend. For FY 2019-20, the growth isn't aligned with Property tax growth due to the rebuild of homes lost during the October 2017 Fire Disaster.

Franchise Fees are projected to slightly increase by \$12K in FY 2019-20 over the previous fiscal year. Franchise fee revenue for garbage disposal is the largest component of this revenue source at a projected \$6.3M, almost 63% of the total franchise fee revenues, and is projected to increase by \$324K. The other franchise fees for PG&E, Cable TV and Construction are estimated to decrease by \$313K, offsetting disposal fees for very small net increase.

Cannabis Industry Tax was collected for the first full year in FY 2018-19. The budgeted revenue for the previous year was merely an estimate with no demonstrated history. With almost a full year of revenues as a point of reference, the FY 2019-20 budget has a more conservative projection of \$1.3M, down 49%. Over time Cannabis Industry Tax revenues are expected to stabilize and yield a predictable trend.

Business Tax revenue is projected to increase by \$384K for FY 2019-20. Again, this substantial increase is due to a reduced tax base in the previous fiscal year from destroyed businesses in the October 2017 Fire Disaster. FY 2019-20 is comparatively high to represent that business activity is back on track.

Real Property Transfer Tax (RPTT) is projected to remain flat. This tax is collected based on the sale of homes in Santa Rosa which are projected to remain steady during the coming year although there are less homes. The remaining tax base is projected increase at 2%.

City Revenues

Transient Occupancy Tax (TOT) revenue is projected to increase by \$160K or 3% for FY 2019-20. During the October 2017 Fire Disaster, two of the City's largest hotels were destroyed which reduced the tax base of the TOT by \$795K. Since then, Santa Rosa tourism has started to recover, and the remaining hotels have experienced increased occupancy. The projected TOT revenue includes a 3% growth rate from prior fiscal year on the assumption that the increased tourism will continue, and new hotels will open during the fiscal year.

License and Permit Revenues are projected to increase by just \$31K for FY 2019-20, holding the \$2.1M total almost flat with the previous year. Building permit fees generated from the rebuilding of the homes and businesses destroyed in the October 2017 Fire Disaster have peaked and are expected to remain steady going forward. These fire-related fee revenues account for about \$1.4M of the total revenue in this category which while be a one-time increase and is not forecasted to continue in future years.

Charges for Services are expected to increase \$1.7M or 6.3% for a total of \$29.3M in FY 2019-20. Included in the Charges for Services category are Planning and Economic Development fees of \$6.3M, Interfund charges (the General Fund charging other funds for services) of \$14.1M and Recreation fees of \$3.6M.

Intergovernmental Revenues are received from grant funds and other government entities. This revenue is expected to decrease by 12% from last year, totaling \$1.7M. Most of Intergovernmental Revenue is collected from the County of Sonoma for the Roseland Annexation; \$662K is dedicated for spending on road improvements in the Roseland area.

Fines and Forfeitures are expected to increase by only 1.2%. Parking Violation revenue makes up most of this category at \$1.2M or 72% of the total. Investment Earnings are projected at \$500K, held flat with FY 2018-19. Miscellaneous Revenues are budgeted at \$2M for FY 2019-20 which is primarily the Wildfire Strike Team reimbursements of \$1.2M. Strike Team reimbursements increased by \$452K from FY 2018-19, contributing to most of the 19.6% increase in Miscellaneous Revenues.

The following paragraphs discuss the major Enterprise Fund Revenues collected by the City. More detailed revenue information can be found under the Enterprise Fund Schedule.

Water Fund

Total revenues for the Water Utility remained relatively flat at \$49M in FY 2019-20. The Water Utility's main source of revenue is rates, which make up 91.3% of the total revenue. Water rate revenues are increasing for ratepayers in FY 2019-20 and are expected to be \$45M, which is 4.7% higher than budgeted revenues for FY 2018-19. Demand fees, known as connection fees charged to new users, are projected to decrease slightly to an estimated \$1.5M in FY 2019-20.

Local Wastewater Fund

Total revenues for the Local Wastewater Utility increased by 3.1% to \$73M in FY 2019-20. Rate revenue comprises 93.7% of the projected revenue for the upcoming year. Local wastewater rate revenues are expected to be \$68.6M. Sewer fixed and usage charges are increasing 2.5% in 2020 while wastewater demand fees are decreasing by only \$90K, or 3.5%.

Subregional Wastewater Fund

The Subregional Wastewater fund is estimating \$19.5M total revenue for FY 2019-20, a \$1.4M or 7.6% increase from last fiscal year. A \$900K increase in budgeted revenues for Dumping Charges at Plants is driving the year over year change, which was increased to better reflect actual revenues earned. The remaining vast majority of Subregional revenue comes from the local partners that use the system and is based on their proportionate share of the costs to run the system. Santa Rosa is the largest user of the system although our share is not included in the total revenue. Rather a transfer of funds is budgeted into the Subregional Wastewater fund. Miscellaneous revenues (such as compost sales, dumping charges, etc.) are collected by the system and are used to offset the partner contributions.

City Revenues

Golf Course Fund

Golf Course fund revenues are projected to be decrease slightly for a total of \$536K for the FY 2019-20. Golf revenues are mainly comprised of operator fees and restaurant rental revenue.

Parking Fund

Parking revenues reflect an increase of 7.1% up to \$4.9M for FY 2019-20. The City operates five parking garages, ten surface lots, on-street metered parking and time-limited parking spaces for the downtown City center, Railroad Square Parking Meter zone, and six residential parking permit zones.

Transit Fund

Transit revenues reflect an increase of \$2.2M, or 18.9% for a total of \$13.7M for FY 2019-20. Over 89.7% of total Transit revenue is derived from state and federal grant revenue, \$12.3M. Transit fare revenues from ridership are only expected to be \$1.5M for FY 2019-20.

Multi-Year Revenue Summary – All Funds

FUND	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
GENERAL FUND REVENUES:					
Property Taxes	26,625,351	26,002,788	27,192,090	25,831,000	29,062,400
Sales Tax	46,636,403	45,892,181	47,798,993	49,609,000	61,824,000
Utility Users Tax	9,954,587	10,628,206	10,688,677	9,361,000	10,481,130
Other Taxes	33,844,145	35,775,970	37,925,969	39,521,600	39,961,320
Licenses and Permits	1,435,463	1,562,458	3,439,182	2,111,800	2,142,500
Charges for Services	23,741,270	26,501,725	36,182,337	27,559,289	29,298,757
Intergovernmental Revenue	4,561,741	1,582,331	3,341,316	1,953,000	1,719,010
Fines and Forfeitures	1,842,158	1,666,706	1,707,565	1,684,000	1,705,000
Investment Earnings	694,780	163,814	183,386	500,000	500,000
Contributions from Private Parties	1,286,202	3,333,516	1,274,767	-	-
Miscellaneous	1,623,712	1,839,183	3,243,621	1,667,000	1,994,550
	152,245,812	154,948,878	172,977,903	159,797,689	178,688,667
ENTERPRISE FUND REVENUES:					
Golf Fund	515,471	458,682	604,381	550,000	536,000
Parking Fund	4,656,471	4,661,199	5,049,078	4,592,743	4,917,425
Transit Fund	10,686,021	14,841,581	10,050,993	13,127,352	15,182,899
Storm Water Funds	2,552,814	2,605,433	2,692,634	2,417,153	2,690,025
Water Fund	43,272,625	49,741,193	46,933,552	47,244,269	48,916,600
Local Wastewater Fund	67,469,157	68,210,217	70,361,007	70,968,397	73,208,492
Subregional Wastewater Fund	15,715,544	131,295,640	18,683,510	18,120,144	19,495,593
TOTAL ENTERPRISE FUND REVENUES	144,868,103	271,813,945	154,375,155	157,020,058	164,947,034
SPECIAL REVENUE FUND REVENUES	23,439,032	29,463,373	32,925,528	24,042,279	29,383,454
OTHER FUNDS REVENUES	5,239,261	17,648,686	9,189,200	6,002,314	4,855,117
HOUSING AUTHORITY REVENUES	25,097,738	37,043,130	31,322,714	32,858,535	40,349,812
SUCCESSOR AGENCY TO THE REDEV. AGENCY	51,599,192	4,772,781	1,659,482	-	3,286,369
TOTAL REVENUES	402,489,138	515,690,793	402,449,982	379,720,875	421,510,453

NOTE: 'Other Funds' include: CIP, Debt Service, Special Assessment & Trust Funds.

Where applicable, Actual and Budgeted Revenue amounts above include proceeds from long-term borrowing.

On February 1, 2012, the Redevelopment Agency was dissolved. A Successor Agency to the Redevelopment Agency and an Oversight Board were appointed to oversee the dissolution of the Redevelopment Agency assets over the life of existing valid funding agreements, contracts and projects.

Multi-Year Expenditure Summary – All Funds

FUND	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
GENERAL FUND EXPENDITURES:					
City Attorney	2,386,399	2,266,046	2,851,140	3,518,076	3,495,088
City Council	521,029	2,010,489	994,187	1,479,278	1,046,137
City Manager	2,894,970	2,091,592	3,398,192	3,004,134	2,780,662
Office of Community Engagement	-	1,181,695	810,420	917,816	-
Finance	8,871,522	9,119,026	9,674,688	11,041,189	11,134,517
Human Resources	2,141,575	2,595,578	2,783,259	2,418,050	2,501,001
Subtotal - General Government	16,815,495	19,264,426	20,511,886	22,378,543	20,957,405
Housing & Community Services	561,641	1,382,063	1,368,072	1,870,286	1,935,850
Fire	32,928,993	35,307,383	39,627,489	40,129,062	43,392,340
Planning & Economic Development	6,785,168	9,873,955	15,413,479	13,808,490	13,886,149
Police	46,339,265	48,458,821	56,022,274	59,349,855	59,658,991
Recreation & Community Engagement	16,196,596	12,963,175	14,555,123	16,367,318	10,248,786
Transportation & Public Works	12,867,139	16,805,621	20,461,384	21,280,987	26,932,059
Water	330,486	466,796	624,556	587,524	657,966
Non-Departmental	3,817,117	3,791,707	(4,763,360)	(6,078,960)	(6,415,154)
TOTAL GENERAL FUND EXPENDITURES	136,641,900	148,313,947	163,820,903	169,693,105	171,254,392
ENTERPRISE FUND EXPENDITURES:					
Golf Fund	1,069,228	1,017,627	969,965	454,903	656,879
Parking Fund	6,031,889	5,467,350	7,230,285	6,471,073	6,934,263
Transit Fund	15,678,044	14,720,730	15,241,823	13,409,701	14,629,741
Storm Water Funds	1,775,055	1,841,374	1,919,690	2,470,015	2,618,890
Water Fund	52,477,004	44,724,435	53,881,516	71,643,462	47,189,565
Local Wastewater Fund	32,045,333	20,416,447	30,231,656	34,558,700	24,272,159
Subregional Wastewater Fund	80,365,542	194,477,959	72,864,245	71,882,016	65,925,123
TOTAL ENTERPRISE FUND EXPENDITURES	189,442,095	282,665,922	182,339,180	200,889,870	162,226,620
SPECIAL REVENUE FUND EXPENDITURES	11,576,460	11,206,226	13,046,200	14,778,018	15,292,381
OTHER FUNDS EXPENDITURES:					
Capital Improvement Program (CIP) Fund	27,481,778	25,825,431	25,280,529	20,771,551	37,488,611
Debt Service Funds	5,017,526	13,878,375	4,814,852	4,834,107	4,836,338
Special Assessment Funds	42,608	29,031	18,897	75,178	137,997
Trust Funds	355,244	260,946	264,153	326,361	415,000
TOTAL OTHER FUNDS EXPENDITURES	32,897,156	39,993,783	30,378,431	26,007,197	42,877,946
HOUSING AUTHORITY EXPENDITURES	25,178,669	36,592,745	35,394,508	33,600,260	43,958,436
SUCCESSOR AGENCY TO THE REDEV. AGENCY	71,213,999	3,622,448	4,291,529	3,295,762	3,286,369
TOTAL EXPENDITURES	466,950,279	522,395,071	429,270,751	448,264,212	438,896,144

* NOTE: CIP Fund represents non-Enterprise CIP only;
Enterprise Fund CIP amounts are reflected in the appropriate Enterprise Fund.

Where applicable, Actual and Budgeted Expenditure amounts above include principal paid on bonds and notes as well as expenditures for acquisition and construction of capital assets.

On February 1, 2012, the Redevelopment Agency was dissolved. A Successor Agency to the Redevelopment Agency and an Oversight Board were appointed to oversee the dissolution of the Redevelopment Agency assets over the life of existing valid funding agreements, contracts and projects.

City Debt

Computation of Legal Debt Margin as of June 30, 2018

The City has a legal debt limitation not to exceed 3.75% of the total assessed valuation of taxable property within the City boundaries. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to the legal debt limit. With \$30,070,000 of debt subject to the limit and a legal debt limit of \$906,847,693, the City is not at risk of exceeding its legal debt limit.

Computation of Legal Debt Margin	
Assessed Value	\$24,182,605,134
Debt Limit (3.75% of Assessed Value)	\$906,847,693
Less Net Debt Applicable to Limit	(30,070,000)
Legal Debt Margin	\$876,777,693

Cities primarily have three choices in financing their operations and funding public facilities: Pay-as-you-go, public/private ventures, and debt financing. The City has used debt financing mainly to finance major capital facilities in the City's enterprises (Wastewater, Water, etc.) or to prepay long-term obligations for pension costs at a lower interest rate.

The charts below and on the next page summarize the City's long-term debt and future obligations.

Debt Obligations Outstanding as of 6/30/2019	<u>Principal Outstanding</u>
Wastewater Bonds	\$ 186,966,719
Wastewater Loans	50,562
Water Bonds	8,910,000
Golf Course Bonds	3,585,000
Redevelopment Bonds	34,050,000
Courthouse Square Project and Building Acquisition Certificates of Participation	10,785,000
Pension Obligation Bonds	19,285,000
Capital Leases	2,708,791
	\$ 266,341,072

City Debt

Annual Debt Service Requirements

		2020	2021	2022	2023	Thereafter	Total
Wastewater Bonds	Principal	14,828,853	15,287,437	15,838,897	15,672,058	125,339,474	186,966,719
	Interest	<u>9,890,948</u>	<u>9,431,313</u>	<u>8,877,778</u>	<u>9,044,493</u>	<u>120,347,874</u>	<u>157,592,406</u>
	Total Debt Service	24,719,801	24,718,750	24,716,675	24,716,551	245,687,348	344,559,125
Wastewater Loans	Principal	50,562	-	-	-	-	50,562
	Interest	<u>1,001</u>	-	-	-	-	<u>1,001</u>
	Total Debt Service	51,563	-	-	-	-	51,563
Water Bonds	Principal	270,000	285,000	295,000	310,000	7,750,000	8,910,000
	Interest	<u>438,750</u>	<u>424,875</u>	<u>410,375</u>	<u>395,250</u>	<u>3,494,500</u>	<u>5,163,750</u>
	Total Debt Service	708,750	709,875	705,375	705,250	11,244,500	14,073,750
Golf Course Bonds	Principal	230,000	240,000	250,000	265,000	2,600,000	3,585,000
	Interest	<u>165,103</u>	<u>154,049</u>	<u>142,505</u>	<u>130,361</u>	<u>529,848</u>	<u>1,121,866</u>
	Total Debt Service	395,103	394,049	392,505	395,361	3,129,848	4,706,866
Redevelopment Bonds	Principal	1,755,000	1,795,000	1,845,000	1,905,000	26,750,000	34,050,000
	Interest	<u>1,278,369</u>	<u>1,232,101</u>	<u>1,178,638</u>	<u>1,115,661</u>	<u>6,316,643</u>	<u>11,121,412</u>
	Total Debt Service	3,033,369	3,027,101	3,023,638	3,020,661	33,066,643	45,171,412
Courthouse Square Project and Building Acquisition Certificates of Participation	Principal	345,000	355,000	365,000	375,000	9,345,000	10,785,000
	Interest	<u>388,625</u>	<u>378,125</u>	<u>367,325</u>	<u>356,225</u>	<u>3,410,650</u>	<u>4,900,950</u>
	Total Debt Service	733,625	733,125	732,325	731,225	12,755,650	15,685,950
Pension Obligation Bonds	Principal	2,860,000	2,980,000	3,110,000	3,265,000	7,070,000	19,285,000
	Interest	<u>872,236</u>	<u>754,250</u>	<u>620,008</u>	<u>468,581</u>	<u>393,860</u>	<u>3,108,936</u>
	Total Debt Service	3,732,236	3,734,250	3,730,008	3,733,581	7,463,860	22,393,936
Capital Leases	Principal	760,787	483,648	494,996	344,928	624,433	2,708,791
	Interest	<u>62,897</u>	<u>45,766</u>	<u>34,419</u>	<u>22,799</u>	<u>19,089</u>	<u>184,970</u>
	Total Debt Service	823,684	529,414	529,415	367,727	643,522	2,893,761
Citywide	Principal	21,100,202	21,426,085	22,198,893	22,136,986	179,478,907	266,341,072
	Interest	<u>13,097,929</u>	<u>12,420,480</u>	<u>11,631,049</u>	<u>11,533,370</u>	<u>134,512,464</u>	<u>183,195,291</u>
	Total Debt Service	34,198,131	33,846,565	33,829,941	33,670,356	313,991,370	449,536,364

FTE Staffing Summary

In fiscal year (FY) 2019-20, the City's proposed authorized Full-Time Equivalent (FTE) position count is 1,258.75, a decrease of 47.75 FTEs or -3.7% from last fiscal year's budget. FTE position count by department and detailed additions/eliminations are discussed below. In addition to the staffing changes, several positions have been, or are being, evaluated for classification changes. Detailed position classifications and salary ranges by department are available on the City's website at www.srcity.org under Departments/Human Resources/Salaries or through the following link: <http://srcity.org/192/Salaries>.

Authorized Full-Time Equivalent Position Count

DEPARTMENT	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	change	FY 2019-20
City Attorney	12.90	14.90	15.90	16.90	(1.00)	15.90
City Manager	17.00	11.00	13.00	14.00	(4.00)	10.00
Community Engagement	-	7.00	7.00	7.00	(7.00)	-
Finance	64.35	97.35	98.85	102.35	(6.50)	95.85
Fire	147.75	147.75	148.75	149.75	1.25	151.00
Housing & Community Services	60.00	30.75	33.00	35.50	(1.50)	34.00
Human Resources	20.00	21.00	21.00	21.00	(1.00)	20.00
Information Technology	26.00	28.00	29.00	30.00	(1.00)	29.00
Planning & Economic Development	37.75	50.00	51.00	63.00	(2.00)	61.00
Police	256.75	256.50	264.50	266.50	(6.00)	260.50
Recreation & Community Engagement *	93.15	74.00	74.00	74.00	(30.00)	44.00
Transportation & Public Works	270.50	277.50	274.50	274.00	16.00	290.00
Water	243.50	249.50	253.50	252.50	(5.00)	247.50
Total FTE Positions	1,249.65	1,265.25	1,284.00	1,306.50	(47.75)	1,258.75

* In FY 2019-20, the Recreation & Parks department reorganized to become Recreation & Community Engagement. As part of this reorganization, the Parks Planning and Parks Maintenance divisions were moved from Recreation & Parks to the Transportation & Public Works department. The Community Engagement department was dissolved and the positions were transferred to the Recreation & Community Engagement department.

FTE Staffing Summary

Detail Full-Time Equivalent Position Change

Dept.	Position Title	FTE
CAO	Assistant City Attorney	-1.00
City Attorney's Office Total		-1.00
CMO	Deputy City Manager	-1.00
CMO	SCPSC Administrator	-1.00
CMO	Administrative Analyst - to Transportation & Public Works	-1.00
CMO	Administrative Secretary	-1.00
City Manager's Office Total		-4.00
HR	Employee Services Manager	-1.00
Human Resources Total		-1.00
Finance	Revenue Manager	-1.00
Finance	Payroll Manager	-1.00
Finance	Senior Administrative Assistant	-1.00
Finance	LT Meter Specialist	-2.00
Finance	LT Customer Service Representative	-1.00
Finance	Parking Citation Review Officer	-0.50
Finance Total		-6.50
Fire	LT Community Outreach Specialist	1.00
Fire	Deputy Emergency Preparedness Coordinator	1.00
Fire	Senior Administrative Assistant	-0.75
Fire Department Total		1.25
HCS	Community Outreach Specialist	-1.00
HCS	Senior Administrative Assistant	-0.50
Housing & Community Services Total		-1.50
IT	IT Technician	-1.00
Information Technology Total		-1.00
OCE	Community Engagement Director	-1.00
OCE	Community Engagement - to Recreation & Community Engagement	-6.00
Office of Community Engagement Total		-7.00
PED	Art Coordinator - from Recreation & Community Engagement	1.00
PED	Development Review Coordinator	-1.00
PED	Building Plans Examiner	-1.00
PED	Program Specialist II	-1.00
Planning and Economic Development Total		-2.00
R&CE	Art Coordinator - to Planning & Economic Development	-1.00
R&CE	Parks Planning - to Transportation & Public Works	-4.00
R&CE	Parks Maintenance - to Transportation & Public Works	-29.00
R&CE	Community Engagement - from Community Engagement	6.00
R&CE	Recreation Coordinator	-1.00
R&CE	Administrative Secretary	-1.00
Recreation & Community Engagement Total		-30.00

FTE Staffing Summary

Dept.	Position Title	FTE
Police	Research and Program Coordinator	-1.00
Police	Community Service Officer	-3.00
Police	Police Technician	-1.00
Police	Police Personnel Supervisor	-1.00
Police Department Total		-6.00
TPW	Equipment Mechanic II	-2.00
TPW	Senior Administrative Assistant	-1.00
TPW	City Surveyor	-1.00
TPW	Senior Maintenance Worker	-3.00
TPW	Street Crew Supervisor	-1.00
TPW	Civil Engineering Technician	-4.00
TPW	Skilled Maintenance Worker	-1.00
TPW	Administrative Analyst - from City Manager's Office	1.00
TPW	Parks Maintenance - from Recreation & Parks	29.00
TPW	Parks Planning - from Recreation & Parks	4.00
TPW	Parks Superintendent	-1.00
TPW	Groundskeeper	-4.00
Transportation & Public Works Total		16.00
Water	Water Resources Technician	-1.00
Water	Utility Systems Operator II	-2.00
Water	Skilled Maintenance Worker	-1.00
Water	Environmental Compliance Inspector	-1.00
Water Total		-5.00

This page left blank intentionally

Long Range Financial Forecast

The Long Range Financial Forecast (LRFF) is intended to serve as a tool for financial planning and decision making in the years ahead, and the City aims to update this forecast annually. The LRFF is a forecasting model for the General Fund only. The LRFF provides the proposed budget for FY 2019-20 and forecast projections for fiscal years 2020-21 through 2027-28. The LRFF shows total revenues summarized by major revenue source; total expenditures summarized by major expenditure group; transfers in and out; the projected surplus or deficit; and ending fund balance projections. Please note at the time the forecast was developed the budget had not been approved and is based on the City's revenue estimates and the budgeted expenditure requests.

Revenue Assumptions

This summary chart shows all General Fund revenues and percentage growth assumptions, rolled up by major category. The following assumptions apply to the major revenue line items:

- **Property Tax:** Property tax is projected for FY 2019-20 to increase by 5% applied against adjusted property tax base. This is projected on the "Most Likely" scenario from MuniServices, the City's revenue consultants, which analyzes Santa Rosa specific property tax data. A 3% growth factor is assumed for FY 2020-21 through FY 2023-24, then a 2% growth factor is assumed through the remainder of the forecast. In FY 2021-22 through FY 2023-24, the base is increased by \$282K annually due to the anticipated rebuilding of homes lost in the October 2017 Fire Disaster.
- **Sales Tax:** The projected sales tax for FY 2019-20 is again based on the "Most Likely" scenario of the City's revenue consultant, which analyzes local sales tax revenue data. The annual growth rate from FY 2020-21 through FY 2027-28 is 3% each year.
- **Measure P and Measure O:** The projected revenues for Measure P and O are identical to Sales Tax revenue projections. Measure O is due to expire in March 2025. Measure P is due to expire in March 2027.
- **Utility Users Tax (UUT):** For FY 2020-21 and beyond, UUT from PG&E revenue are expected to grow at a rate of 1% annually for all years. The other UUT revenues (Telephone, Cable TV and Other) are expected to remain flat for all future years.
- **Other Taxes:** This category includes Business tax, Transient Occupancy tax, Real Property transfer tax, Cannabis Industry tax, Franchise fees and other miscellaneous taxes. The growth rate assumptions vary by tax from 1% to 3%; overall the category is calculated to have a 2% growth rate for all future years.
- **Motor Vehicle Fees:** Projected to grow at 2% annually for all future years.

Expenditure Growth Assumptions

This summary chart shows all General Fund expenditure and percentage growth assumptions, rolled up by major category. The following assumptions apply to the expenditure line items:

- **Salaries:** All Citywide labor contracts are approved through June 30, 2020, therefore budgeted salaries for FY 2019-20 are reflective of a 2.5% Cost of Living Adjustment. For FY 2020-21 and forward, all salaries are forecasted to include an additional 2% growth rate to account for merit increases but do not include a Cost of Living Adjustment.

Long Range Financial Forecast

- Retirement for Fire, Police and Miscellaneous Employees: The retirement rates applied were provided by CalPERS actuarial valuation reports. An additional 4% was included in the rate to contribute to the Pension Obligation Bond. The current employee contracts include an employee contribution to City's retirement at a rate of 1.5% to 5.5% of salary depending on the bargaining unit. The employee contribution rate is deducted from the CalPERS retirement rate and was held constant for all years. The combination of these three retirement rates are applied against forecasted Salaries in the model. The City's Unfunded Retirement Liability amount (provided by the CalPERS actuarial valuation report) is also included in the retirement category. For the future years not included in the CalPERS report, the growth rate for the Unfunded Retirement Liability was projected at 5% annually.
- Healthcare: Projected to grow at 6% annually for all future years.
- All Other Benefits: This category includes Dental/Vision Insurance, Medicare, Unemployment Insurance, Worker's Compensation Insurance, Life/Disability Insurance, Employee Assistance Program and other miscellaneous benefits. These benefits are projected to grow at 1.0% annually for all future years.
- Information Technology (IT) Cost: Projected to grow at 3.0% annually for all future years.
- Insurance: Liability, property, auto, fire and earthquake insurance are projected to grow at 5.0% annually for all future years.
- Service and Supplies: Generally projected to grow at 2.0% annually for all future years.
- O&M Projects: Assumed zero growth in all future years.

Transfers In and Out Growth Assumptions

Other funds transferring funds into the General Fund were projected at zero growth. The General Fund transfers out into other funds growth rate was based on the nature of the transfer. Transfer outs that were based on debt service followed the payment schedules. Transfers out that were based on funding Salaries, Benefits and Supplies in other funds were projected at a general 2.0% growth rate. Transfers out that were one-time expenditures were not forecasted in future years. All other transfers out of the General Fund were projected at zero growth.

Summary of Findings

Budgeted General Fund revenues represent a "most likely" view of major, forecastable revenues. The revenue budget, and subsequent forecast estimates are based on trend analysis from the Budget staff, and, where applicable, discussions with consultants. Expenditures continue to significantly increase based on the approved employee contracts and on-going cost projections. In the current year's budget and foreseeable future years budgets, expenditures continue to outpace revenue assumptions. The LRFF indicates a structural deficit which continues throughout the forecast. General Fund unassigned reserves will be used to balance the current year's budget, and any future budget deficits until unassigned reserves are exhausted. The City Manager and City staff are strategically working on how to remedy the structural deficit it faces. The future year deficits can be addressed through either cost reductions or through the addition of new, on-going revenue streams.

It should be noted that a recession is not included in this forecast. Based on historical trends, recessions are cyclical and economy experts forecast a recession likely to occur in the near future. However, the impact of such a recession on the Santa Rosa economy is unknown. Therefore, we have not included a recession scenario in the forecast. If there are signs that indicate a recession may be imminent, the LRFF will be adjusted accordingly.

Long Range Financial Forecast

(in millions)	PROPOSED BUDGET	FORECAST							
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Beginning Fund Balance	32.4	24.6	23.3	19.2	12.8	5.1	(3.7)	(23.1)	(47.8)
Revenue									
Property Tax	29.1	29.9	30.8	31.6	32.5	33.2	33.8	34.5	35.1
Sales Tax	41.9	43.2	44.5	45.8	47.2	48.6	50.1	51.6	53.1
Measure O	9.9	10.2	10.5	10.9	11.2	8.6	0.0	0.0	0.0
Measure P	9.9	10.2	10.5	10.9	11.2	11.5	11.9	9.2	0.0
Utility Users Tax	10.5	10.5	10.6	10.6	10.7	10.8	10.8	10.9	10.9
Other Taxes	25.3	25.8	26.2	26.6	27.1	27.6	28.1	28.6	29.1
Motor Vehicle Fees	14.6	14.9	15.2	15.5	15.8	16.2	16.5	16.8	17.1
License and Permits	2.1	2.2	2.2	2.3	2.3	2.4	2.4	2.5	2.5
Fines and Forfeitures	1.7	1.7	1.8	1.8	1.9	1.9	1.9	2.0	2.0
Intergovernmental	1.7	1.7	1.7	1.7	1.7	1.8	1.8	1.8	1.8
Use of Money & Property	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
R&P Revenues	3.6	3.7	3.7	3.7	3.8	3.8	3.8	3.9	3.9
All Other Charges for Services	10.4	10.6	10.7	10.9	11.0	11.2	11.4	11.5	11.7
Interfund Charges	14.1	14.5	14.9	15.4	15.8	16.3	16.8	17.3	17.8
Misc.	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Total Revenue	178.7	182.9	187.2	191.6	196.1	197.5	193.0	194.1	188.9
Transfers In	2.8	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Expenditures									
Salaries	85.8	88.4	90.2	92.0	93.9	95.9	97.8	99.8	101.9
Retirement	30.2	33.8	36.8	39.3	40.9	39.1	40.7	42.4	44.2
Healthcare	14.1	15.0	15.9	16.8	17.8	18.9	20.0	21.3	22.5
All Other Benefits	5.2	6.2	6.4	6.6	6.7	6.9	7.1	7.3	7.5
IT Costs	4.7	4.8	5.0	5.1	5.3	5.4	5.6	5.7	5.9
Insurance	1.8	1.9	2.0	2.1	2.2	2.3	2.4	2.5	2.6
Service & Supplies	25.4	26.0	26.5	27.1	27.6	28.2	28.8	29.4	30.0
O&M Projects	4.1	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Total Expenditures	171.3	178.7	185.4	191.7	197.2	199.4	205.2	211.2	217.4
Transfers Out	18.0	8.1	8.4	8.8	9.1	9.4	9.8	10.2	10.4
Surplus/(Deficit)	(7.8)	(1.4)	(4.1)	(6.3)	(7.7)	(8.8)	(19.5)	(24.7)	(36.4)
Ending Fund Balance	24.6	23.3	19.2	12.8	5.1	(3.7)	(23.1)	(47.8)	(84.2)

Please note: The LRFF was developed before the approval of the FY 2019-20 budget, and as such may not equal the FY 2019-20 General Fund Approved Budget.

This page left blank intentionally

City Attorney's Office

Mission

The City Attorney's Office is committed to providing the highest-quality legal services and support for elected City officials, departments, boards and commissions, as well as representing the City efficiently and effectively in litigation and administrative proceedings.

Department Description

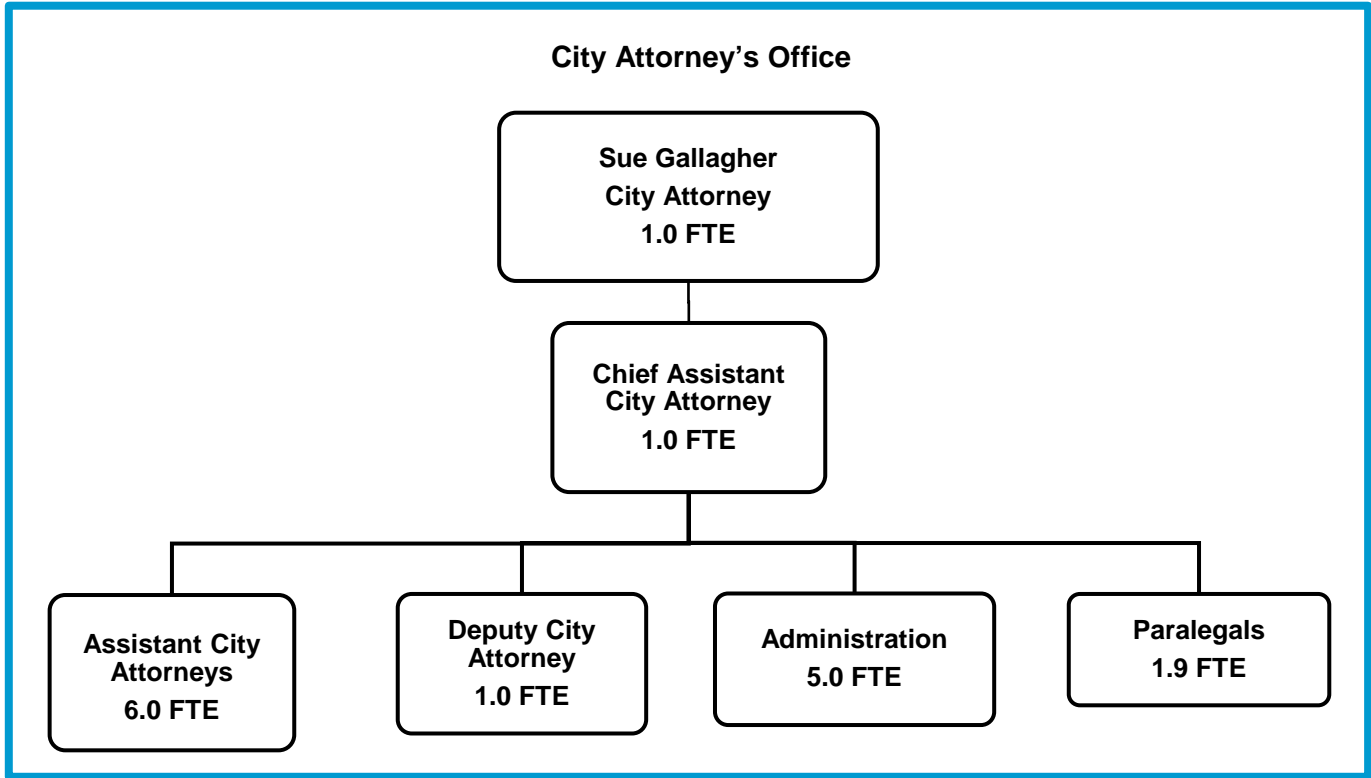
By City Charter, the City Attorney is appointed by the City Council to serve as the chief legal advisor for the City of Santa Rosa.

The City Attorney's Office (CAO) is responsible for representing the City in legal proceedings and providing comprehensive legal support to the Council, boards, commissions and City staff on a wide range of municipal matters. The CAO advises on municipal procedures, including the Brown Act, Public Records Act, Political Reform Act, elections and public finance. The CAO reviews all City Council, Planning Commission, Housing Authority and Board of Public Utilities' agendas for legal compliance and sits with those bodies during their public meetings. The CAO works closely with the Council, the City Manager, and the City's departments to provide legal support on issues such as housing, homelessness, economic development, California Environmental Quality Act (CEQA), municipal infrastructure, including roads, parks and civic facilities, public safety, including Police and Fire, emergency services, water supply, water quality, franchise agreements, and labor and employment. The City Attorney's Office reviews and revises proposed legislation and policies; reviews and approves as to form contracts and surety bonds; and prosecutes City Code violations and abates public nuisances.

The office reviews, evaluates, and recommends disposition of all claims made against the City, and represents the City in litigation, providing full service from initial claim through to final appeal. That representation includes both prosecution of claims on behalf of the City and defense against claims brought by others. The litigation practice includes matters involving civil rights, personal injuries, eminent domain, inverse condemnation, environmental violations, land use matters, personnel disputes, and allegations of dangerous condition of public property. The CAO makes recommendations to the Council for or against the settlement or dismissal of legal proceedings and defends the validity of ordinances and other administrative actions.

City Attorney's Office

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Provide advice and legal support for implementation of all Council Goals. **All**
- Provide high quality and timely support to City departments in this time of increased need. **All**
- Provide advice and legal support as the City continues in its recovery and rebuilding from the impacts of the October 2017 wildfires. **2**
- Provide advice and legal support as the City strengthens its own resiliency and the resiliency of the region. **2**
- Provide advice and legal support for the City's transition to financial sustainability. **1**
- Provide advice and legal support regarding comprehensive housing policies and programs. **3**
- Provide advice and legal support regarding enhanced policies and programs to reduce homelessness. **4**
- Provide advice and legal support regarding policies and programs to address climate change. **8**
- Provide advice and legal support in the adoption and implementation of updated and streamlined procurement policies.
- Provide advice and legal support regarding improvements to internal City policies and procedures to foster open government. **6**
- Provide advice and legal support regarding land use and economic development, including regulation of the City's expanding cannabis industry. **10**
- Collaborate with our public entity partners in regional efforts to address housing, homelessness, emergency response, and other areas of regional concern. **3, 4, 6**
- Provide skilled and effective defense of all claims and lawsuits filed against the City of Santa Rosa, including defense of court actions currently scheduled for trial.

City Attorney's Office

- Enforce environmental and consumer protection laws and aggressively pursue violations with legal action. 8
- Enforce the City Code with a focus on neighborhood revitalization through prosecution of Code violations in key neighborhoods. 6
- Continue to represent the City's interest in litigation against PG&E related to the October 2017 wildfires. 1, 2
- Provide advice and legal support in state and federal legislative and regulatory matters. All
- Provide professional, timely and effective legal advice to the Council, City Manager, City Departments and City boards and commissions on other issues as needed. All

Major Budget Changes

The FY 2019-20 City Attorney's Office (CAO) budget is \$3.5M, a decrease of \$23K, or -0.7% over the prior year's adopted budget. Salaries & Benefits declined by a net \$18K, or -0.6% with the elimination of 1.0 FTE Assistant City Attorney, offset by a 2.5% cost-of-living adjustment approved for FY 2019-20. Additionally, a \$115K increase in the department's share of CalPERS unfunded liability contributed primarily to the growth in benefits. A nominal change in Services and Supplies resulted from a \$5K decline within Information Technology costs. The Operations & Maintenance (O&M) project remained flat year over year.

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Legal Services	\$2,266,046	\$2,776,937	\$3,503,076	\$3,480,088
CIP and O&M Projects	\$0	\$74,203	\$15,000	\$15,000
Total	\$2,266,046	\$2,851,140	\$3,518,076	\$3,495,088

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$1,431,974	\$1,695,501	\$2,212,679	\$2,123,746
Benefits	\$586,794	\$713,304	\$989,761	\$1,060,953
Professional Services	\$111,855	\$215,405	\$108,575	\$108,575
Vehicle Expenses	\$81	\$132	\$400	\$400
Utilities	\$1,743	\$1,448	\$1,200	\$2,000
Operational Supplies	\$17,751	\$14,405	\$23,800	\$21,000
Information Technology	\$65,466	\$73,681	\$87,706	\$82,459
Other Miscellaneous	\$50,382	\$63,061	\$78,955	\$80,955
CIP and O&M Projects	\$0	\$74,203	\$15,000	\$15,000
Total	\$2,266,046	\$2,851,140	\$3,518,076	\$3,495,088

City Attorney's Office

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$2,266,046	\$2,851,140	\$3,518,076	\$3,495,088
Total	\$2,266,046	\$2,851,140	\$3,518,076	\$3,495,088

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	12.90	14.90	15.90	16.90	15.90

Performance Measures

INDICATORS:	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
	ACTUAL	ACTUAL	ACTUAL	TO DATE**	EST. ****
New Lawsuits Served	13	15	12	7	10
Ongoing Litigation				22***	
Attorney-assigned Claims	37	43	34	19	27
Opinion Requests Completed*	379	406	602	253	357
Contracts Reviewed	1168	1207	1554	786	1110
Pitches Motions Defended	5	3	8	11	16
Weapons Administrative Actions	13	32	21	25	35
Animal Complaints			18	10	14

* Does not reflect continuing advice/support for current projects

** Through 3/25/2019

*** Count from Litigation Report dated 1/17/2019 plus new matters

**** Calculated using % growth

- CAO estimates at least 3 new lawsuits will be filed by end of FY 2018-19. This is in addition to the ongoing support for lawsuits filed earlier in the fiscal year and in prior fiscal years. There are 6 cases currently scheduled for trial, although we anticipate additional cases may be scheduled before the end of the FY 2019-20. City Attorney's Office handles the vast majority of litigation in-house to minimize outside counsel costs when possible. Ongoing PG&E litigation and regulatory proceedings have required substantial CAO resources, including extensive time commitments by attorneys and paralegals.
- CAO handles actions alleging liability from claim filing through discovery, trial, appeals and writs.
- CAO continues to provide general legal advice and support on a wide range of municipal matters. Much of this work is not reflected in the official opinion requests tracked above, and is performed as a part of continuing services on ongoing issues. City Attorney's Office is working with the IT department to develop improved ways to track this work.
- While at least 89% of all requests for formal legal opinions receive response within 30 days, most requests for legal opinion receive immediate response and the attorneys provide continuing services to resolve any matter requiring either reactive or proactive support.
- The average turnaround for review of all standard contracts, Professional Service Agreements and funding agreements is currently eight business days for FY 2018-19.

City Attorney's Office

- CAO continues to provide full in-house legal services for Housing Authority, at far lower cost than payment to outside legal counsel.
- Community and law enforcement interests are preserved by timely and successful processing of all Pitchess motions, confiscation of weapons cases, and prosecution of environmental and other criminal code violations. Prosecution of environmental and other criminal code violations are not included in the above chart. More than 50 such criminal violations were prosecuted by CAO in FY 2018-19.
- CAO continues to provide trainings and legal updates as necessary.
- CAO continues its efforts in successfully supporting departments in recovery of revenues and prosecution of City Code violations.

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Litigation

- Worked closely with outside counsel to represent the City in PG&E litigation and related proceedings, including: **1, 2**
 - Evaluation and analysis of City fire-related losses for purposes of mediation.
 - Motions and discovery in Superior Court proceedings, until stayed due to bankruptcy.
 - Engagement in bankruptcy proceedings in collaboration with outside counsel (including both fire and non-fire related claims).
 - Participation in California Public Utilities Commission (CPUC) regulatory proceedings regarding proposed programs, policies and practices for enhanced wildfire safety.
- Represented the City to successful conclusion in numerous litigation actions, in both Federal and State Court, including potentially significant exposure to the City and/or its employees:
 - In many cases, obtaining dismissal or settlement through court proceedings prior to trial, with no cost recovery against the City.
 - In other cases, successfully negotiating settlement of significant personal injury, contract, or statutory claims on terms favorable to City and within Council authorizations.
- Represented the Police Department and officers in multiple federal cases alleging violation of constitutional rights and obtained dismissals with no indemnity and fee payments, or within authority extended by Council.
- Represented Santa Rosa Police Department (SRPD) in Pitchess motions to obtain access to personnel records of police officers. **9**
- Filed and handled through resolution 25 weapons retention matters (as of March 25, 2019) on behalf of SRPD following confiscation during domestic violence and involuntary psychiatric hold cases. **6**
- Successfully defended the City at trial in *Dumbrille v. City of Santa Rosa* where, after over a week of testimony and argument, the jury returned a defense verdict in favor of the City, deliberating for only 20 minutes, after the plaintiff sought \$500,000 in damages.
- Successfully prevailed at Court of Appeal in *Villa v. City of Santa Rosa*, sustaining the trial court's granting of our motion for summary judgment.
- Prosecuted 50 sidewalk obstruction criminal cases obtaining favorable verdicts in all but two.
- Filed motion for summary judgment in Federal Court police shooting case seeking to absolve three officers, the Chief and the City of liability without a trial in *Toribio v. City of Santa Rosa*.
- Handled two Public Employment Relations Board (PERB) complaints internally with dismissal of complaint for no money.

City Attorney's Office

Code Enforcement & Environmental

- Successfully pursued code enforcement actions, including obtaining inspection warrants, establishing receiverships, prosecuting misdemeanors, prevailing in short cause trials, prevailing in State administrative hearings, and recovering City costs. 1,6, 7
- Successfully pursued drug abatement cases on behalf of City, including cost recovery. 6, 7
- Continued prosecution of animal complaints throughout the City relating to vicious animal, potentially dangerous animal and nuisance barking. 6, 7

Project-related Work & General City Services

- Provided advice and legal support in the City's continuing recovery from the October 2017 wildfires. 2
- Provided ongoing legal support to staff and Council regarding programs and initiatives to address homelessness. 4
- Provided ongoing legal support to staff and Council regarding Comprehensive Housing Strategy and Housing Action Plan. 3
- Provided ongoing legal support to the Housing Trust and the Housing Authority, including assistance with grants, loans and other funding for affordable housing and rehabilitation projects and updates of transactional templates. 3
- Provided legal advice and support for City's implementation of regulations applicable to the cannabis industry, including criteria and procedures to address overconcentration concerns. 10
- Provided legal advice and support in connection with the City's Downtown Station Area Specific Plan Update and related CEQA review. 8, 10
- Assisted with review and approval of a variety of development projects including Round Barn Village, Roseland Village, Hampton Inn & Suites and others. 3
- Provided advice and legal support regarding establishment and management of Downtown Community Benefit District. 10
- Advised Transportation and Public Works (TPW) and City Council regarding legal issues arising from Stony Point Road construction project. 6
- Drafted Federal Emergency Management Agency (FEMA) compliant contract template and other procurement documents. 2
- Reviewed and advised on CEQA compliance for City and private projects, including review and comment on multiple Environmental Impact Reports (EIRs), Mitigated Negative Declarations and Notice of Exemptions.
- Advised Planning and Economic Development (PED) on issues related to approval and implementation of Statewide Community Infrastructure Program (SCIP) financings. 1
- Assisted with review, completion and presentation of Water Supply Investigation Report in connection with the fires and water system performance in the Fountaingrove area. 2
- Advised on Groundwater Sustainability Agency (GSA) issues, including fee setting process.
- Advised on legal issues related to post-fire water quality in the Fountaingrove area. 2
- Reviewed and advised on California Public Finance Authority (CalPFA) Option to purchase for middle income rental conversion. 3
- Advised on Request for Proposal (RFP) process and initiation of negotiations, including approval of an Exclusive Negotiation Agreement with Renewable Sonoma, for location of an organics processing facility. 8
- Advised on Blue Ribbon Panel Report and ongoing discussions and negotiation of National Pollutant Discharge Elimination System (NPDES) Discharge permit no net loading for Phosphorus issues. 8

City Attorney's Office

- Assisted with financial initiatives, including 2018 ballot measures, bond refinancing and lease collateral issues. 1
- Provided legal support for more than 90 City real estate transactions, including easement acquisitions and vacations, rights of entry, licenses, leases, annexations, appraisals, and related negotiations. 1

Ordinances and regulations

- Reviewed and revised Traffic Study Guidelines for preparation of traffic analyses associated with proposed developments. 3
- Reviewed and revised several initiatives aimed at incentivizing downtown development, including revisions to the Downtown Station Area Specific Plan and the Residential Incentive Program development fee reductions to encourage multi-family housing downtown. 3, 10
- Assisted in drafting a Joint Powers Agreement with the County to create the Renewal Enterprise District (RED) to facilitate the development of housing in targeted geographic areas; and drafted Development Criteria for the RED Board of Directors' review and consideration of potential RED projects. 3
- Worked with City Engineer to remove building envelopes and setbacks from final maps within the Resilient City zones to provide flexibility for rebuilding. 2, 3
- Reviewed, revised and/or created a number of chapters in the Santa Rosa City Code including but not limited to: Chapter 20-31 to comply with state law revisions to Density Bonus regulations and to provide for supplemental density bonus options; Chapter 20-16 to establish Resilient City Development Measures; Chapter 20-50, 20-52 and 20-66 to revise and improve public noticing practices; Chapter 20-16 to provide an automatic one-year extension of tentative maps. 2, 3
- Reviewed, revised and/or proposed additional City Code and policy amendments to streamline procurement processes, including revisions to Chapter 3-08 of the City code pertaining to general purchasing, a new Chapter 3-09 pertaining to professional services procurements, a new electronic signature ordinance and policy, and others. 1
- Reviewed and revised stormwater progressive enforcement policies and guidelines.
- Reviewed and revised automated Public Records Act response templates.

Citywide Support and Training

- Reviewed all Council, Planning Commission, Board of Public Utilities, Successor Agency and Housing Authority agenda items. All
- Averaged an eight business days turnaround on contracts reviewed between July 2018 – March 2019.
- Continued to provide legal advice regarding responses to Public Records Act Requests.
- Continued to provide legal advice regarding compliance with Political Reform Act and Fair Political Practices Commission (FPPC) regulations.
- Provided training for staff and members of City boards and commissions on the Brown Act, Public Records Act, Fair Political Practices Act and CEQA.

Outside Legal Involvement

- City Attorney Staff served on Legal Affairs Committees for Association of California Water Agencies (ACWA) and California Association of Sanitation Agencies (CASA). 8
- City Attorney Staff served as Sonoma County Superior Court Mandatory Settlement Conference Panelist.
- City Attorney Staff served as Sonoma County Superior Court Discovery Facilitator.
- City Attorney Staff served as Sonoma County Superior Court Demurrer Facilitator.

City Attorney's Office

Looking Ahead

The City Attorney's Office will continue to provide essential legal support to the City Council, City Manager and all City departments in pursuit of the Council's goals and excellence in City services. The City faces many significant challenges, including ensuring our ongoing progress toward recovery and rebuild, strengthening our resiliency, stabilizing City finances, providing innovation in housing strategies, addressing homelessness, streamlining City procurement procedures, exploring open government initiatives, evaluating the needs of City facilities, implementing climate solutions and many others. These challenges will require sophisticated and steady legal services across all City departments.

In particular, we anticipate that we will be working closely with the City Manager and Chief Financial Officer as the City seeks to replenish financial reserves, address structural deficits and stabilize the City's finances. We will work closely with City departments to help ensure continued rapid recovery from the 2017 wildfires, enhanced City and regional resiliency, and recovery of our fire damages to the greatest extent possible. We will continue to work hand-in-hand with PED and Housing and Community Services (HCS) to implement the City's comprehensive housing strategy, including update of the Downtown Area Specific Plan and General Plan, initiatives to stimulate downtown housing development, and potential design and implementation of a rental inspection program. We will continue to work collaboratively with HCS and other departments to address homelessness, monitoring the evolving legal context, exploring options, coordinating with our partner agencies and striving toward functional zero. And we will provide ongoing support to TPW, Water, PED and others as the City seeks to address implications of climate change.

In much of this work, we are engaging in a regionalism not seen before. Enhanced resiliency requires formal coordination with the County of Sonoma and nearby cities to ensure effective and efficient communication, collaboration and common action in the event of an emergency. Addressing our housing crisis requires partnership with regional, state and federal agencies as well as with private industry and nonprofits. With the formation of the Sonoma County Renewal Enterprise District, we have taken a first step, joining together with Sonoma County, to facilitate and fund increased housing development, with an eye toward climate-smart, affordable and innovative urban projects. Homelessness also does not recognize jurisdictional boundaries, and last year's redesign of the Sonoma County Continuum of Care gives us an exceptional opportunity to work together with our public and private partners to explore and implement creative solutions to address the complexities of homelessness. While, in each of these areas, our move toward regionalism brings great potential for success, it also presents increased legal complexities. Our office looks forward to continuing to work closely with our partners to meet those challenges.

Litigation will also continue to absorb much of our resources. In particular, in addition to the six upcoming trials currently scheduled, the PG&E litigation continues, now shifted into the bankruptcy arena. Associated CPUC proceedings are extensive and moving quickly. Although we have engaged outside counsel, the City, by law, must retain oversight and control over the litigation as well as the regulatory efforts. This work consumes much of the allocation of two of our four litigators as well as a paralegal.

As always, the Office's day-to-day work continues, providing needed support to the departments. Claims are defended. The City Code is enforced. Agenda items are reviewed. Ordinances, resolutions and policies are drafted or revised. Contracts are reviewed and approved as to form. Advice is provided to staff on a myriad of issues, large and small. Labor and employment issues are resolved. And broad on-going support is provided to the Council and each of its Boards and Commissions.

City Council

Mission

It is the mission of the Council to provide high-quality public services and cultivate a vibrant, resilient and livable City.

The City Council is the legislative and policy-making body for the City of Santa Rosa. Council Members are elected by voters to serve four-year terms. The Mayor and Vice Mayor are elected by the Council Members. The Mayor serves a two-year term. The Vice Mayor serves a one-year term. The Council makes the appointments of the City Manager and the City Attorney, as well as numerous Board and Commission Members.



Tom Schwedhelm
Mayor
District 6



Chris Rogers
Vice Mayor



Julie Combs
Council Member



Victoria Fleming
Council Member
District 4



Ernesto Olivares
Council Member



John Sawyer
Council Member
District 2



Jack Tibbetts
Council Member

City Council

City Council is comprised of Administration, Elections, and various Community Promotions Programs, which consist of the following recommended for FY 2019-20:

- Wednesday Night Market
- Matsuri! Japanese Arts Festival
- 126th Luther Burbank Rose Parade & Festival
- Sonoma County Human Race
- Railroad Square Music Festival
- Red, White and BOOM
- Sonoma County Pride Parade & Festival
- Holiday Horse & Carriage Rides
- Imaginists – The Art is Medicine Show

The City Council established Goals and Priorities during their visioning session in February 2019. They are committed to supporting the programs, projects, and services required to accomplish the Strategic Goals and Priorities.

GOAL	ASPIRATION STATEMENT
1. Ensure financial stability of City government.	Santa Rosa sustains a strong, diversified economic base that continually renews itself, and has a structurally balanced budget with sufficient reserves in all funds to weather economic shifts for long term sustainability of City services.
2. Effectively implement the recovery and rebuilding of Santa Rosa.	Santa Rosa emerges as an even stronger, more vibrant, resilient and livable community prepared to achieve its vision of leading the North Bay.
3. Meet housing needs.	Santa Rosa actively supports housing for all, through protection, preservation and production of housing.
4. Attain functional zero homelessness.	Santa Rosa supports effective strategies that house homeless individuals.
5. Invest in and sustain infrastructure and transportation.	Santa Rosa regularly invests in its transportation, roads, technology and overall infrastructure to protect and sustain its assets and keep pace with community needs.
6. Provide for community safety, valued City services and open government.	Santa Rosa is a safe and healthy place and has the right mix of services supported by effective internal services operating within open government practices.
7. Foster neighborhood partnerships and strengthen cultural assets.	Santa Rosa promotes thriving neighborhoods in preserving its heritage and vibrancy of the community.
8. Promote environmental sustainability.	Santa Rosa protects and improves the environment through its policies and actions.

<p>9. Foster a 21st century city and organization.</p>	<p>Santa Rosa leads the North Bay by supporting innovation in service delivery, engaging its employees and striving for high employee morale.</p>
<p>10. Foster a strong downtown and overall economic development of the community.</p>	<p>In Santa Rosa, a successful downtown is a community wide economic development engine and cultural center where people live and work.</p>

The City continues to operate under the framework of the established City Council Goals. The 2019 City Council Goal Setting established Tier 1 Priorities which are projects and initiatives determined by the Council for primary attention of staff and resources. Tier 2 Priorities will be pursued as capacity and resources permit.

Tier 1: Council’s Top Priorities which will receive primary staff attention

- 1.1 Financial Stability
- 1.2 Recovery and Resilience
- 1.3 Comprehensive Housing Strategy
- 1.4 Homelessness
- 1.5 Implement Climate Action Plan

Tier 2: Projects to receive attention as resources permit

- 2.1 Create a Plan to Address Deferred Maintenance throughout the Community
- 2.2 Explore Options for Funding the Roseland Library
- 2.3 Citywide \$15 Minimum Wage Measure
- 2.4 City Charter Review
- 2.5 COLA vs. CPI for Mobile Home Rent Increases
- 2.6 Promote Affordable Child Care Streamlining Processes
- 2.7 Support for the Cannabis Industry

Major Budget Changes

The FY 2019-20 City Council’s total budget is \$1M, a decrease of \$433K, or 29.3% from prior fiscal year. Being that FY 2019-20 is not an election year, there was a \$440K decrease in election related costs within Professional Services and a decrease of \$60K within Other Miscellaneous for printing services not required. There was also a \$47K increase in Information Technology due to an additional number of Boards and Commissions meetings that are now being recorded.

City Council

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Elections	\$425,735	\$52,745	\$560,000	\$60,000
Administration	\$1,398,698	\$758,079	\$794,278	\$861,137
Events	\$145,631	\$103,363	\$125,000	\$125,000
Media Access Center	\$11,050	\$0	\$0	\$0
CIP and O&M Projects	\$29,375	\$80,000	\$0	\$0
Total	\$2,010,489	\$994,187	\$1,479,278	\$1,046,137

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$180,432	\$120,625	\$136,756	\$119,240
Benefits	\$137,943	\$120,143	\$155,221	\$155,810
Professional Services	\$1,438,914	\$462,594	\$866,346	\$462,752
Vehicle Expenses	\$404	\$281	\$0	\$0
Utilities	\$3,893	\$3,269	\$5,300	\$5,300
Operational Supplies	\$12,591	\$8,444	\$9,700	\$9,700
Information Technology	\$41,652	\$93,656	\$98,755	\$146,135
Other Miscellaneous	\$165,285	\$105,175	\$207,200	\$147,200
CIP and O&M Projects	\$29,375	\$80,000	\$0	\$0
Total	\$2,010,489	\$994,187	\$1,479,278	\$1,046,137

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$2,010,489	\$994,187	\$1,479,278	\$1,046,137
Total	\$2,010,489	\$994,187	\$1,479,278	\$1,046,137

Performance Measures

The City Council's service indicators remain relatively the same year after year. In FY 2018-19, the City Council held their annual Council Goals Session and adopted the updated priorities. The City Council held 46 meetings and made 52 appointments to various Boards and Commissions. In addition, the City Council Members all serve on various Boards and Committees.

Council Meetings: The City Council meets almost every Tuesday at 4:00 p.m., but meetings may begin earlier in the afternoon to accommodate study sessions. Agendas are made available online at www.srcity.org.

Various Committees: The City Council Members work with City staff on various committees and provide leadership and guidance on a variety of issues. Council standing committees include: BPU Liaison, Downtown Subcommittee, Economic Development Subcommittee, Violence Prevention Partnership – Steering Committee, Violence Prevention Partnership Policy Committee, Long Term Financial Policy and Audit Subcommittee, Subcommittee on Homeless Issues, and the Santa Rosa Build/Rebuild Ad Hoc Committee. The Council Regional Appointments include: ABAG, Cannabis Policy Subcommittee, Health Action Council, Library Advisory Board, LOCC North Bay, Mayors’ and Councilmembers’ Association Liaison to LOCC, Russian River Watershed Association, Waterways Advisory Committee, and the Water Advisory Committee (WAC). Council Members also hold liaison positions on Sonoma Clean Power JPA, Sonoma County Transportation Authority/Regional Climate Protection Authority, and Sonoma County Waste Management Agency.

Boards and Commissions: The City Council Members appoint City residents to positions on various Boards and Commissions. These Boards work with City staff on a variety of issues, provide the Council and citizens with important background information and make decisions based on that information. They are: Art in Public Places Committee, Bicycle and Pedestrian Advisory Board, Board of Building Regulation Appeals, Board of Community Services, Board of Public Utilities, Community Advisory Board, Cultural Heritage Board, Design Review Board, Housing Authority, Measure O Citizen Oversight Committee, Mosquito Vector Control Board, Personnel Board, Planning Commission, Successor Agency Oversight Board, Santa Rosa Tourism Business Improvement Area Advisory Board, and the Waterways Advisory Committee.

Prior FY 2018-19 Accomplishments

- Successfully held first district elections for Districts 2, 4 and 6
- Successfully passed ballot Measure O (Temporary Emergency Funding)
- Formed special downtown tax district for Courthouse Square
- Banned use of Roundup weed killer in all City parks
- Approved new development fee incentive program
- Approved advertising on City buses
- Approved discounted bus passes for students
- Successfully hired Chief Financial Officer
- Successfully hired Director of Human Resources

Looking Ahead

The City Council is looking to refine its goals and implement programs to make Santa Rosa a vibrant, sustainable and livable City.

This page left blank intentionally

City Manager's Office

Mission

It is the mission of the City Manager's Office to provide responsible and ethical leadership, cost-control management, administration, and direction for the City organization based on sound strategic planning, support to City Council Members and Boards and Commission Members, and exceptional customer service to the community.

Department Description

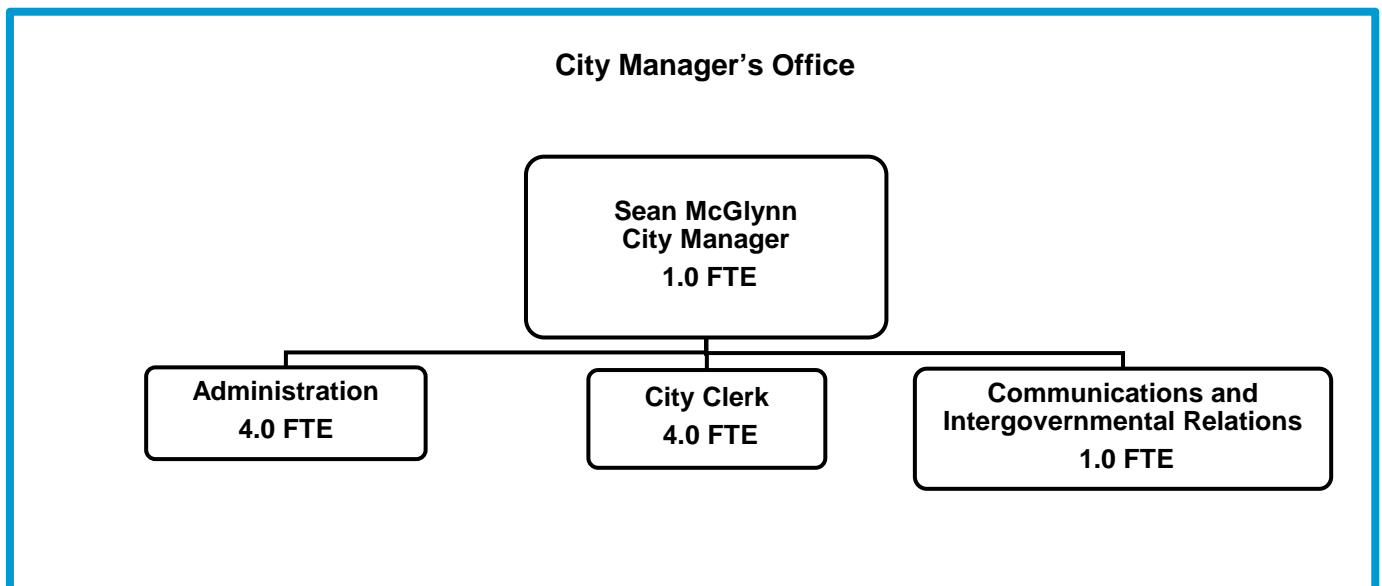
The City Manager's Office is comprised of three Programs: Administration, City Clerk, and Communications and Intergovernmental Relations.

Administration- Responsible for the administration and oversight of all City departments, guides the annual budget process, coordinates the City Council agenda process, and provides direct support to the City Council. The office also administers and monitors the City's franchise agreements and a variety of service-related agreements.

City Clerk's Office- Administers the City's legislative process; provides support to the City Council, produces the Council agenda, and assembles and distributes the agenda packets in compliance with the Brown Act; records action minutes and manages the processing of all items approved by the City Council; maintains the legislative history of all City Council actions; administers regular and special municipal elections according to the Elections Code, the City Charter, and the City Code; provides support and information to candidates and voters; administers Board, Commission, and Committee recruitments and appointments in accordance with the Maddy Act and City Council policies; manages the retention and retrieval of official documents in compliance with the Public Records Act; acts as the filing official for Statements of Economic Interest and Campaign Statements in accordance with the Political Reform Act; assures proper publication of public notices and adopted ordinances; provides training; oversees the codification of the City Code; coordinates the City's Records Management Program; and provides access to information about the public's business.

Communications and Intergovernmental Relations- Works across all departments to plan, develop, organize, manage, and execute the activities of the City's comprehensive communications, public information, and governmental relations programs.

FTE by Program



City Manager's Office

Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Administration

- Assist the City Council with policy development and implementation of City Council Goals and Priorities; lead Citywide strategic planning to support Goals. **All**
- Review revenue options and budget process. **1,9**
- Provide analysis of federal and state legislation impacting the City of Santa Rosa and assist the Council in providing an effective program. **1,6,8**
- Complete and submit the FEMA project worksheets. **2**
- Complete the Purchasing process policy review. **1**
- Support effective strategies that house homeless individuals. **3,4,6,7,10**
- Lead in the recovery and rebuilding of Santa Rosa. **2,3,7**
- Water Director recruitment. **1,2,6,8**
- Police Chief recruitment. **1,2,6,8**

City Clerk

- Prepare and distribute preliminary and current City Council agendas, paperless agenda packets, and minutes pursuant to the Brown Act and City policy. **All**
- Facilitate an open and transparent democratic process through public access to Council and advisory body legislative records. **All**
- Promptly receive, review, track, and coordinate responses to all Public Records Act requests. **6,9**
- Continue development, implementation, and coordination of a comprehensive Citywide Records Management Program. **6,9**
- Administer fair and impartial municipal and ballot measure elections; provide technical support and guidance to City Council candidates and proponents. **1,2,6,7,8,9,10**
- Serve as filing officer/official under the Political Reform Act for Statements of Economic Interests and Campaign Finance Disclosure Statements. **1,6,9**
- Effectively manage all board and commission member vacancies, recruitments, and appointments to ensure City boards, commissions, and committees represent the diversity of the community. **1,2,6,7,8,9,10**
- Foster public involvement and informed decision-making by providing professional customer service and accessible and accurate information about City government. **1,2,6,8,9,10**
- Assist in the implementation of the recommendations of the Open Government Task Force. **All**

Communications and Intergovernmental Relations

- Develop and implement a plan for consolidating the City's Public Information team to: **All**
 - 1) Better align communication support across the City's priorities, major initiatives, and key programs
 - 2) Streamline outreach efforts
 - 3) Pool communication tools, talents and resources
 - 4) Better cross promote programs
 - 5) Ensure consistency in branding and messaging
 - 5) Convey to the public a sense of seamless service through outreach efforts

City Manager's Office

- Manage all external communications related to Santa Rosa's Recovery, other major initiatives, and key programs. **All**
- Serve as the City's media liaison, both responding to media inquiries and proactively securing positive news stories to highlight City and its programs. **All**
- Prepare talking points, key messages, official statements, and other informational materials for City Council and staff regarding programs, initiatives and/or sensitive issues. **All**
- Manage the City's website, social media and other print and digital communications tools. **All**
- Respond to emergency or crisis situations as the City's communication officer. **All**
- Monitor state and federal proposed legislation and discuss local impacts with department staff and Council to coordinate the City's response activities. **All**
- Work with state and federal representatives' offices to relay important updates and communicate the City's interests. **All**

Major Budget Changes

The FY 2019-20 City Manager's Office budget is \$2.8M, a decrease of \$223K or -7.4%, from last fiscal year's adopted budget. Salaries & Benefits decreased by \$211K or -10.9% despite the 2.5% cost-of-living adjustment (COLA) and a slight increase in salaries due to the Fellowship program within the City Manager's Office. These increases in Salaries & Benefits were more than offset by staff reductions including 1.0 FTE Deputy City Manager, 1.0 FTE Administrative Secretary and 1.0 FTE Sonoma County Public Safety Consortium Administrator. This position's salary and benefits were previously charged to the Police department but now the Administrator is employed directly by the Consortium. To better align the organization, a 1.0 FTE Administrative Analyst was transferred from City Manager's Office to the Transportation and Public Works Department as well.

Overall, Service and Supplies remained relatively flat compared to the prior fiscal year. Within Professional Services, there was a decrease of \$200K due to the expiration of the Ernst & Young contract to assist in FEMA reimbursements that was almost entirely offset by the increased cost for the general and disaster related lobbying. The Other Miscellaneous category had minor increases in both advertising and print services to establish budget in the Communication and Intergovernmental Relations program. There was also a minor decrease in Information Technology costs for the department.

City Manager's Office

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,974,477	\$3,120,086	\$2,896,221	\$2,610,149
Measure O	\$1,482	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$50,000
City Clerk	\$62,771	\$80,266	\$77,913	\$90,513
CIP and O&M Projects	\$54,344	\$197,840	\$30,000	\$30,000
Total	\$2,093,074	\$3,398,192	\$3,004,134	\$2,780,662

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$1,042,581	\$1,103,508	\$1,318,716	\$1,147,581
Benefits	\$397,240	\$468,120	\$619,677	\$580,024
Professional Services	\$326,092	\$1,320,288	\$727,370	\$722,500
Vehicle Expenses	\$512	\$66	\$0	\$0
Utilities	\$8,769	\$4,843	\$5,360	\$5,360
Operational Supplies	\$35,321	\$11,879	\$25,500	\$26,500
Information Technology	\$86,287	\$145,278	\$150,214	\$121,800
Other Miscellaneous	\$141,928	\$146,370	\$127,297	\$146,897
CIP and O&M Projects	\$54,344	\$197,840	\$30,000	\$30,000
Total	\$2,093,074	\$3,398,192	\$3,004,134	\$2,780,662

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$2,091,592	\$3,398,192	3,004,134	2,780,662
Measure O	\$1,482	\$0	\$0	\$0
Total	\$2,093,074	\$3,398,192	\$3,004,134	\$2,780,662

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	17.00	11.00	13.00	14.00	10.00

City Manager's Office

Performance Measures

Administration

- Work with the Mayor, the City Council, and the Executive Staff to implement City Council Goals. Follow-up with staff to develop and produce desired results.
- Provide analysis of federal and state legislation impacting the City of Santa Rosa.
- Zero Waste project.
- Receive approximately 6,437 phone calls.
- Provide responses to each of the approximate 1,428 e-mails that come in for the City Manager and the City Council.

City Clerk	FY 2016-17	FY 2017-18	FY 2018-19
City Council Meetings: Produce, publish, and timely post preliminary and final Council agendas, agenda packets and meeting minutes	175	188	150*
City Council Legislation: Timely and accurately conform, publish, post, and import into Laserfiche all City Council legislation	Resolutions – 107 Ordinances - 20	Resolutions – 252 Ordinances – 25	Resolutions – 185 Ordinances – 14*
FPPC Filings – Form 700: Provide notification of filing deadlines; receive, review, and post filings; seek amendments as needed	160 filings	354 filings	398 filings
FPPC Filings – Campaign Disclosure Statements: Provide notification of filing deadlines; receive, review, and post filings; seek amendments as needed	Filers – 19 Filings - 60	Filers – 27 Filings – 57	Filers – 31 Filings – 80
Public Records Act Requests: Receive and review written requests, coordinate production of records, prepare responses	*Requests - 240	Requests – 274	Requests – 400*
Boards and Commissions: Track and recruit applicants and administer appointments for 12 advisory bodies (86 positions)	Applications – 81 Appointments – 38	Applications – 88 Appointments – 53	Applications – 90* Appointments – 52*
(*) Fiscal Year-end estimates based on year-to-date actuals			

City Manager's Office

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Administration

- Garbage franchise rollout and zero waste project. 8,9
- CFO recruitment completed. 1,6,9
- Coordinated California Voting Rights Act district elections process. 7
- HR Director recruitment completed. 6,9

City Clerk

- Managed the preparation, distribution, and posting of City Council agendas, agenda packets and minutes for 150 City Council meetings. All
- Served as filing official for over 398 Statements of Economic Interests for City Council members, advisory body members, and designated staff in compliance with the Political Reform Act. All
- Responded in a timely manner to over 400 requests for public records in compliance with the Public Records Act. 6
- Conducted recruitments for vacancies on 12 Boards, Commissions, and Committees; solicited and received 90 applications. All
- Centralized public portal to Boards, Commissions, and Committees, tracking ethics training, and application processes. All
- Launched NextRequest which provides the community with the ability to look up any public records request previously submitted by a member of the public or make their own new records request online. All
- Managed the codification of resolutions and ordinance, promptly making them available online. All

Communications and Intergovernmental Relations

- Managed media relations for numerous high-profile issues, events and milestones including the City's announcement of litigation against PG&E following the October 2017 wildfires, ribbon cutting ceremony for the first rebuilt home following wildfires, one-year anniversary of wildfires, Cal-Fire's Release of the Tubbs Fire Investigation Report, Fountaingrove water quality advisory, several significant storm events, and monthly rebuilding and recovery stories with various focuses and angles. 2,6,7,10
- Working with an outside consultant, managed development of all public education materials for the Measure O — Vital City Services quarter-cent sales tax and the Measure N — Housing for All affordable housing bond, including mailers, FAQs, flyer, webpage, social media and ballot guide materials; the Vital City Services measure was passed by voters in the November 2018 local election. 3,4,5,6
- Redesigned srcity.org/rebuild to address web-hosting needs for long-term rebuilding efforts and to better integrate recovery information for public infrastructure, housing and park/open space all into one area of the city website. 2,5,9
- Launched daily news monitoring report that provided City Council, Executive Staff and the City communications team with a digest of the City's daily news mentions and other articles of interest; trained administrative support staff member on procedures for compiling and delivering daily report. 9

City Manager's Office

- Coordinated Employee Appreciation & Recognition events, honoring staff citywide for their response and recovery service during the fires. Developed concept, identified venue, developed schedule and worked with administrative office team to implement; wrote talking points and coordinated roles of council members for event. **9**
- In coordination with the Fire Department and Office of Community Engagement, planned, marketed, and staffed four community meetings to: 1) educate the public on the City's current Emergency Alert and Warning systems and 2) gain public input on future alert and warning tools the city is considering acquiring. Collaborated with Fire Department on development of input survey and meeting presentation. **2,6,9**
- Designed new visually-oriented, bilingual emergency alerts and warning outreach flyer for the City; the flyer is now being considered for adoption by other neighboring jurisdictions. **2,6,9**
- Coordinated correspondence to state and federal government partners and delegation members regarding important fire recovery issues including requests for recovery program extensions, third-year property tax backfill allocation, justification of unmet need, and critical issues related to the debris-removal mission. **2,6,9**
- Managed production of the City's Wildfire Documentary project, worked with contracted producer to provide direction on concept, goals and objectives for the project; coordinated with City communications team to identify staff interviewees, themes/personal stories to cover and visuals to include; provided countless hours of editing to create a balanced, well-rounded tool that will be used to tell the City's story of response and recovery. **2,6,9**

Looking Ahead

The City Manager's Office is effectively managing the City including fiscal accountability and implementation of the Council goals.

This page left blank intentionally

Finance

Mission

As the fiscal steward of the City's resources, the Finance Department provides excellent customer service, as well as ethical oversight and management of public funds.

Department Description

The Finance Department is responsible for providing a variety of financial and support services to the City organization, as well as the business community and general public. The Department is divided into six programs in addition to the department's General Administration: Financial Services, Payroll and Benefits, Purchasing, Revenue, Parking Operations, and Parking Enforcement.

Financial Services- Is divided into three sections that provide accounting and fiscal management to City departments, the Housing Authority, and the Successor Agency to the Former Redevelopment Agency: Financial Reporting, Accounts Payable, and Budget and Financial Planning. Together, the sections ensure the proper use of the City's funds. Financial Services is responsible for preparing and producing a number of mandated reports including the City's Comprehensive Annual Financial Report (CAFR), the City's Operations and Maintenance (O&M) Budget, and the City's Capital Improvement Program (CIP) Budget.

The Financial Reporting section provides professional-level accounting, internal audit, and financial reporting services for a wide array of activities. Financial Reporting manages the annual financial audit contract, as well as the contracts for the Citywide cost allocation process. Accounts Payable processes all accounts payable requests relating to contracts, purchase orders, field requisitions, and miscellaneous payments. The division also ensures payments are properly documented and the requirements of City policies and procedures, as well as federal and state laws are satisfied. Budget and Financial Planning manages all aspects of the City's budget process, long range financial planning, and provides analytical services to departments throughout the year. This section also includes the City's Treasury function which manages the investment of the City's cash.

Payroll and Benefits – Maintains the City's payroll and timekeeping systems and produces all payments for the various employee benefit programs. This requires producing both a bi-weekly and monthly payroll and reconciling and paying monthly benefit costs. There are several external reporting requirements of payroll-related information to federal and state agencies that occur bi-weekly, monthly, quarterly, and annually. Additional tasks performed by this division are the management of the City's deferred compensation program, the administration of various uniform programs, tracking and billing for leaves of absence, performing labor costing analysis and preparation of the Citywide labor and benefits budget.

Purchasing – Includes the Central Warehouse, and Contract Management Services for Citywide agreements and purchase orders. The division provides centralized procurement for all goods and general services, surplus disposal, purchasing card administration, procurement training, public requests for information, warehousing of requested inventory, and support to the entire City organization. Centralized contracts are also monitored for adherence to City insurance requirements, and Purchasing staff oversees contract performance management and facilitates remedy when issues occur.

Revenue – Includes Water Billing staff and Revenue & Collection staff. Water Billing staff perform monthly meter reads; billing and collection of water and sewer charges; assist customers with excessive water use, and process water payments via various payment methods (in person, by phone or email) with billing, service, and payment questions. The Revenue & Collection staff are responsible for the collection of various City taxes (Cannabis, Utility Users, Transient Occupancy, Real Property Transfer,

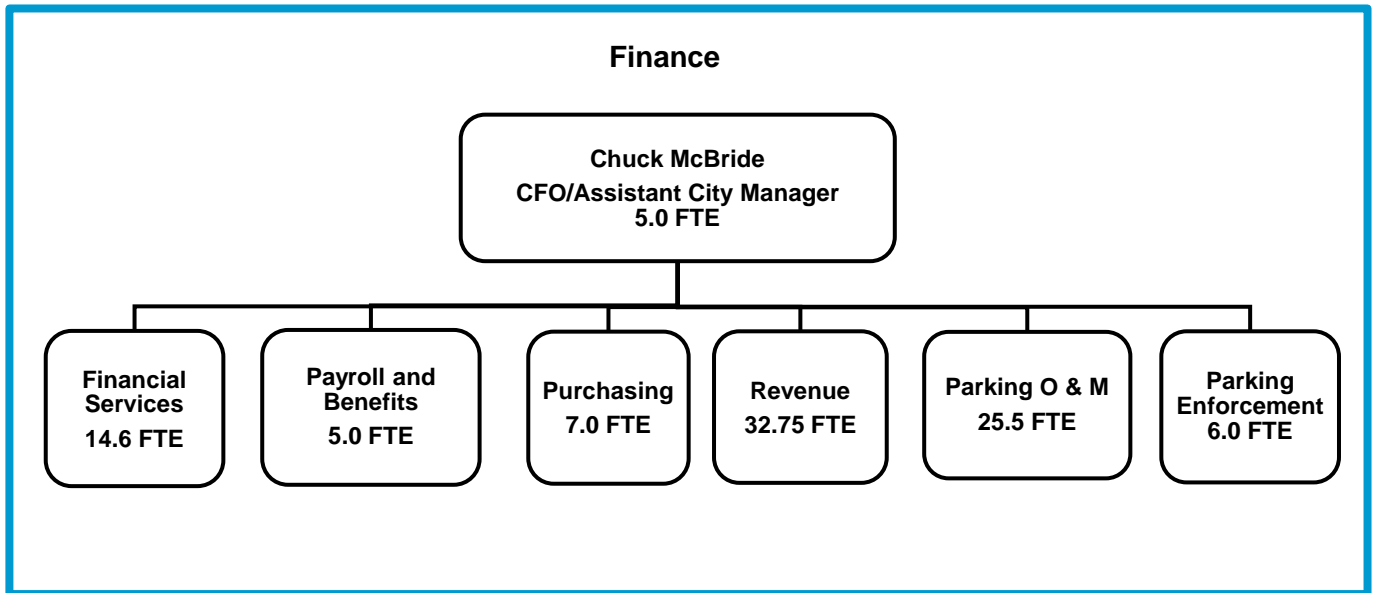
Finance

Property, Sales and Use) and Business Tax Administration management. The division provides billing and collection of miscellaneous receivables, two business improvement assessment districts, alcohol sales permit fees and franchise fees (gas, electric, cable, solid waste disposal, construction and demolition (C&D) debris box, towing, taxicab fees). It also manages receipted payments for all taxes and money received. Provides collection duties on delinquent accounts and enforcement work on unregistered entities.

Parking Operations & Maintenance – Serves an estimated two million customers per year by managing and maintaining the City's five parking garages, nine surface lots, on-street metered parking and time-limited parking spaces for the downtown City center, Railroad Square Parking Meter Zone, and six residential parking permit zones.

Parking Enforcement – Monitors and regulates parking meters, time zones, and other restricted parking areas in the Downtown Central Parking District and Railroad Square Districts, as well as six Residential Permit zones. Enforcement maximizes parking options for residents, commuters and visitors in a fair, equitable manner that promotes and encourages economic growth.

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Administration

- Continue evaluating process improvements to increase efficiencies while maintaining compliance with Federal and State laws and mandates and providing excellent customer service to our citizens. 1
- Lead the efforts to replenish the City's reserves through budget balancing efforts and working with the Federal Emergency Management Agency (FEMA) on reimbursement efforts. 1

Financial Services

- Implement new banking contract.

Payroll and Benefits

- Continue to identify, evaluate and address procedures to maintain compliance with California Public Employees' Retirement System (CalPERS) reporting regulations. 1
- Implement electronic W-2 reporting. 9
- Expand employee self-service options regarding payroll deductions and deferred compensation transactions. 9
- Evaluate and make improvements to the payroll and timekeeping systems to increase ease of use and create efficiencies. 9
- Implement new procedure for reporting value of uniforms/boots to CalPERS.
- Continue to identify, evaluate, and address labor contract language to create clarity and uniformity among the various bargaining units. 1

Purchasing

- Finalize updates and additions to City Code with Council to clarify and streamline procurement and contracting of goods, general services, professional services, procurement during a declared disaster and public works issue.
- Finalize a federally compliant Ethics Policy for Citywide implementation.
- Develop and execute a training platform for communicating updated procurement processes Citywide offering a certification and delegation of procurement authority.
- Assist Information Technology (IT) in a successful transition to updated Enterprise Resource Planning (ERP) system and development of training tools for future staff.
- Implement electronic signature model subject to policy approval.

Revenue

- Implement new SB 998 requirements regarding water shut off notifications of the California Safe Drinking Water Act. Procedures will be incorporated into water billing prior to February 2020.
- Adhere to AB 401 'Statewide Low-Income Water Rate Assistance Program' by implementing the state program within the water billing software.
- Test and implement new software that will be available for customers to monitor their water usage, provide leak notifications, and give the City an additional tool for large system planning.
- Prepare a Revenue Audit and Consulting Service agreement to audit the program for Cannabis Tax and to enhance Transient Occupancy Tax compliance.

Parking Enforcement

- Continue to enforce parking codes in a fair and equitable manner that promotes and encourages economic growth.

Finance

Parking Operations & Maintenance

- Install new parking access and revenue control system in the five garages.
- Replace multi-space parking meters at the end of their useful life.
- Issue bid and complete repairs to Garages 1, 3, 9, and 12.
- Complete Lot 10 reconstruction project.
- Install improved wayfinding signage to direct patrons to the garages.
- Complete Lot 7 and Lot 11 asphalt repairs.

Major Budget Changes

The FY 2019-20 Finance Budget is \$18.4M, an increase of \$557K, or 3.1% over the prior year's adopted budget. The Finance Department has two primary funding sources: The General Fund and the Parking District Fund.

The General Fund budget is \$11.1M, increasing slightly by \$93K, or 0.8% over the FY 2018-19 adopted budget. Salaries & Benefits declined by \$103K, or -1.3% despite a 2.5% cost-of-living adjustment (COLA). The main driver of the decrease was staff reductions. A total of 6.0 full-time equivalent (FTE) were approved by City Council including 2.0 FTE Limited Term Meter Specialists in Utility Billing, 1.0 FTE Limited Term Customer Service Representative in Water Billing, 1.0 FTE Revenue Manager, 1.0 FTE Payroll Manager, and 1.0 FTE Senior Administrative Assistant. Additionally, benefits rose primarily from the department's share of CalPERS unfunded liability, adding more than \$200K to this category. Meanwhile, Services & Supplies grew by \$196K, or 6.7%, largely within Professional Services as service agreements for armored car, banking and credit card services experienced higher cost due to increased usage Citywide.

The Parking District Fund budget is \$6.9M, a growth of \$463K, or 7.2% over the prior year's budget. Salaries & Benefits grew a net \$45K, or 1.3% over the year. While the COLA is included in salaries, the elimination of a 0.5 FTE Parking Citation Review Officer offset this increase to salaries. Parking also absorbed the department's share of CalPERS unfunded liability, adding \$84K to benefits. A decline of \$110K, or -6.2% took effect within Services & Supplies, mainly from the \$91K reduction of City-wide allocated information technology costs and the termination of a \$26K downtown parking lot lease which was closed for the construction of a new hotel. Capital Outlay edged upwards by \$57K as vehicle replacement purchases are planned this fiscal year to monitor the numerous parking meters, zones, garages and lots throughout the City. The CIP & O&M Projects increased by a net \$459K, or 47.6% with the largest driver within CIP projects. Garage 1, 3, and 12 Repairs projects added over \$1.0M to CIP, offset by a \$300K reduction in the Lot 10 Reconstruction project planned for completion during the fiscal year. Additionally, O&M projects offset CIP with the termination of the Downtown Circulator Shuttle (a \$160K reduction), as well as the \$100K decline in the Valet Garage Access Control project.

Budget Summary

Expenditures by Program				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,461,480	\$1,567,307	\$1,809,388	\$1,785,362
Purchasing	\$931,777	\$945,170	\$1,061,517	\$1,125,007
Financial Services	\$2,230,444	\$2,256,947	\$2,641,837	\$2,813,083
Revenue	\$3,952,553	\$4,264,540	\$5,113,929	\$5,095,200
Payroll and Benefits	\$701,616	\$620,498	\$696,518	\$597,865
Parking Services O&M	\$3,286,633	\$3,832,374	\$4,336,631	\$4,334,304
Parking Enforcement	\$961,960	\$1,033,307	\$1,170,442	\$1,176,807
CIP and O&M Projects	\$762,545	\$1,614,555	\$964,000	\$1,423,152
Total	\$14,289,008	\$16,134,698	\$17,794,262	\$18,350,780

Expenditures by Category				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$6,197,393	\$6,447,376	\$7,429,278	\$7,226,723
Benefits	\$3,122,919	\$3,271,442	\$4,083,048	\$4,227,790
Professional Services	\$2,074,948	\$2,133,266	\$2,645,338	\$2,838,779
Vehicle Expenses	\$174,128	\$175,587	\$207,305	\$204,196
Utilities	\$155,620	\$120,665	\$89,816	\$94,094
Operational Supplies	\$515,661	\$530,808	\$637,242	\$653,398
Information Technology	\$701,525	\$869,447	\$967,554	\$893,720
Liability/Property Insurance	\$99,211	\$94,882	\$82,577	\$74,202
Other Miscellaneous	\$222,542	\$250,958	\$365,577	\$322,825
Indirect Costs	\$257,283	\$625,712	\$322,527	\$335,401
Capital Outlay	\$5,233	\$0	\$0	\$56,500
CIP and O&M Projects	\$762,545	\$1,614,555	\$964,000	\$1,423,152
Total	\$14,289,008	\$16,134,698	\$17,794,262	\$18,350,780

Finance

Expenditures by Fund				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$9,119,026	\$9,674,688	\$11,041,189	\$11,134,517
Capital Improvement Fund	\$31,864	\$400	\$0	\$0
Parking District Fund	\$4,934,404	\$6,245,579	\$6,471,073	\$6,934,263
Pooled Investment Fund	\$203,714	\$214,031	\$282,000	\$282,000
Total	\$14,289,008	\$16,134,698	\$17,794,262	\$18,350,780

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	64.35	97.35	98.85	102.35	95.85

Performance Measures

Revenue & Collections

INDICATORS:	MONTHLY AVERAGE	FY 2018-19 Est.
Total Amount Billed	\$2,355,230	\$28,262,794
MuniServices – Business Tax Certificates Issued	1,193	14,324
Invoices Issued	245	2,936
Utility Users Tax files	n/a	196
Alcohol Sales Permit Fee files	n/a	427
Transient Occupancy Tax files	n/a	197
City Tourism BIA files	n/a	197
County Tourism Business Improvement Area (BIA) files	n/a	21
Franchise Fees	n/a	42
Calls received	126	1,512
Electronic payments received	1	15
Mail (Phone) payments received	715	8,570
Counter payments received *	135	1,610
Dollar amounts sent to collections	\$26,170	\$314,065

* Includes invoices, Utility User Tax accounts and refunds, Alcohol Sales permit files, Transient Occupancy Tax, Business Improvement Area for City and County, Dog Licenses, Unclaimed Property requests and Garbage payments.

Utility Billing

INDICATORS:	MONTHLY AVERAGE	FY 2018-19 Est.
Total Amount Billed	\$9,358,317	\$112,299,802
Number of Accounts	n/a	50,867
Water Services **	n/a	53,909
Sewer Services	n/a	49,696
Operations calls initiated and received	4,822	57,864
Collections calls initiated and received	2,346	28,152
Meters read by Meter Specialists	53,040	636,480
Property visits by Meter Specialists ***	2,963	35,556
Electronic payments (includes Integrated Voice Response (IVR) & Automatic Bill Payment (ABP)) received	29,574	354,888
Mail payments received	13,147	157,776
Counter payments (includes drop box) received	3,660	43,920
Electronic users	n/a	15,086
Dollar amounts sent to collections	\$24,470	\$293,645

**Water Services = Water, Irrigation, Recycled, Fireline

***Property Visits = Other than normal meter reading (Delinquent turn on/off, door tags, stop/starts, billing slips, off and lock checks, leak checks, dig/trims, flow test, etc.)

Parking Operations

INDICATORS:	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19 Estimate
Number of monthly parking permits issued	24,100	25,248	24,399	24,100
Number of hourly parking garage patrons served	510,356	547,952	523,202	540,000
Number of metered parking transactions	1,907,972	1,922,227	1,985,689	2,036,114
Number of residential parking permits issued	1,370	1,465	1,468	1,500

Finance

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Administration

- Continued streamline processes and procedures to increase efficiencies while maintaining compliance with Federal and State laws and mandates. 1
- In partnership with Ernst & Young, managed the FEMA reimbursement forms collection and reimbursement effort. 2, 9

Financial Services

- Developed and implemented revisions to the City's budget and reserve policies.
- Implemented new Other Post-Employment Benefits accounting standards recorded to the FY 2017-18 CAFR.

Parking Enforcement

- Continued to enforce parking codes in a fair and equitable manner that promotes and encourages economic growth.

Parking Operations & Maintenance

- Completed Request for Funding Proposal (RFP) for new Parking Access and Revenue Control equipment for the garages.
- Established a discounted commuter transit parking permit at Garage 12, located next to the Transit Mall and funded the free ParkSMART downtown circulator shuttle.
- Offered a free parking promotion in the garages for the holiday shopping season.
- Completed Garage 12 elevator modernization specifications for bid.
- At approximately 50% of design phase for Lot 10 reconstruction, project on hold pending request for proposals for development interest in the property.
- Implemented a parking analytics dashboard that provides parking occupancy data for adjusting progressive parking meter rates.

Payroll and Benefits

- Implemented the latest OneSolution upgrade in collaboration with IT and Accounts Payable (A/P). 9
- Worked closely with FEMA consultants and IT to develop damage and loss reports for FEMA reimbursement claims and PG&E lawsuit in response to the Tubbs fire. 2
- Continued to identify, evaluate, and address labor contract language to create uniformity among the various bargaining units. 1
- Identified and successfully resolved IRS compliance issues.
- Applied contractual cost-of-living increases, various other compensation and benefit changes to employees across 17 bargaining units.
- Developed new procedures regarding union membership to be compliant with SB 866.

Purchasing

- Created an updated Purchasing Manual for use throughout the City in partnership with the City Attorney's Office (CAO).
- Developed FEMA compliant solicitation templates in collaboration with CAO for Citywide use and provided guidance for use.
- Increased overall solicitations in FY 2018-19 by over 30% from previous years.
- Updated blanket purchase orders available for Citywide use to increase efficiency.
- Developed platforms for Citywide use and provided significant cost discounts for services including, but not limited to, equipment rentals, FedEx, Amazon and Home Depot.

Revenue

- Installed over 40,000 Advanced Metering Infrastructure (AMI) meters (77% of customer base). By the end of fiscal year 2018-19, estimate 83% of the meters will be installed.
- Completed a Transient Occupancy Tax Audit of all hotels that generated over \$150,000 in additional revenue.
- Worked with the Business Tax Administrator to identify delinquent accounts to be closed and pursued collection efforts on active businesses generating over \$100,000 in back taxes and fees.
- Implemented policies and procedures in the enforcement and collection of the Cannabis Tax Ordinance.

Looking Ahead

The Finance Department continues to evaluate and pursue strategies to streamline processes and procedures for increased efficiency while maintaining compliance with State and Federal laws and mandates. Finance remains closely involved with major City projects to ensure proper representation of fiscal impacts. Payroll will continue efforts to modernize and expand employee self-service options including streamlining standard processes. Purchasing will roll out its updated manual and associated City-wide templates in partnership with the City Attorney's Office. By the end of FY 2019-20, Revenue estimates 100 percent of the manual and radio monitored meters will be converted to the new Advanced Metering Infrastructure. Revenue and Collections will be coordinating the collection of the new Measure O sales tax revenue. Parking continues with Capital Improvement Program projects aimed at modernizing and further evolving systems and technology to benefit the community.

This page left blank intentionally

Fire

Mission

As a professional, all-risk fire department, we protect lives, property, and the environment through emergency response, prevention, and community involvement.

Department Description

The Fire Department has four major programs: Administration, Prevention, Operations and Measure O.

General Administration – Coordinates the preparation and monitoring of the Department's budget. Major activities include: personnel recruitment, conducting studies of departmental operations and efficiencies, formulating policies, rules and procedures, promoting life safety and environmental protection, providing administrative support to Fire Department personnel, contract negotiations and management, Citywide emergency preparedness, and representing the interests of the Department.



Fire Prevention – Prevents and limits the spread of fire and provides life safety through community safety education and the application and enforcement of regulations, codes, and ordinances. The Division administers several programs such as plan review, inspections, fire investigations, Certified Unified Program Agency (CUPA), hazardous materials, weed abatement and Community Outreach within the City of Santa Rosa.



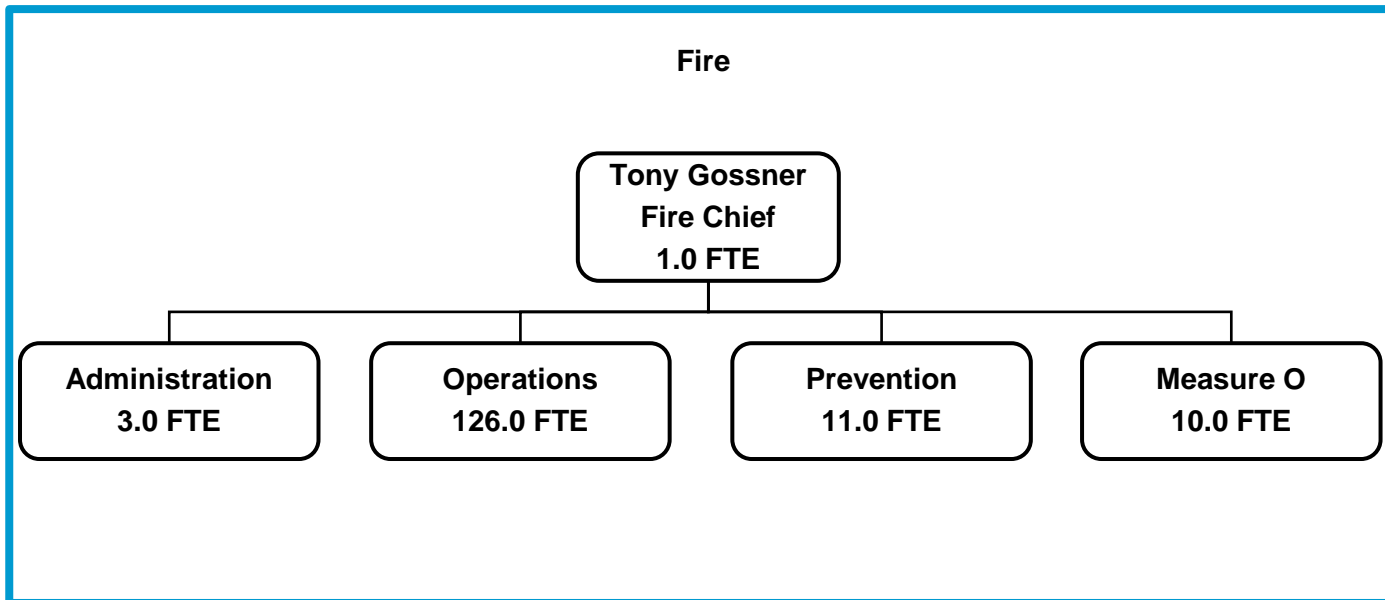
Fire Operations – Responds to and mitigates emergency incidents within the City of Santa Rosa. Major services to the community include: paramedic and emergency medical care, extinguishment of fires, technical rescue, mitigation of the effects from natural disasters and hazardous materials containment. Training and safety programs are provided to all personnel to safely and proficiently deliver services to the citizens of Santa Rosa.

Measure O - Fire – Is an extension of Operations that funds staffing for nine paramedic fire operations staff, one Training Captain, partial funding (25%) for the

Emergency Medical Services Battalion Chief and paramedic incentive pay for six additional fire operations staff. Measure O also funds construction of existing and future fire stations and helps purchase necessary fire apparatus.

Fire

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- | | |
|--|---------|
| • Relocate Fire Station 8 and rebuild of Fire Station 5. | 2,5,6 |
| • Implement the Strategic Plan and Standards of Coverage. | 6 |
| • Incorporate findings of outside Staffing Study within our department. | 6,9 |
| • Add a second battalion and a Community Outreach Specialist. | 2,6,7,9 |
| • Continue to work on coordinating Warning and Notification plans with City public safety agencies and Sonoma County. | 2,6,7 |
| • Continue work on the Recovery Plan, Volunteer and Donations Plans. | 2,5,6,7 |
| • Support City-wide emergency preparedness through training and program analysis. | 2,6,7 |
| • Develop better staffing model and training for City's staff capability to operate emergency shelters. | 2,6,7,9 |
| • Expand the Emergency Operation Center (EOC) to better position the City to handle future emergencies with adequate staffing and equipment. Investigate opportunity to include these costs in the Cost Allocation Plan since the benefits are City-wide and should be shared accordingly. | 5,6,9 |
| • Develop and implement a vegetation management education and inspection program for the Wildland-Urban Interface Fire Areas (WUI). | 2,6,7 |
| • Replace a Type I Aerial with a cost of \$1.3M. | 2,5,6 |
| • Seek grant opportunities to enhance services. | 1,2,5,6 |

Major Budget Changes

The Fire Department's programs consist of Administration, Prevention, Operations and Measure O (which is funded by its own revenue source.) Overall, Fire's FY 2019-20 budget increased by \$4.6M, or 10.5% when compared with the FY 2018-19 adopted budget.

The General Fund increased by \$3.3M, or 8.1% when compared to the prior fiscal year. Salaries increased by \$2.7M, or 13.4% primarily due to the settlement of a Firefighters labor contract. After two years of being out of contract, the Firefighters employee group and the City agreed to a labor agreement in April 2019, which included a 9.5% cost-of-living adjustment (3.5% for each of the prior 2 years and 2.5% for FY 2019-20, not retroactive). This COLA resulted in an increase of \$2.3M in salaries. Contract overtime related to Strike team work, which is reimbursable from CalOES, also increased by \$294K to better reflect prior year actuals. Benefits are expected to increase by \$176K, or 1.3% due to increases in healthcare costs and CalPERS unfunded retirement liability costs. There was also a staff reduction within the Fire Department of a vacant 0.75 FTE Administrative Assistant.

Services and Supplies within the General Fund increased by \$262K, or 7.3% when compared to prior year, principally due to an increase of \$135K in outside consultant payments for building plan review and an increase of \$67K in Fire Apparatus repair costs.

The General Fund also added funds to the Emergency Preparedness division resulting in \$303K of additional budget in FY 2019-20. This budget includes \$35K for supplies, \$40K for a vehicle, and 2.0 FTE's; 1.0 FTE Deputy Emergency Preparedness Coordinator and 1.0 FTE 2 year limited-term Community Outreach Specialist.

FY 2019-20 Measure O funds increased by \$305K or 9.8% from prior fiscal year. Salaries were the primary driver with an increase of \$199K related to the settlement of the Firefighters labor contract agreement described above and an increase of \$98K in overtime, to better reflect prior year actuals.

Over the last few years the Administrative Hearing Fund has not received significant revenues; therefore no revenue is projected for FY 2019-20. The elimination of expenditure budget reflects this loss of revenue.

Finally, the Capital Improvement Projects Fund is budgeted at \$1.4M for FY 2019-20. The General fund is contributing \$1.0M to CIP from insurance proceeds for the rebuilding of Fire Station 5 that was destroyed during the October 2017 fire disaster.

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,564,684	\$3,667,191	\$4,083,003	\$4,469,910
Fire Prevention	\$1,813,631	\$1,786,483	\$2,258,055	\$2,434,081
Operations	\$31,441,441	\$31,558,713	\$33,263,510	\$35,922,158
Measure O Fire	\$2,747,146	\$3,003,028	\$3,100,180	\$3,405,169
CIP and O&M Projects	\$993,216	\$4,395,658	\$948,500	\$2,004,679
Total	\$38,560,118	\$44,411,073	\$43,653,248	\$48,235,997

Fire

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$21,090,242	\$21,597,743	\$21,986,843	\$25,011,130
Benefits	\$12,685,561	\$12,489,590	\$14,455,882	\$14,628,742
Professional Services	\$1,310,853	\$1,386,860	\$1,305,110	\$1,496,517
Vehicle Expenses	\$889,418	\$842,471	\$874,324	\$955,302
Utilities	\$33,746	\$36,752	\$35,400	\$36,760
Operational Supplies	\$335,715	\$284,599	\$299,830	\$311,324
Information Technology	\$560,918	\$565,947	\$629,199	\$632,943
Liability/Property Insurance	\$14,769	\$15,437	\$17,942	\$20,111
Other Miscellaneous	\$521,641	\$557,153	\$533,053	\$511,967
Indirect Costs	\$115,410	\$104,550	\$120,014	\$112,474
General Fund Administration	\$0	\$2,134,313	\$2,447,151	\$2,474,048
Capital Outlay	\$8,629	\$0	\$0	\$40,000
CIP and O&M Projects	\$993,216	\$4,395,658	\$948,500	\$2,004,679
Total	\$38,560,118	\$44,411,073	\$43,653,248	\$48,235,997

Expenditures by Fund				
Funding Source	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$35,307,383	\$39,627,489	\$40,129,062	\$43,392,340
Measure "O" - Fire	\$2,747,146	\$3,003,028	\$3,100,180	\$3,405,169
Administrative Hearing Fund	\$0	\$0	\$25,000	\$0
Federal Grants	\$0	\$726,189	\$0	\$0
Capital Improvement Fund	\$505,589	\$1,054,367	\$399,006	\$1,438,488
Total	\$38,560,118	\$44,411,073	\$43,653,248	\$48,235,997

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	147.75	147.75	148.75	149.75	151.00

Performance Measures

Indicators	2016	2017	2018
Budgeted Sworn Personnel	138	139	139
Population	176,799	177,938	178,488
Number of Incidents	26,035	27,258	27,897
Fire Loss	\$3,906,435	\$6,841,887	\$6,119,807
On Scene within 5 Min. (Council goal is 90%)	73.54%	72.97%	72.68%
Civilian Fire Fatalities	1	1	0
Full Assignment within 8 minutes	77.03%	72.29%	51.25%
Engine Company Annual Inspections	2,684	2,681	3,037
Fire Prevention Annual Inspections	527	471	705
CUPA Annual Inspections	410	479	484
Construction Inspections	908	1,058	2,028
CUPA Construction Inspections	59	54	26
Plan Reviews	1,195	1,184	2,653
CUPA Plan Reviews	66	64	33
Limited Term Permits/Inspections	338	328	390
Fire Prevention Investigations	48	55	43
* Some changes were made to previous years to more accurately reflect amounts.			

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Hired a Fire Inspector to help with the increase in inspections (Rebuild). **6,7**
- Continued to look at best locations for new/existing fire stations within the City. **2,5**
- Contracted with an outside consultant to complete a staffing study to review feasibility of utilizing alternative staffing models. **9**
- Introduced a new concept to expand the EOC with possible cost sharing by all departments within the City. **2,3,6**
- Settled Unit 2 labor contract. **1,6,9**
- Accepted delivery of two new fire engines in March 2019. **5**
- Promoted a Captain to an Interim Battalion Chief to manage the EMS Division. **6,9**
- Received a FEMA grant for \$200K to write an annex to the Local Hazard Mitigation Plan specific to the wildfire section and to develop a Community Wildfire Protection Plan (CWPP). **2,6**

Fire

Looking Ahead

Personnel Needs

Add a second Battalion for the City of Santa Rosa. A Battalion Chief is a mid-management position within the Fire Department that is assigned to supervise day-to-day all-risk operations throughout the City of Santa Rosa. This officer is typically assigned to work the same 48-hour shift as the fire suppression employees and would ideally supervise a maximum of five to seven Fire Captains located in several fire stations. An important duty of the Battalion Chief is responding to significant all-risk emergency incidents and assuming the on-scene incident command system (ICS) responsibilities. Currently there is one Battalion Chief on-duty per day directly supervising (12) FTE Fire Captains and indirectly supervising for (14) FTE Fire Engineers and (15) FTE Firefighters located throughout ten fire stations. The need for a second on-duty Battalion Chief was established well over a decade ago, however, it has not been addressed due to lack of funding opportunities. A deployment analysis conducted in 2002 reported that a second Battalion Chief per shift should be established to share the burden of emergency response and general supervision. Also, a 2016 Standards of Coverage confirms the need for a second on-duty Battalion Chief. Specifically, a second Battalion Chief should be activated, and the City divided into two Battalions for administrative and operational purposes. As the City continues to grow, the Fire Department continues to face challenges due to limited field command officers. Best practice suggests that a single command officer should not be responsible for more than seven operating units on a day-to-day basis and not more than five operating units at the scene of an emergency. Relying upon response by on-call fire company officers can result in significant delays in implementing proper strategies. As a point of reference, call volume has increased by 65% between 2002 when the analysis was completed and 2015. The addition of a second on-duty Battalion Chief was outlined in the Fire Department's Strategic Plan in FY 2009-10, however, it wasn't accomplished due to the economic downturn. The addition of this position has remained in the Fire Department's Strategic Plan every fiscal year since FY 2009-10.

Recruitments of new employees and promotions of existing employees:

The Fire Department will continue to actively recruit and hire exemplary employees as needed to fill vacancies in the Operations, Prevention, and Administrative Bureaus. Specifically, a recruitment of firefighter/paramedic applicants is due to begin in late May 2019 to establish a current and certified list of candidates to select for employment as the need arises. In addition, two of our front-line Battalion Chiefs have announced their retirements which will open the door for two Captains to promote, followed by two Engineers and finally two Firefighters.

The Fire Department will continue to provide promotional opportunities through a fair and equitable examination process for all ranks within all Bureaus. Through succession planning and mentoring the Fire Department will maintain a proud tradition of developing employees to find success in promotional opportunities throughout their careers. Current and certified promotional lists are maintained throughout the year to provide the Department the ability to immediately promote employees as the need arises due to retirements, injuries, or as vacancies occur.

Project Activity

Initiate privacy project for remaining fire stations' barrack-style dorms:

The Fire Department currently has nine fire stations, five of which have individual dorm rooms for firefighters that accommodate privacy for changing clothes, sleeping and studying. Stations 1, 3, 4, 6, & 7 were all built between 1967-1981 still have the original open style barracks dorm rooms that do not accommodate privacy for our current diverse workforce. Modern fire station design standards do not include open style communal dorm rooms. As planned, the Privacy Dorm project would be completed over a period of years, working to complete at least one station per year. Station 1 Public Safety Building has the greatest need due to the number of firefighters on duty at the station.

Continue implementation of Lexipol Fire Department policy system:

Continue implementation of Lexipol Fire Department policy system. The Lexipol policy management system is a state-specific fire policy manual based on Federal and State statutes, case law and best practices written by legal and fire professionals. The Fire Department started the process of adopting this system two years ago and continues to review, update and merge legacy Fire Department standard operating procedures with the Lexipol policy system.

Continue planning for the relocation and/or construction of new fire stations based on 2017 Standards of Coverage report:

The Standards of Coverage report closely follows the Center for Fire Public Safety Excellence (CPSE) Standards of Coverage model that develops written procedures to determine the distribution and concentration of a fire and emergency service agency's fixed and mobile resources. This plan has identified several options to ensuring safe and effective fire services coverage within the City. Identified in the report is the relocation of Fire Station 8 and the construction of new Fire Station 9.

Dissolution of the Roseland Fire Protection District:

With the annexation of Roseland in November of 2017, the Roseland Fire Protection District is no longer necessary and will be dissolved. The District assets and reserves will be transferred to the City of Santa Rosa. The reserves will be used to rebuild and possibly relocate Station 8 to better serve the needs of the community.

Actively plan for ambulance franchise and REDCOM RFPs:

The Fire Department will continue to proactively plan and prepare for the Ambulance Franchise Exclusive Operating Area (EOA) and Redwood Empire Dispatch Communications (REDCOM) Regional Dispatch Request for Funding Proposals (RFP). The current contracts for both the Ambulance EOA and REDCOM Dispatch expire on June 30, 2019. The Fire Department will explore opportunities and/partnerships that will best meet the Mission of the department, is most beneficial to the community, and is the most fiscally responsible.

EMS Ordinance, Ambulance Franchise and RFP's:

The Fire Department will continue to be a proactive stakeholder in developing a new EMS ordinance, the Ambulance Franchise Exclusive Operating Area (EOA) RFP and the REDCOM Regional Dispatch RFP. The EMS ordinance has not been revised since 1991. The current contracts for both the Ambulance EOA and REDCOM Dispatch will expire on June 30, 2019. The Fire Department will explore opportunities and partnerships that will best meet the Mission of the department, is most beneficial to the community, and is the most fiscally responsible.

The SFRD will continue to build upon its high-quality advanced life support medical response and care provided to the community. Future emergency medical services will be measured against industry best practices and outcome data. Staff will work with healthcare partners to improve utilization of the emergency and non-emergency systems. The Department will continue to identify and prepare for future threats to the community including active shooter events by utilizing opportunities in training and collaboration with other first responders.

Equipment Needs:

Apparatus Maintenance and Replacement:

With the recent addition of two new engines the Fire Department has sixteen (16) Type I Engines, ten (10) that are frontline and staffed daily and four (4) that are kept in a reserve status for use when the frontline equipment is taken out of service for routine maintenance or repairs. Remaining two high top engines will go to surplus sales. The Department currently has three (3) Type I Ladder Trucks, (2) two that are frontline and staffed daily and one (1) that is kept in a reserve status for use when the frontline equipment is taken

Fire

out of service for routine maintenance or repairs. We are due to replace a Type I aerial this budget cycle with a cost of \$1.3M. We have one (1) Type III Engine and one (1) Type VI Engine that is cross staffed and upstaffed for primarily Wildland Firefighting Operations. We also have specialty response equipment that includes (1) one Type II Water tender, (1) one Heavy Rescue and (1) one Hazardous Material response vehicle. None of the apparatus listed above is currently included in a capital replacement program. With the aging fleet and high cost of maintaining older equipment, it is important to establish a capital replacement fund, so we can put funds aside monthly to enable the department to replace expensive apparatus as needed.

Ongoing Other Equipment Replacements

Additional portable radio need: With the recent approval to purchase 48 units, we remain short 15 for a wholesale first line replacement (including spares). That cost is estimated at: \$68,000. This number does not include reserve / unstaffed equipment. Replacement pagers: Used to back up our station alerting systems and for staff notification; 60 units - \$38,000. Station alert system upgrades: New chips to add Santa Rosa specific and county wide "all call" ability. 10 stations - \$10,000 (\$1000 ea.). EMS Equipment needs to start getting replaced to ensure all emergency equipment is up-to-date and within constantly changing safety standards. We are currently trying to obtain a grant to replace all EMS monitors (Defibrillators). Total replacement will be \$800K and we currently only have \$339K put aside in a project key.

Housing & Community Services

Mission

We build community and improve the quality of life for all Santa Rosa residents.

Department Description

The Department of Housing and Community Services (HCS) is comprised of two entities, the City Entity and the Housing Authority. Information regarding the Housing Authority is located in its own section.

Under the City Entity, the Department provides neighborhood revitalization and code enforcement services, assistance for homeless residents, and coordinates mediation under the mobilehome rent control ordinance.

Code Enforcement – Responds to complaints and conducts inspections to ensure adopted City Zoning and Building Codes are implemented on private property to address general health, life, fire and safety issues facing residents. This currently involves responding to complaints such as (but not limited to): health and safety violations; unsafe buildings; substandard housing; cannabis; unpermitted constructions; vehicle, trash and debris storage; and animal violations, among others. Code Enforcement staff also provide building inspection services for the Neighborhood Revitalization Program.

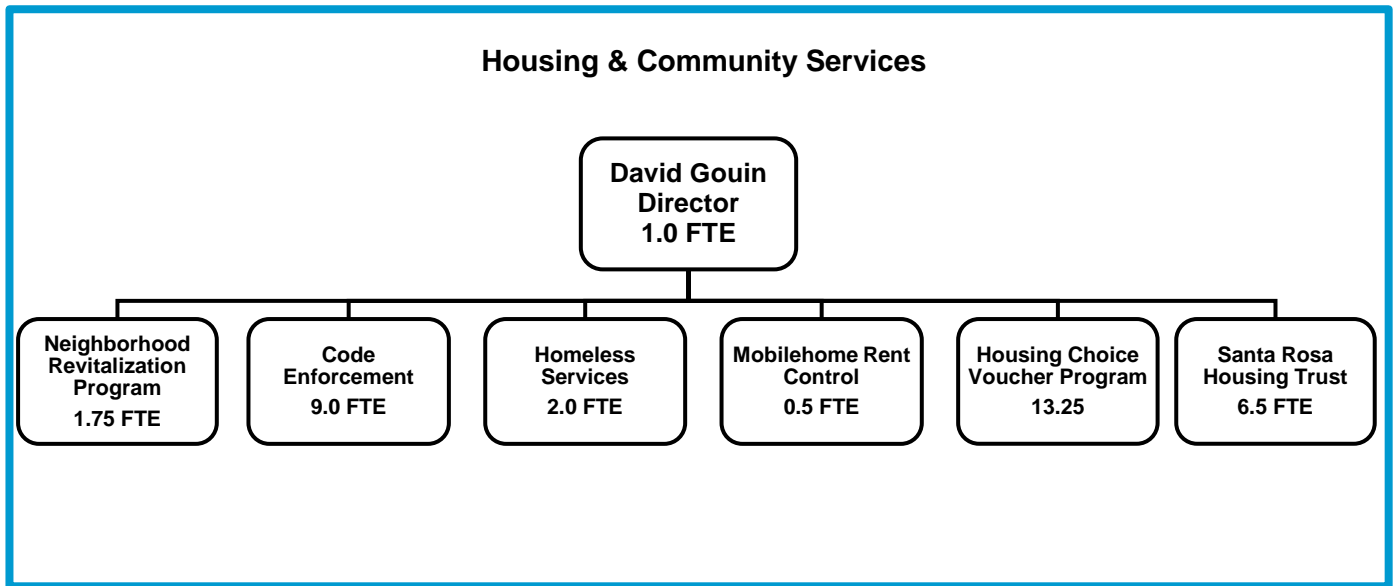
Neighborhood Revitalization Program (NRP) – Collaborates to improve living conditions in focus neighborhoods by responding with solutions and that involve all neighborhood stakeholders, primarily building and fire safety inspections.

Homeless Services – Provides essential support for a variety of programs and initiatives to address homelessness in our community as part of the City's Housing First Strategy and broader goal of "Housing for All." Services funded include emergency services such as a drop-in center and shelter, street outreach, housing resources, and a mobile bathroom-shower trailer (Clean Start) through the following programs: Homeless Services Center, Samuel L. Jones Hall Homeless Shelter, Family Support Center, Homeless Outreach Services Team (HOST), and the HCA Family Fund Program. Initiatives include the Community Homeless Assistance Program (CHAP) and the Homeless Encampment Assistance Pilot Program, a multidisciplinary team focused on a compassionate approach to address the health, safety and shelter needs of persons living in encampments and ease the impacts to the surrounding communities. Programs and initiatives are coordinated in collaboration with key City departments, service providers, and community partners and participation in regional planning efforts through the Continuum of Care, recently rebranded as Home Sonoma County.

Mobilehome Rent Control Ordinance – Enforces the Ordinance, enacted in 1993, which regulates mobilehome space rents in 17 mobile home parks in the City by assisting residents and owners with mediation.

Housing & Community Services

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Neighborhood Revitalization Program (NRP)

- Focus on gaining compliance on violations in Corby/Olive and Apple Valley neighborhoods.
- Determine new neighborhood to perform code and fire inspections with the most substandard housing issues, blight and police calls in the Roseland annexation area.

Code Enforcement

- Focus on using citation, administrative hearings, and receivership processes to gain compliance on older cases.
- Create outreach program to educate residents about code enforcement and gain compliance with new ordinances regarding cannabis, smoking, and garage conversions.

Homeless Services

- Administer homeless service contracts for the housing-focused Samuel L. Jones Hall Homeless Shelter, Family Support Center, Homeless Services Center, Homeless Outreach Services Team (HOST), and HCA Family Fund Program; continue support to the Community Homeless Assistance Program (CHAP). 4
- Support City efforts to solve homelessness through continued coordination of services among key City departments, including the Homeless Encampment Assistance Pilot (HEAP) Program, collaboration with the County and service providers, and participation in regional planning efforts through the redesigned Continuum of Care (Home Sonoma County). 4

Mobilehome Rent Control

- Continue to administer the self-sustaining Mobilehome Rent Control Ordinance by working with the City's mobilehome owners/residents and mobilehome park owners/operators. 3

Housing & Community Services

Major Budget Changes

Overall, the Housing & Community Services (HCS) budget of \$5.6M decreased by just \$70K, or -1.2%. The most notable changes occurred in the Neighborhood Revitalization Program (NRP) and Code Enforcement due to the elimination of 1.5 vacant FTEs. In FY 2019-20, city-wide staffing reductions took place in an effort to close an operating deficit. As a part of these staffing reductions, HCS eliminated a 1.0 FTE Community Outreach Specialist in the NRP, which was 50% funded by the Measure O fund, and a 0.5 FTE Senior Administrative Assistant in Code Enforcement.

Salary increases for performance and the 2.5% cost-of-living adjustment offset the savings from staffing reductions for an overall \$10K decrease in salaries. Rising healthcare and retirement costs offset benefits savings from staffing reductions for an overall increase of \$30K. Subrecipient funding increased nearly \$25K to provide a full year of funding for tenant/landlord services; the FY 2018-19 budget was for a nine-month period to allow the contract to start with the new fiscal year.

Indirect Services decreased by \$102K due to the Homeless Services Division no longer being charged for Housing Authority overhead. For the past several years, the Division has been supported by Housing Authority staff; with the FY 2019-20 budget, Homeless Services was firmly established with its own dedicated staff. Homeless Services saw no other significant changes in the FY 2019-20 budget. This fund and program are financed primarily by a transfer from the General Fund, including a portion of Real Property Transfer Tax per City Council policy. The County of Sonoma and private party contributions also fund a portion of the services at Samuel L. Jones Hall Homeless Shelter.

The \$15K increase in CIP and O&M Projects is attributed to an increase in the Secure Families Fund, operated by the County of Sonoma.

The Administrative Hearing Fund, which partially funds Code Enforcement, anticipates a 31% decrease in revenue. This reduction in revenue will require the General Fund to support more of the program costs in FY 2019-20.

The Mobile Home Rent Control program saw no significant changes from the prior fiscal year.

Budget Summary

Expenditures by Program				
	2016 - 17 Actual	2017 - 18 Actual	2018 - 19 Budget	2019 - 20 Budget
Neighborhood Revitalization	\$350,550	\$328,689	\$463,413	\$424,595
Code Enforcement	\$1,287,467	\$1,143,681	\$1,808,898	\$1,761,259
Homeless Services	\$1,527,965	\$2,507,033	\$3,208,100	\$3,208,100
Mobile Home Rent Control Ord.	\$38,468	\$40,040	\$166,863	\$167,791
CIP and O&M Projects	\$26,543	\$92,469	\$35,000	\$50,000
Total	\$3,230,993	\$4,111,912	\$5,682,274	\$5,611,745

Housing & Community Services

Expenditures by Category				
	2016 - 17	2017 - 18	2018 - 19	2019 - 20
	Actual	Actual	Budget	Budget
Salaries	\$1,014,033	\$981,560	\$1,443,958	\$1,433,708
Benefits	\$520,196	\$509,823	\$832,015	\$862,484
Professional Services	\$219,391	\$112,009	\$192,900	\$180,900
Vehicle Expenses	\$17,208	\$21,150	\$33,620	\$39,580
Utilities	\$9,125	\$6,097	\$8,720	\$7,920
Operational Supplies	\$22,403	\$10,203	\$33,200	\$27,745
Information Technology	\$65,935	\$91,315	\$95,820	\$92,299
Other Miscellaneous	\$24,008	\$15,709	\$30,156	\$45,156
Subrecipient Funding	\$1,130,956	\$2,102,822	\$2,722,031	\$2,746,781
Indirect Costs	\$174,770	\$168,755	\$226,854	\$125,172
Capital Outlay	\$6,425	\$0	\$28,000	\$0
CIP and O&M Projects	\$26,543	\$92,469	\$35,000	\$50,000
Total	\$3,230,993	\$4,111,912	\$5,682,274	\$5,611,745

Expenditures by Fund				
	2016 - 17	2017 - 18	2018 - 19	2019 - 20
	Actual	Actual	Budget	Budget
General Fund	\$1,382,063	\$1,368,072	\$1,870,286	\$1,935,850
Administrative Hearing Fund	\$282,497	\$195,525	\$437,025	\$300,004
Homeless Shelter Operations	\$1,527,965	\$2,508,275	\$3,208,100	\$3,208,100
Mobilehome Rent Stabilization	\$38,468	\$40,040	\$166,863	\$167,791
Total	\$3,230,993	\$4,111,912	\$5,682,274	\$5,611,745

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	60.00	30.75	33.00	35.50	34.00

Housing & Community Services

Performance Measures

Indicators	FY 2015-16	FY 2016-17	FY 2017-18 Estimates	FY 2018-19 Estimates
Neighborhood Revitalization Program				
Number of units passed inspection (Building and Fire)	400	450	300	180
Number of total violations in NRP neighborhoods (Building and Fire)	800	800	600	400
Number of legal letters sent to landlords in NRP neighborhoods	20	25	25	N/A
NRP Special Events	15	20	15	N/A
NRP "Knock and Talks" to distribute information	600	600	900	N/A
Homeless Services				
Number of persons sheltered at Samuel Jones Hall 138-bed year-round and 50-bed winter shelter programs (ended FY17-18)	999	878	N/A	N/A
Number of persons sheltered at the housing-focused Samuel Jones Hall (established FY17-18)	N/A	N/A	642	700
Number of persons exited to housing from Samuel Jones Hall	108	64	65	80
Number of persons sheltered at Family Support Center	473	492	429	450
Number of persons exited to housing from Family Support Center	112	119	72	100
Number of persons served at Homeless Services Center	2,336	2,098	1,090	2,100
Number of households served under the HCA Program (established in FY14-15)	238	195	190	180
Number of persons served under the HOST Program (established in FY15-16)	745	314	698	400
Number of showers provided by HOST portable bathroom/shower trailer (established in FY15-16)	1,198	3,685	4,000	3,000
Number of persons placed into safe shelter or housing (temporary or permanent) under HOST	204	329	300	300
Mobilehome Rent Control				
Number of mobilehome parks under rent control	15	15	15	17
Spaces under mobilehome rent control	1,642	1,664	1,582	1,573

Housing & Community Services

Code Enforcement				
Total Cases Opened	N/A	787	1,212	864
Total Cases Closed	N/A	836	871	840
Priority 1 (Emergency Call Outs) Average Days to Begin Initial Investigation	N/A	N/A	0 to 24 hours	0
Priority 2 (substandard housing, unpermitted construction, etc.) Average Days to Begin Initial Investigation	N/A	N/A	46.32	N/A
Priority 3 (Nuisance) Average Days to Begin Initial Investigation	N/A	N/A	38.27	N/A

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Neighborhood Revitalization Program (NRP)

- Worked with neighborhood leaders to educate them on role of City government.
- Arranged a holiday neighborhood gathering and toy-give away – West 9th Street.
- Lead Neighborhood Safety Night Walk- West 9th Street.
- Performed building and fire inspections in the Corby/Olive neighborhoods.
- Brought properties within the NRP neighborhoods into compliance in response to code complaints.

Code Enforcement

- Worked on two motels with substandard conditions to bring buildings and surroundings to standard and collaborated with City Attorney's Office and Police Department to cease sale of drugs and prostitution activities at these properties.
- Investigated all Priority 1- Life, Health and Safety complaints within 24 hours of receipt.
- Took two properties through receivership process, eliminating code complaints at those properties.
- Worked on 42 cannabis-related code enforcement complaints.

Housing & Community Services

Homeless Services

- Administered a contract for the HCA Family Fund Program plus expanded contracts for the housing-focused Samuel L. Jones Hall Homeless Shelter (SJH), Family Support Center (FSC), and Homeless Services Center (FSC), which continue to receive additional funding to align these programs with the City's Housing First Strategy; continued support to the Community Homeless Assistance Program (CHAP). 4
- Administered a contract for the Homeless Outreach Services Team (HOST) Program for a fourth year, which received additional funding for a Housing First Fund to provide landlord incentives, risk mitigation, and rental assistance, including rapid re-housing. 4
- Continued coordination of the Homeless Encampment Assistance Pilot (HEAP) Program, a multi-disciplinary team comprised of representatives from City departments and Catholic Charities' Homeless Outreach Services Team (HOST). HEAP's efforts included the resolution of a large-scale encampment of tents and RVs along Corporate Center Parkway in southwest Santa Rosa with approximately 40 individuals accepting shelter, housing and services. HEAP also provided support to the County of Sonoma's resolution of encampments in the Roseland area. 4
- Participated in regional planning efforts through the homeless system of care redesign, resulting in the formation of a new Continuum of Care, Home Sonoma County. 4
- Developed a new Homelessness Solutions webpage to promote the City's programs initiatives, including program data through the Open Data Portal, community resources, and Housing First Strategy and regional efforts. 4

Mobilehome Rent Control

- Continued to administer the self-sustaining Mobilehome Rent Control Ordinance by working with the City's mobilehome owners/residents and mobilehome park owners/operators. 3

Looking Ahead

The City Council's Tier 1 goals include addressing homelessness in Santa Rosa, and the City is a key member of the Home Sonoma County regional planning group, so we expect current services to continue and additional programming and services may be established.

The Neighborhood Revitalization Program will determine the neighborhood with the most substandard housing issues, blight and police calls in the Roseland annexation area and will focus code and fire inspections in that area.

Code Enforcement will continue to address complaints related to cannabis in residential and commercial areas and will focus on gaining compliance on older cases through the administrative hearing and receivership processes. The Division will also work closely with the City Attorney's Office to determine additional compliance methods, such as fines and penalties.

Staff will continue to provide mediation services for mobilehome park residents and owners.

This page left blank intentionally

Housing Authority

Mission

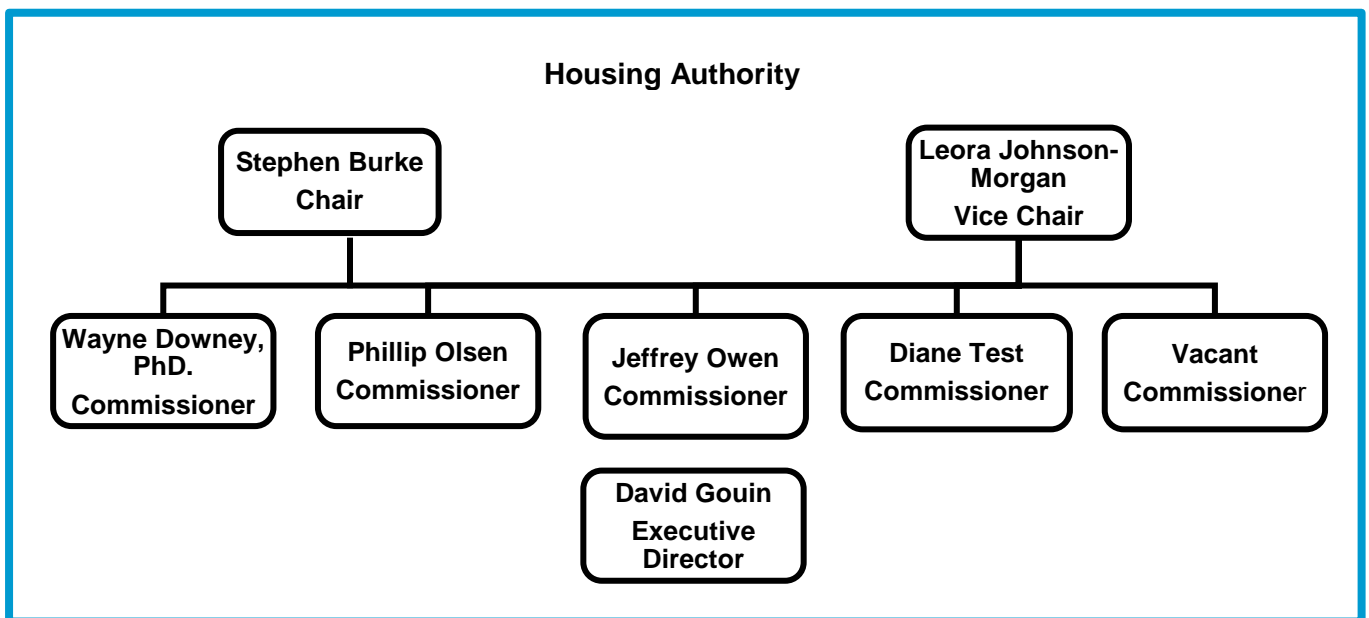
To ensure adequate, decent, safe and sanitary housing for qualified people within Santa Rosa consistent with Federal, State and local law.

Department Description

The Housing and Community Service Department supports the Housing Authority (Authority) which consists of two programs; the Santa Rosa Housing Trust and the Housing Choice Vouchers Program. All of the Authority's programs improve the quality and affordability of housing in the City. The focus population is very low- and low-income households, with the programs utilizing different income eligibility guidelines.

Santa Rosa Housing Trust (SRHT) – Manages the City's \$120 million affordable housing loan portfolio, administers Federal and State housing grants, and performs compliance monitoring for over 3,000 units Citywide. These programs maximize and leverage available Federal, State, and local funding to assist in the production of affordable housing programs; conversion, preservation and rehabilitation of affordable housing; and the acquisition, development, and rehabilitation of special needs facilities. SRHT is actively involved in furthering the City Council's goal of "Housing for All".

Housing Choice Vouchers – Provides rental assistance to extremely- and very-low income individuals and families by administering the federally-funded Housing and Urban Development (HUD) Housing Choice Voucher program. This program includes the HUD-Veterans Affairs Supportive Housing program (VASH), Project-Based Vouchers the Family Self-Sufficiency program and the Moderate Rehabilitation program. To qualify for these programs, applicants must be at or below 50% of the Area Median Income (AMI). The Housing Choice Voucher Program is a key component of the City's "Housing for All" goal.



Housing Authority

Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Santa Rosa Housing Trust

- Manage the City's affordable housing portfolio consisting of an approximate value of \$120 million and compliance monitoring for over 3,000 units. 3
- Solicit, evaluate, originate, and close loans for new affordable housing units, rehabilitation of existing units, or conversion of market rate to affordable housing units. 3
- Pursue additional funding opportunities to further affordable housing in Santa Rosa. 3
- Lead the Notice of Funding Availability (NOFA) process for the \$38.5M of Federal Community Development Block Grant – Disaster Recovery funding awarded to the City for multi-family housing development due to the 2017 wildfires. 3

Housing Choice Voucher Program

- Provide rental assistance under the Housing Choice Voucher program to approximately 2,000 families including 414 Veterans under the VASH program and over 200 port-in clients from other jurisdictions throughout the state and country. 3
- Utilize the resources of the voucher program to encourage the development of new affordable housing. 3
- Establish partnerships with regional partners such as neighboring Public Housing Agencies and affordable housing associations to enhance the services of the Housing Choice Voucher program. 3

Major Budget Changes

The Housing Authority budget increased \$10.4M, or 30.1% from FY 2018-19 to FY 2019-20, with the largest increases in the Housing Choice Voucher Program (\$7.4M) and Santa Rosa Housing Trust (SRHT) Affordable Housing Programs and Financing (\$3M). The Housing Choice Voucher Program per unit, per month budgeted cost increased 26% over FY 2018-19. The SRHT Affordable Housing Programs and Financing Loan Activity budget increased largely due to an increase in Housing Impact Fee revenue which will be used to provide affordable housing loans. Other Housing Authority programs had minor fluctuations.

Salaries increased \$158K due to merit increases and the 2.5% cost-of-living adjustment, and benefits increased \$128K, most significantly retirement liability. Services and Supplies categories were adjusted to meet the anticipated needs of the oncoming year. As mentioned above, Loan Activity in the SRHT and Rental Assistance in the Housing Choice Voucher program saw the most significant increases. Indirect Costs increased by \$188K primarily because Housing Authority staff no longer work for Homeless Services (which is part of the City entity), causing the Housing Authority programs to bear more of their overhead costs.

The Moderate Rehabilitation program ended in FY 2018-19, eliminating any expenditures in this fund for FY 2019-20. The Real Property Transfer Tax Fund receives a portion of City General Fund Real Property Transfer Tax per City Council Policy and \$751K will be made available for affordable housing in FY 2019-20.

Other funds not mentioned above had minor increases or decreases, depending on the Federal entitlement (Community Development Block Grant, HOME Fund, and Housing Grant Fund [HOPWA]); or the amount of loan repayments available to re-loan (Operating Reserve Fund, Rental Rehabilitation Fund, Housing Grant Fund [non-HOPWA], Southwest Low/Mod Housing Fund, Low and Moderate Income Housing Fund, Mortgage Revenue Bond Fund, and CalHOME Grant MH Loan Prg); or fees collected (Brookwood Property, Housing Compliance Fund, and Housing Impact Fee Fund). Other funds had no significant changes.

Housing Authority

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 19	2019 - 2020
	Actual	Actual	Budget	Budget
Admin Housing & Comm Services	\$947,306	\$1,259,134	\$1,468,864	\$1,439,243
Housing Choice Vouchers	\$21,644,599	\$23,627,872	\$26,880,246	\$34,236,728
SRHT Portfolio Svcs & Grant	\$10,260,079	\$674,552	\$767,840	\$800,565
SRHT Afford Housing Prog & Fin	\$3,511,466	\$8,883,451	\$4,266,220	\$7,267,761
CIP and O&M Projects	\$198,980	\$919,184	\$217,090	\$214,139
Total	\$36,562,430	\$35,364,193	\$33,600,260	\$43,958,436

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 19	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$1,457,195	\$1,608,114	\$1,782,040	\$1,940,273
Benefits	\$672,642	\$746,102	\$961,176	\$1,089,429
Professional Services	\$141,395	\$62,835	\$142,000	\$159,000
Vehicle Expenses	\$11,500	\$16,873	\$32,505	\$32,005
Utilities	\$4,447	\$4,673	\$8,750	\$8,750
Operational Supplies	\$32,043	\$29,700	\$135,286	\$181,825
Information Technology	\$177,947	\$209,667	\$227,252	\$242,022
Debt Service	\$5,700,000	\$0	\$0	\$0
Liability & Property Insurance	\$18,167	\$24,631	\$25,526	\$29,792
Other Miscellaneous	\$61,948	\$838,080	\$222,878	\$150,102
Subrecipient Funding	\$420,928	\$442,601	\$456,145	\$460,680
Loan Activity	\$6,376,888	\$7,203,623	\$3,035,531	\$5,687,227
Rental Assistance	\$19,842,091	\$21,442,021	\$24,271,800	\$31,492,800
Indirect Costs	\$1,446,259	\$1,816,089	\$2,082,281	\$2,270,392
CIP and O&M Projects	\$198,980	\$919,184	\$217,090	\$214,139
Total	\$36,562,430	\$35,364,193	\$33,600,260	\$43,958,436

Housing Authority

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 19	2019 - 2020
	Actual	Actual	Budget	Budget
Housing Operations Fund	\$947,306	\$1,259,134	\$1,468,864	\$1,439,243
Operating Reserve Fund	\$36,000	\$1,110,535	\$86,587	\$99,000
Housing Choice Voucher Program	\$21,537,698	\$23,519,586	\$26,843,098	\$34,236,728
1980 Moderate Rehabilitation A	\$106,901	\$108,986	\$40,273	\$0
Brookwood Property	\$4,037	\$2,602	\$12,513	\$13,103
Community Dvlp Block Grant	\$465,291	\$2,151,990	\$1,508,034	\$1,696,063
Rental Rehabilitation Fund	\$0	\$0	\$20,339	\$4,877
Housing Grant Fund	\$9,905,593	\$1,459,423	\$448,671	\$437,814
Real Property Transfer Tax Fund	\$690,039	\$289,120	\$157,043	\$751,158
Southwest Low/Mod Housing Fund	\$363,787	\$909,439	\$162,803	\$87,666
Low and Moderate Income Housing	\$279,330	\$432,933	\$154,947	\$411,648
HOME Fund	\$1,222,512	\$1,004,645	\$829,049	\$791,677
Mortgage Revenue Bond Fund	\$136,325	\$0	\$15,901	\$6,400
Housing Compliance Fund	\$179,102	\$214,925	\$259,860	\$349,648
Housing Impact Fee Fund	\$680,173	\$2,450,504	\$1,592,278	\$3,563,516
CalHome Grant MH Loan Program	\$8,336	\$450,371	\$0	\$69,895
Total	\$36,562,430	\$35,364,193	\$33,600,260	\$43,958,436

Performance Measures

Indicators	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Housing Trust				
Number of new affordable housing rental and ownership units completed	23	60	78	34
Very Low Income units	4	0	56	27
Low Income units	19	60	22	7
Moderate Income units	0	0	0	0
Number of new affordable rental and ownership housing units in the pipeline	421	342	196	119
Very Low Income units	196	139	34	68
Low Income units	225	203	108	28
Moderate Income Units	n/a	n/a	28	23
Above Moderate-Income Units	n/a	n/a	26	0
Number of affordable ownership units transferred title	5	1	5	2
Number of owner-occupied affordable housing units rehabilitated or financed	0	8	9	13
Number of investor/developer affordable rental housing units rehabilitated	96	48	118	0

Housing Authority

Number of units receiving housing accessibility modifications	1	1	2	0
Number of affordable housing rental units monitored	2,841	2,841	2,919	3,076
Number of owner-occupied housing units monitored	278	275	262	340
Consolidated Plan for CDBG and HOME funds (2009-2014 and 2014-2019)	✓	✓	✓	✓
Action Plan for CDBG and HOME funds	✓	✓	✓	✓
Consolidated Annual Performance Report (CAPER) for CDBG and HOME funds	✓	✓	✓	✓
Housing Choice Voucher Program				
Number of Housing Choice Voucher Rentals (Vouchers and Port-Ins) (Approximate)	2,000	2,000	2,000	2,000
Number of Housing Choice Vouchers-Santa Rosa clients	1,838	1,862	1,877	1,887
Number of HUD-VASH Vouchers	365	389	402	414
Number of landlords participating in program (all figures approximate)	715	695	700	700
Number of Port-In clients (varies monthly, all figures approximate)	200	200	195	225

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Santa Rosa Housing Trust

- Provided \$2.4 million for Parkwood Apartments, a 56-unit market rate rental complex that was converted to affordable housing. 3
- Provided \$1.3 million to Lantana Village, a 48-unit home-ownership development for households between 80 and 120% of area median income 3
- Performed affordability compliance on over 3,000 units 3

Housing Choice Voucher Program

- Received additional resources for Veterans under the VASH program, increasing the program size to 414 vouchers and promoted the creation of new housing using Project-Based Vouchers. 3
- Implemented Limited Preference for Disaster Affected Families to help address the urgent housing needs of families who continue to be affected by the October 2017 wildfires. 3
- Provided ongoing rental assistance for approximately 2,000 low-income families residing in Santa Rosa.
- Achieved the High Performing Agency designation for the twelfth consecutive year. 3

Looking Ahead

In FY 2019-20, staff will continue working with the California Department of Housing and Community Development to implement the Community Development Block Grant – Disaster Recovery (CDBG-DR) funding that will be used to assist in the development of affordable rental housing in Santa Rosa in response to the October 2017 Tubbs/Adobe wildfire disaster.

This page left blank intentionally

Human Resources

Mission

The mission of Human Resources is to deliver innovative and timely Human Resources services and leadership enabling the City of Santa Rosa to provide world-class services to our diverse community. We accomplish our mission by attracting and hiring talent; creating and enhancing opportunities for career growth; providing an inclusive workplace environment; and offering competitive salaries and benefits.

Department Description

Human Resources – Plans and conducts the recruitment, hiring, and internal movement of qualified staff, striving to reflect the diversity in our community throughout these processes. The department's primary motivation is to provide a healthy environment that fosters the development and retention of highly motivated staff through generous benefit plans, a wide range of employee training and development programs, and excellent employee relations resources, which include coaching, facilitation, and mediation services. This department manages the complex personnel transitions occurring due to departmental succession planning and the ongoing retirement of valuable, long-term employees. It also monitors and advises departmental managers and supervisors on the full array of human resources issues including department reorganizations, performance management, conflict resolution, contract and policy interpretation, classification and compensation, grievances, and harassment and discrimination complaints.

In addition, the Human Resources (HR) Department negotiates comprehensive labor contracts with the City's 17 bargaining units; administers current labor contracts; participates in on-going labor/management problem-solving committees addressing grievances and other significant issues raised during and after negotiations; conducts thorough, responsive investigations into claims of discrimination, harassment or bullying; supports departments in conflict analysis and resolution, restructuring, customer service, and team development; encourages constructive communication; and supports change management and other organizational development efforts, to create and foster an inclusive and engaged workforce.

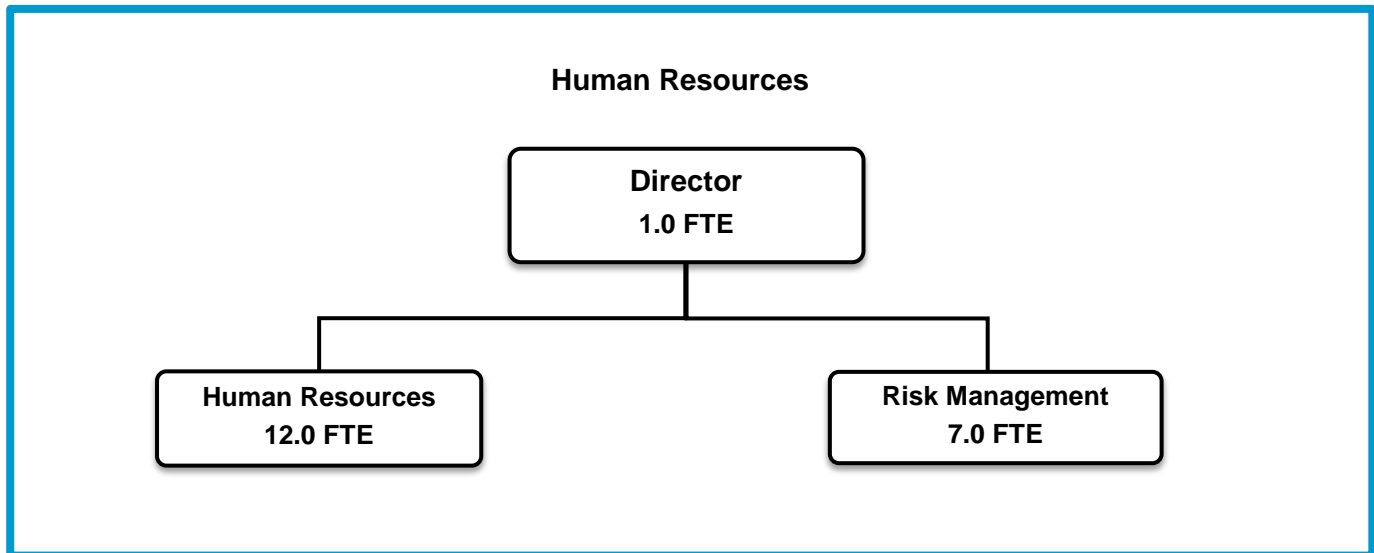
Risk Management – Risk Management's primary objective is to limit risk and implement various risk transfer programs and activities that minimize the City's exposure to litigation. Risk Management strives to manage, control, minimize or eliminate risk, to the extent that citizens and personnel may be reasonably protected from hazards, while insuring that the financial solvency of the City will not be jeopardized and that appropriate City resources may be conserved for other uses. This function also assumes the primary responsibility for the administration and processing of all property and casualty claims and for risk identification, risk transfer, risk analysis, Workers' Compensation, safety, and insurance coverage procurement.

The Risk Management program is oriented toward comprehensive, proactive, global minimization or elimination of risk, to the greatest extent practical; retention of the remaining risk, when feasible; and protection against unpredictable loss by reasonable use of available insurance and/or alternate funding.

Human Resources designs, delivers and administers Citywide benefits, aimed at supporting the long-term health and general welfare of City employees and retirees. Benefits offered include a comprehensive benefits package at very competitive rates. Benefits include low-cost health, life, dental and vision benefits; short-term and long-term disability leaves programs for income protection and employee assistance program for free confidential behavioral health services among other services.

Human Resources

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Continue to assist staff, departments and Council with department reorganizations, conflict resolution and staff development. 9
- Create and implement a new recruitment campaign and marketing strategy, with updated branding to position the City of Santa Rosa as a premier place to work which will attract a qualified pool of job applicants. 9
- Update and implement the Americans Disability Act Transition Plan. 6
- Administer a Citywide Safety program to include training, refined policies and procedures and a revised and current Injury and Illness Prevention Program (IIPP). 9
- Continue the implementation of innovative and streamlined HR and Risk Programs to educate and inform staff of available services, benefits, and programs designed to bring value. 9
- Improve communication and visibility of HR programs through multiple communication outlets including the Intranet, newsletters, social media and email blasts. 9
- Prepare for data-driven negotiation cycle with all City bargaining units. 9
- Utilize analytics to increase efficiency and effectiveness, in addition to providing visibility and transparency through the public facing website, as well as through internal communication methods. 9

Human Resources

Major Budget Changes

The Human Resources Department is comprised of two funds: Human Resources, funded by the General Fund, and Risk Management, an internal service fund (Non-General). Overall, the department increased by \$3.6M, or 10.4% when compared against the FY 2018-19 adopted budget.

In FY 2019-20, the General Fund increased by \$83K, or 3.4%. A 2.5% cost-of-living adjustment (COLA) resulted in an increase to salaries. There was also a reclassification of 2.0 FTE Human Resources Analysts to 2.0 FTE Principal Human Resources Analysts which added to both salaries and benefits costs. However, the staff reduction of 1.0 FTE Employment Services Manager resulted in an overall decrease in Salaries and Benefits of \$134K.

Services and Supplies within the General Fund increased by \$217K when compared to prior fiscal year, principally due to a \$247K increase within Professional Services for rising costs of legal consulting and labor negotiation costs. Slightly offsetting this increase was a reduction in Information Technology costs of \$33K.

As an internal service fund, the Risk Management fund is charged out to all other City departments through benefit costs. In FY 2019-20, the Risk Management fund increased by \$3.5M, or 10.9% over prior fiscal year. The majority of the increase within the fund is due to an increase in Insurance Premiums and Claims costs of \$3.7M, or 12.0%. Miscellaneous employees (non-sworn) health insurance costs increased by \$3.0M due to an estimated 7% health insurance rate increase and an increase of 159 plan members compared to prior year. Sworn employees (police officers and firefighters) health insurance costs decreased by \$114K. Although sworn health insurance rates are estimated to increase by 9%, the increase was more than offset by a decrease of 14 members in the plan compared to prior year. Insurance Premiums and Claims also includes Workers' Compensation and Liability insurance which increased by \$499K, and \$260K, respectively. The increase in both Worker's Compensation and Liability insurance costs was because of premium increases due to there being more claim experience in past years. In an effort to repair the City's overall structural deficit and reduce Citywide benefit costs, the Wellness Program for Miscellaneous employees was eliminated from the budget for a savings of \$150K within the Professional Services category. The 1.0 FTE limited-term Risk Management Analyst position (expiring on 6/30/19) was extended for an additional year and will be reassessed with next year's budget.

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$2,595,578	\$2,751,329	\$2,418,050	\$2,501,001
Risk Management	\$30,858,931	\$31,061,597	\$32,336,634	\$35,857,753
CIP and O&M Projects	\$0	\$31,930	\$0	\$0
Total	\$33,454,509	\$33,844,856	\$34,754,684	\$38,358,754

Human Resources

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$1,847,354	\$1,871,746	\$2,046,844	\$1,944,790
Benefits	\$715,341	\$744,207	\$934,860	\$977,089
Professional Services	\$1,038,758	\$1,690,290	\$644,322	\$721,388
Vehicle Expenses	\$605	\$638	\$100	\$0
Utilities	\$2,133	\$4,043	\$1,700	\$1,900
Operational Supplies	\$38,638	\$23,756	\$27,500	\$27,000
Information Technology	\$160,437	\$199,808	\$210,988	\$164,131
Other Miscellaneous	\$498,223	\$145,501	\$91,640	\$95,374
Insurance Prem/Claim	\$28,876,018	\$28,915,792	\$30,484,793	\$34,142,360
Indirect Costs	\$277,002	\$217,145	\$311,937	\$284,722
CIP and O&M Projects	\$0	\$31,930	\$0	\$0
Total	\$33,454,509	\$33,844,856	\$34,754,684	\$38,358,754

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$2,595,578	\$2,783,259	\$2,418,050	\$2,501,001
Risk Management Fund	\$30,858,931	\$31,061,597	\$32,336,634	\$35,857,753
Total	\$33,454,509	\$33,844,856	\$34,754,684	\$38,358,754

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	20.00	21.00	21.00	21.00	20.00

Performance Measures

Indicators	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*
Number of Positions	1,171	1,170	1,214	1,197	1,175
Applications Received	6,213	5,504	3,764	4,790	3,300
Recruitments Conducted	111	114	105	117	102
New Hires	149	119	118	88	90
Separations	103	115	79	107	112
Turnover Rate	12.72%	10.16%	9.72%	7.35%	7.66%
Training Sessions Held	47	67	69	58	82
Job/Class Studies	20	19	16	21	14

*Estimated

Human Resources

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Facilitated teambuilding and strategic planning sessions in various departments. 9
- Revised and implemented a comprehensive new employee on-boarding program to orient new employees to both their department and the organization as a whole; this program also satisfies all compliance and training modules required by newly hired staff. 9
- Implemented structural changes within Human Resources to optimize efficiencies in delivering professional HR services to the City. 1
- Recovered monies from Property Insurance for City Owned properties that were damaged or total losses in the 2017 Fires. 2
- Additional Rollout of online Supervisors report of occupational injury/exposure. 9
- Implemented pre-authorization of common workers' compensation medical treatment and diagnostics for quicker treatment and recovery. 9

Looking Ahead

The Human Resources department will seek to work proactively within each of its divisions to provide stellar and innovative service to City staff and the community. We intend to continue the evaluation of current recruiting practices and explore innovations and technologies in the pursuit of expanded diversity, reflective of the community. We will engage in community outreach efforts to highlight the breadth and depth of potential career paths and opportunities. We will continue to participate in career fairs and expos to broaden our reach into the community for recruitment opportunities.

Human Resources will continue to refine processes and programs as we seek to deliver service that is highly responsive, innovative, and customized and we will continue to seek input on a regular basis. We will seek additional methods for feedback to complement existing methods, such as post-training surveys; onboarding participant surveys; annual Citywide internal services survey; Recruitment Process Check-in Program feedback; and the exit interview process. We will continue to oversee the Onboarding Program for all newly hired staff and modify, as necessary, to meet the needs of the participants. The Organization Development and Training Division will continue to identify best practices for methods of delivery to meet the increasing demand for education, training, succession planning and mentoring.

Human Resources will work proactively to provide a high level of understanding of benefits offered and create awareness and appreciation of new and existing benefits. We will collaborate with employees, retirees and others to ensure selected benefits programs and services are responsive to their needs.

The Risk Management Division has implemented a number of initiatives and proactive approaches to reduce workers' compensation and return employees to work. Risk will continue to administer and process all property and casualty claims and for risk identification, risk transfer, risk analysis, Citywide benefits, workers' compensation, safety, insurance coverage procurement and insurance recovery.

This page left blank intentionally

Information Technology

Mission

The Mission of the Information Technology Department is to develop, leverage, and implement technology to make Government more efficient, transparent, and responsive to the public. This also includes driving business efficiency and digital government through deployment of solutions at the mobile, desktop and core systems level.

Department Description

Information Technology (IT) operates as an internal service fund, meaning that the Department charges other City departments for services provided. The rates for the services are based on cost recovery. Costs include City personnel costs, costs for outside maintenance and professional support of City computer equipment and program software, providing technology-related training to City personnel, telephone costs, and operational and maintenance equipment and supplies. There are five divisions in the IT Department:

Administration – Provides the overall strategy and administration for the Department, including network and data security, Smart City initiatives, performance measures, and oversight of the City's website: srcity.org.

Development – Provides strategy, leadership, analysis, and hands-on services for building new software systems and implementing large-scale Citywide software migration programs, while providing software application development, project management, and software application support services. The division supports, enhances, and maintains over 50 in-house developed systems used by departments throughout the City; and also provides second-tier support for over 25 third party enterprise applications, including the core Finance/Human Resources/Payroll system, the central Permitting and Inspections system, and the Utility Billing/Customer Information System. The Development division also develops and maintains dozens of electronic interfaces between internal and external systems, migrates aging code to current technologies, and converts data for new migrations. The division is also responsible for system architecture definition, database design, application configuration, workflow development, and custom report writing for the various supported systems.

Operations – Provides the strategy and operations management of the core City data, storage, and telecommunication systems. The division also provides "Help Desk" support for all City employees (currently over 1,800 desktop units). The Help Desk is available to employees Monday through Friday, and responds to over 5,000 support requests each year. It completes the support of approximately 70% of the service calls, with the remaining calls being forwarded to development or technical staff. Technical Support within IT Operations includes the support of all voice communications, data communications, computer networks, and all peripheral equipment, i.e., printers and personal computers (PCs). The division supports 300 printers, over 1,200 PCs, roughly 190 servers, a Citywide computer network with 2,900 connections in over 60 City locations with hundreds of pieces of communications equipment, and a phone system that includes six separate switches and over 1,200 phone instruments and roughly 500 mobile devices through a managed Mobile Device Management (MDM) solution.

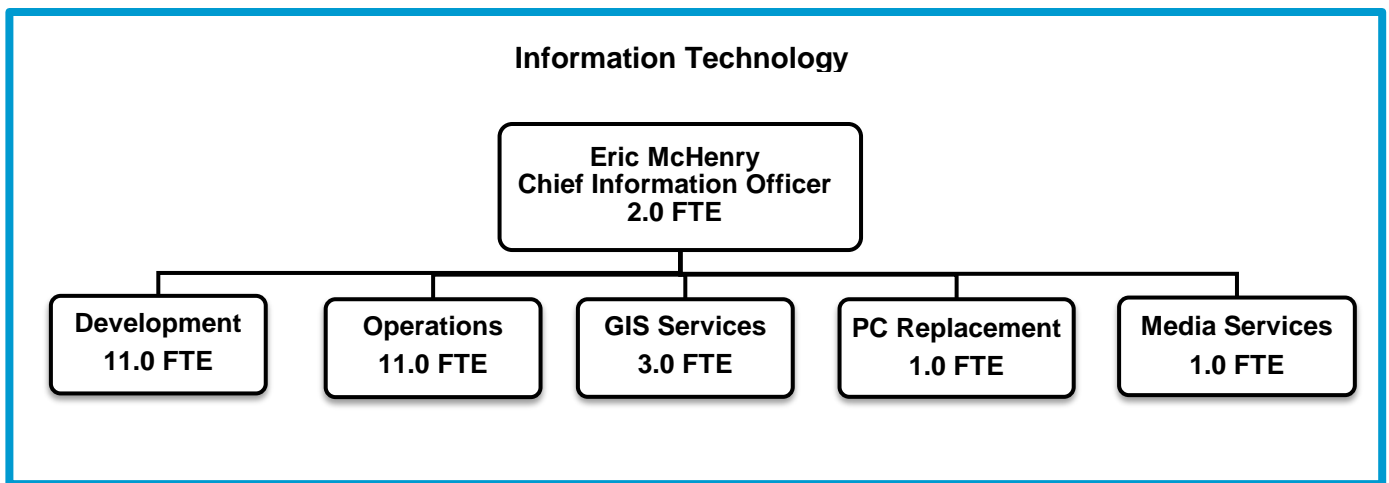
GIS Services – The Geographical Information System (GIS) Services division provides coordination, support, and maintenance of the City's GIS system and GIS services for all departments. The City GIS group also works closely with Sonoma County GIS to support County-wide 911 dispatch. The GIS system is accessible by employees and the public. Additionally, the City provides fee-based GIS web services for five other Sonoma County cities.

Information Technology

PC Replacement – In 2013, the Information Technology Department implemented a Citywide PC replacement program, aimed at consistent procurement and replacement of the 1000+ City PC inventory. Prior to 2013, PCs were maintained by the IT Department, but budgeted, purchased and replaced on a department-by-department basis. The centralized PC Replacement program now uses uniform and efficient processes developed specifically to rapidly procure, configure, deploy and recycle PCs. Currently over 1000 PCs and laptops are actively managed within the PC Replacement Program that replaces roughly 250 PCs per year.

Media Services – The Media Services section manages the City’s Public, Educational & Government (PEG) public access television, and broadcasts all City Council and other public meetings. Media Services works with departments Citywide to expand public information dissemination and education through PEG supported programs and resources.

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Improve CyberSecurity protocols, policies, training and related technologies. 5
- Improve public and staff usability of in-house developed applications through use of GIS (maps) as the primary front-end interface. 5, 6, 9
- Continue to develop and improve public-facing self-service data and information applications. 6, 9
- Provide infrastructure and support to launch the CityWorks asset management and work order solution. 5, 9
- Improve City Emergency Operation Center (EOC) infrastructure, focusing on mini, short-duration activations in response to Red Flag, flooding or other similar-sized activations. 5, 6
- Expand Media Services capabilities in response to an increasing number of broadcast and/or remote public meetings. 5, 6

Information Technology

Major Budget Changes

The FY 2019-20 Information Technology budget is \$8.4M, a decrease of \$404K, or -4.6% over the adopted FY 2018-19 budget. Salaries & Benefits grew by \$191K, or 4.2% year over year. While the 2.5% cost-of-living adjustment and the \$20K increase in temporary staff for public meetings added to the increase in salaries, this was offset by the elimination of 1.0 FTE Info Tech Technician included in the staff reductions approved by City Council. Benefits grew primarily from the department's share of CalPERS unfunded liability, adding \$150K to the category.

Meanwhile, Services & Supplies edged downward by \$227K, or -9.0%, mainly in Professional Services and Utilities. The consolidation of software contracts was a large driver of the savings in Professional Services. And within Utilities, moving the water pump station circuits and Laguna Treatment Plant fibers to the Water department and removing the network equipment from the Senior Center were the main reasons for the decline.

CIP & O&M Projects fell by \$383K, or -26.9% over the prior year. The Public, Educational & Government (PEG) project budget decreased to be more in line with past actuals. Starting in FY 2019-20, the Technology Upgrade and Citywide GIS Aerials project budgets were approved with a total \$90K ongoing reduction to support the City's long-term financial sustainability.

Budget Summary

Expenditures by Program				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
I.T. Administration	\$450,291	\$462,174	\$502,477	\$846,589
I.T. Development	\$2,395,727	\$2,956,844	\$3,195,878	\$3,025,669
I.T. Customer Support	\$2,588,481	\$2,709,363	\$2,825,143	\$2,548,768
I.T. GIS Services	\$316,408	\$323,568	\$471,259	\$506,367
I.T. Media Services	\$38,422	\$160,668	\$188,125	\$220,038
I.T. PC Replacement Program	\$181,282	\$140,785	\$176,953	\$191,568
CIP and O&M Projects	\$863,144	\$1,402,941	\$1,425,103	\$1,042,235
Total	\$6,833,755	\$8,156,343	\$8,784,938	\$8,381,234

Information Technology

Expenditures by Category				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$2,571,218	\$2,904,165	\$3,031,190	\$3,074,351
Benefits	\$1,172,870	\$1,279,707	\$1,471,740	\$1,619,270
Professional Services	\$1,258,377	\$1,754,195	\$1,987,991	\$1,797,846
Vehicle Expenses	\$13,130	\$11,600	\$14,850	\$19,050
Utilities	\$280,685	\$274,457	\$308,965	\$261,733
Operational Supplies	\$74,626	\$69,848	\$74,700	\$74,700
Information Technology	\$22,279	\$27,589	\$32,792	\$36,822
Liability/Property Insurance	\$25,716	\$28,021	\$35,949	\$41,840
Other Miscellaneous	\$122,516	\$71,231	\$63,744	\$59,544
Indirect Costs	\$361,019	\$332,589	\$337,914	\$353,843
Capital Outlay	\$68,175	\$0	\$0	\$0
CIP and O&M Projects	\$863,144	\$1,402,941	\$1,425,103	\$1,042,235
Total	\$6,833,755	\$8,156,343	\$8,784,938	\$8,381,234

Expenditures by Fund				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Information Technology	\$6,386,853	\$7,410,557	\$8,195,882	\$7,762,431
Technology Replacement	\$446,902	\$745,786	\$589,056	\$618,803
Total	\$6,833,755	\$8,156,343	\$8,784,938	\$8,381,234

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	26.00	28.00	29.00	30.00	29.00

Information Technology

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Completed a significant update to the City's Integrated Financial and Administrative Solution (IFAS) system (Payroll/Finance/General Ledger/Purchasing, etc.). 1, 5
- Purchased and deployed an enterprise GIS system allowing inclusion of technology Citywide by non-GIS professionals. 5, 9
- Assisted numerous process-efficiency and public-facing improvements in support of Fire Recovery permitting and rebuilding efforts (EOC improvements). 2, 6
- Updated EOC infrastructure based on learnings from past activations. 5, 6

Looking Ahead

Challenges and opportunities to the Information Technology Department lie in protecting our digital resources from cyber security threats, while at the same time making an unprecedented amount of information and data available to the public. This creates a tension between transparency (or openness) versus the business need to minimize risk of data breaches, identify theft, and other malicious activity.

Reductions in IT staff because of budget necessities also complicates the path to delivering more public facing and internal process efficiency solutions. As these reductions start to come into effect, the IT Department will begin to implement the required offsetting reductions in support and development of new services (or improvement of old).

This page left blank intentionally

Non-Departmental

The purpose of the Non-Departmental budget is to record expenditures that are not associated with a specific department of the City.

Department Description

Animal Shelter – This program includes amounts paid to Sonoma County for animal care and control services.

County Administration Fee – This program includes the Sonoma County Administration Fee associated with the collection and allocation of property taxes on behalf of the City.

Citywide General Fund Insurance – Costs charged from the Insurance Fund to the General Fund for the General Fund's portion of the City liability, property, fire, and earthquake insurance.

Sonoma County Transportation Authority – This program includes costs for Santa Rosa's local contribution to Sonoma County Transportation Authority (SCTA) which is based on a population/road mile formula.

General Fund Administration Cost Plan – This is the overhead distribution of administrative costs within the General Fund to the non-administrative departments: Planning and Economic Development, Fire, Police, Transportation & Public Works, and Recreation & Community Engagement which represents a credit in Non-Departmental.

Non-Program – The Non-Program includes the following types of costs:

- A contingency appropriation in the General Fund for the City Manager's use, primarily for funding special studies, analyses, or other special projects, approved by the Council, but which were not anticipated or budgeted for during the budget process, and to respond to changing departmental operating needs during the year.
- Costs related to employee retirements and voluntary terminations for all General Fund operating departments have been centrally budgeted. These amounts are transferred to the appropriate General Fund department to cover the expenses related to employee retirements and voluntary terminations as they occur. Also includes CalPERS cost of retired employees who are over the IRS payout limit.
- Unspent Appropriations (turnback) are budgeted as a credit here as a holding place to reflect unspent budget amounts that occur each year. Actual turnback will be recognized in department budgets rather than in the Non-departmental budget.

Debt Service - The Debt Service Program includes all general debt service expenditures, including debt service for pension obligation bonds, fire station capital lease payments and the new Courthouse Square Capital Lease. This does not include debt service associated with the enterprise funds or other funds, such as debt service for the Water, Local Wastewater and Subregional Wastewater Funds, the Parking Fund, the Golf Course Fund, and the Successor Agency to the Redevelopment Agency. Such expenses are reflected separately in their appropriate funds.

Non-Departmental

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Request
Animal Shelter	\$1,650,228	\$1,770,008	\$1,900,000	\$2,207,000
Media Access Center	\$100,000	\$0	\$0	\$0
County Admin Fee	\$307,290	\$314,005	\$300,000	\$300,000
Citywide General Fund Insurance	\$1,353,515	\$1,480,114	\$1,614,664	\$1,790,511
Sonoma Co Transportation Authority	\$122,993	\$103,864	\$104,000	\$105,000
General Fund Administration	\$0	-\$9,017,456	-\$10,312,624	-\$11,137,665
Non-Program	\$22,476	\$13,613	\$110,000	\$115,000
Debt Service	\$13,878,375	\$4,814,852	\$4,834,107	\$4,836,338
CIP and O&M Projects	\$235,205	\$572,492	\$205,000	\$205,000
Total	\$17,670,082	\$51,492	-\$1,244,853	-\$1,578,816

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Request
Salaries	\$0	\$0	\$1,550,000	\$1,550,000
Benefits	\$0	\$0	\$10,000	\$15,000
Professional Services	\$2,205,977	\$2,216,625	\$2,357,510	\$2,664,750
Debt Service	\$13,875,385	\$4,799,717	\$4,830,597	\$4,833,588
Liability & Property Insurance	\$1,353,515	\$1,480,114	\$1,614,664	\$1,790,511
Other Miscellaneous	\$0	\$0	-\$1,500,000	-\$1,500,000
General Fund Administration	\$0	-\$9,017,456	-\$10,312,624	-\$11,137,665
CIP and O&M Projects	\$235,205	\$572,492	\$205,000	\$205,000
Total	\$17,670,082	\$51,492	-\$1,244,853	-\$1,578,816

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Request
General Fund	\$3,791,707	-\$4,763,360	-\$6,078,960	-\$6,415,154
2013 Pension Obligation (Refund)	\$3,717,065	\$3,708,850	\$3,736,380	\$3,733,736
2007 COPs Building Acquisition	\$9,320,357	\$0	\$0	\$0
Fire Station Capital Lease	\$367,727	\$367,727	\$367,727	\$367,727
COPs/Courthouse Square Capital Lease	\$473,226	\$738,275	\$730,000	\$734,875
Total	\$17,670,082	\$51,492	-\$1,244,853	-\$1,578,816

Non-Departmental

Major Budget Changes

The Non-Departmental budget includes budgeted General Fund expenditures, as well as non-enterprise debt service funds for Pension Obligation Bonds and two capital leases; Fire Station 5 and Courthouse Square.

The FY 2019-20 Non-Departmental budget decreased in total by \$334K compared to FY 2018-19. The largest driver of this change relates to a decrease of \$825K in General Fund Administration, which distributes administrative costs within the General Fund to non-administrative departments including Planning & Economic Development, Fire, Police, Public Works and Recreation & Community Engagement. General Fund expenditures increased overall in FY 2019-20 due mostly to cost-of-living adjustments as outlined in employment contracts and rising pension costs. As a result, the credit for General Fund Administration also grew by 8%, or \$825K, which translates as a decrease in the Non-Departmental expenditure budget. This decrease is offset by a \$307K increase in the Animal Shelter contract with the County of Sonoma (which now includes the Roseland area) and rising premiums for Liability & Property Insurance of \$176K. The Non-Departmental budget had no other significant changes in FY 2019-20.

It should be noted that the Professional Services expense category is made up of several unrelated expenditures including the following; Animal Shelter, County Administration Fees, Sonoma County Transportation Authority, and the City Manager's contingency.

This page left blank intentionally

Planning & Economic Development

Mission

The Planning & Economic Development Department strives to make the City of Santa Rosa safe and habitable for people to live, work and play. Our mission is to be thoughtful stewards of the built and natural environment; achieve quality and safety in development; compliment and strengthen neighborhoods; facilitate positive business climates and encourage industry clusters.

Department Description

The functions of the Planning and Economic Development Department (PED) are distributed among eight programs designed to achieve the department's mission:

Administration – Oversees and supports all functions of the department, providing technical and clerical support and department wide management.

Advance Planning – Provides strategic thinking and analysis of physical, social, and economic conditions, and trends to a wide variety of land use issues; initiates and conducts planning efforts which establish land use and policy direction for the community.

Building Inspection – Conducts building inspections to verify compliance with building codes and regulations.

Building Plan Review – Reviews building permit applications for compliance with building codes and related regulations, approves the permits for issuance, and provides support from the Chief Building Official and administrative building staff.

Economic Development – Works on business attraction, retention and expansion efforts and connected workforce related initiatives, including joint ventures and downtown development deals; programs the Santa Rosa Tourism Business Improvement Area funds to reinforce the city's unique destination brand.

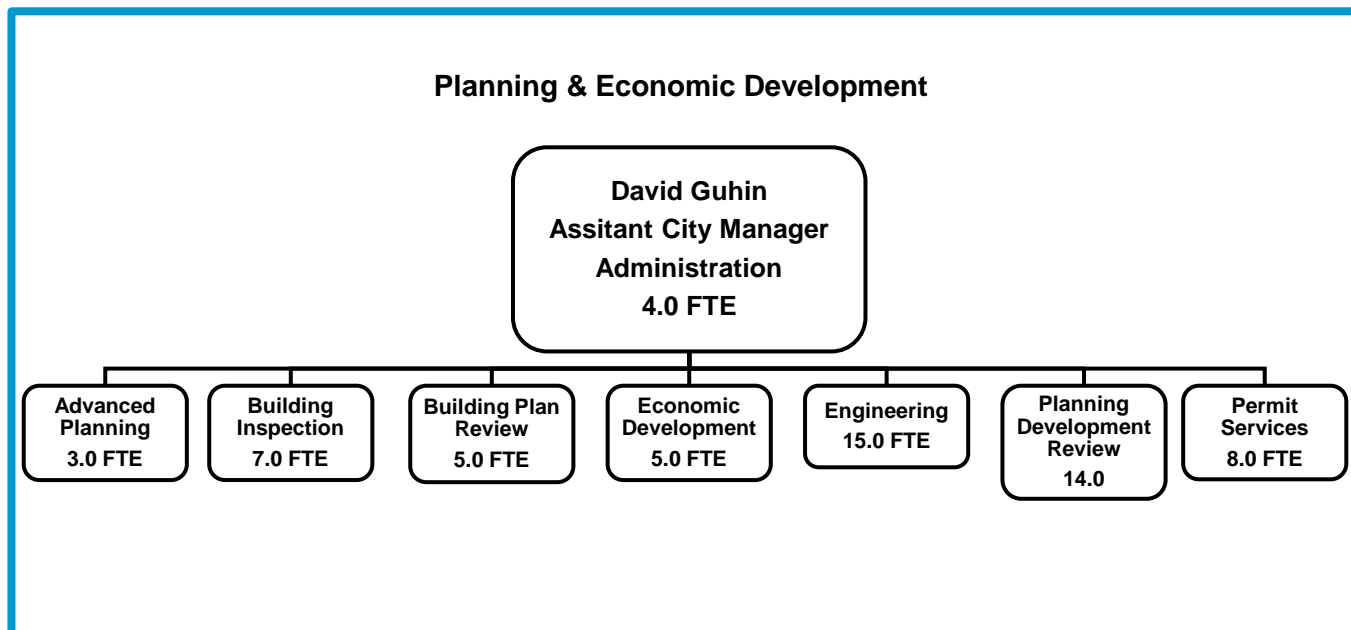
Engineering – Provides engineering services throughout the various development phases of both private residential and commercial projects, as well as ensures the safety and quality of construction activities within the public right-of-way.

Permit Services – Assists with and processes all applications for planning, building and encroachment permits while coordinating with all reviewing agencies on projects, provides information and clarification to the public regarding zoning and building codes, as well as City processes. Assigns addresses for all new development. Fee calculations and assessments, department revenue and Impact/Demand Fees are received through the department.

Planning Development Review – Accepts and processes new entitlement applications; provides staff support to the Planning Commission, Design Review Board and Cultural Heritage Board, as well as provides information to the public regarding land use and zoning and conducts environmental review as necessary.

Planning & Economic Development

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Continue to operate the Resilient Rebuild Center to rebuild homes and businesses lost in the 2017 Tubbs Fire. 2, 3, 9
- Execute a request for proposal (RFP) for the purchase of software, policy development, training, and implementation of Electronic Plan Review for all divisions, reducing environmental waste and promoting efficiency and automation in processes. 2, 3, 6, 9
- Implement an expedited permit review process for priority downtown housing projects. 1, 3, 9, 10
- Complete an update to the Downtown Station Area Plan to support and incentivize downtown housing and economic revitalization efforts. 1, 3, 9, 10
- Initiate a comprehensive General Plan Update, including public outreach, scoping, and selection of consultant to assist with the update and associated Environmental Impact Report (EIR). 5, 6, 7, 9, 10
- Update City policy and regulations as required to comply with recent state laws associated with housing. 1, 9, 10
- Continue to implement the Housing Action Plan through the completion of the inclusionary housing, commercial linkage fee, and planning process improvements initiatives. 1, 3, 9, 10
- Continue to prioritize and promote the inclusion of affordable housing in housing development projects. 3
- Streamline the encroachment permit process for all dry utility companies and implement policy for annual permitting process.
- Reduced the turnaround times associated with the review of public improvement plans and subdivision maps. 3, 9
- Pursue new partnerships for development opportunity sites in downtown Santa Rosa. 1, 9, 10

Planning & Economic Development

- Address development readiness opportunities for greater density and land potency in the downtown core. 3, 9, 10
- Update the Economic Development strategic action plan, including special sections on Roseland and the downtown areas. 1, 7, 9, 10
- Conduct technical analysis for a potential public-private partnership specific to a new local government center and new uses for the current City Hall site. 1, 7, 9, 10
- Address policy and practice update needs for the Public Art Program and the special event permitting program. 1, 7, 9, 10

Major Budget Changes

The Planning & Economic Development (PED) budget is \$14.7M, an increase of \$422K or 3.0% over the adopted FY 2018-19 budget. Mid-year 2018-19, the Public Art Program and Cultural Events moved from the former Recreation & Parks Department (R&P), adding \$367K to PED's budget; \$345K from the Art In-Lieu Fund and \$22K from the General Fund. The transfer of the Art program makes up a significant portion of the total department increase.

Salaries & Benefits remained constant with a minimal increase of \$26K, or 0.3% year over year. The decrease in Salaries was offset by the rising cost of Benefits. Overall Salaries decreased despite the addition of 1.0 FTE Arts Coordinator from R&P and the 2.5% cost-of-living adjustment (COLA). The City Council approved staff reductions of 3.0 FTEs within the department, including 1.0 FTE Development Review Coordinator, 1.0 FTE Building Plans Examiner, and 1.0 FTE Program Specialist II. A City Planner, originally part of the staff reductions, was brought back as 3-year limited term, charging out 100% of Salaries and Benefits to the General Plan Update project. Benefits increased largely from the department's share of CalPERS unfunded liability, adding more than \$400K to this year's budget.

Services & Supplies grew by \$191K, or 12.9% compared to FY 2018-19. The largest driver is the \$137K increase in other miscellaneous for the Downtown Community Benefit District property assessment, which is an effort to promote economic vitality in the downtown area. The movement of the Public Art Program and Cultural Events from the former R&P transferred more than \$60K to Services & Supplies including a contracted Art Specialist (\$39K), miscellaneous costs for conferences and trainings, supplies, and advertising and The Live at Julliard Stage summer concert series (\$22K for live musicians, stage rental, advertising, and other miscellaneous supplies).

The Operations & Maintenance (O&M) Projects netted a \$25K increase. The Public Art Program moved \$305K in Art-In-Lieu funded projects to the department, offset mainly by the reduction of General Fund projects (Miscellaneous EIR and General Plan Revision Advanced Planning). These O&M projects will receive appropriations during FY 2019-20 as offsetting revenue is received. The Resilient Rebuild Center, a full-service center for the 2017 Tubbs Fire rebuild, maintains the same level of funding for the Fire Recovery Contract Staff project as the prior year.

Planning & Economic Development

Budget Summary

Expenditures by Program				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,282,627	\$2,409,908	\$3,166,839	\$3,424,942
Permit Services	\$691,831	\$801,339	\$1,093,981	\$1,015,939
Building Plan Review	\$1,364,641	\$1,475,638	\$1,328,321	\$1,066,926
Building Inspection	\$834,497	\$763,424	\$850,536	\$1,091,145
Planning Development Review	\$1,538,180	\$2,070,928	\$2,077,353	\$2,096,269
Advance Planning	\$420,698	\$460,859	\$540,429	\$554,135
Engineering	\$2,266,254	\$2,673,777	\$2,538,257	\$2,546,747
Economic Development	\$301,564	\$497,334	\$408,590	\$605,938
CIP and O&M Projects	\$2,013,664	\$4,922,597	\$2,308,684	\$2,333,201
Total	\$10,713,956	\$16,075,804	\$14,312,990	\$14,735,242

Expenditures by Category				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$4,365,046	\$4,811,568	\$5,967,686	\$5,782,097
Benefits	\$1,945,368	\$2,136,455	\$2,902,661	\$3,113,756
Professional Services	\$1,423,193	\$2,040,993	\$245,250	\$313,619
Vehicle Expenses	\$41,986	\$42,174	\$98,011	\$75,035
Utilities	\$20,217	\$22,730	\$27,052	\$23,260
Operational Supplies	\$75,169	\$64,099	\$90,021	\$81,940
Information Technology	\$556,488	\$680,122	\$770,873	\$790,310
Other Miscellaneous	\$218,590	\$200,544	\$251,321	\$389,386
Indirect Costs	\$16,669	\$0	\$0	\$0
General Fund Administration	\$0	\$1,098,751	\$1,651,431	\$1,832,638
Capital Outlay	\$37,566	\$55,771	\$0	\$0
CIP and O&M Projects	\$2,013,664	\$4,922,597	\$2,308,684	\$2,333,201
Total	\$10,713,956	\$16,075,804	\$14,312,990	\$14,735,242

Planning & Economic Development

Expenditures by Fund				
Funding Source	2016- 2017 Actual	2017-18 Actual	2018 - 2019 Budget	2019 - 2020 Budget
General Fund	\$9,873,955	\$15,413,479	\$13,808,490	\$13,886,149
Art In-Lieu Fund	\$0	\$0	\$0	\$344,593
Santa Rosa Tourism BIA Fund	\$541,349	\$624,234	\$504,500	\$504,500
Economic Development Fund	\$14,825	\$1,294	\$0	\$0
Capital Improvement Fund	\$283,827	\$36,797	\$0	\$0
Total	\$10,713,956	\$16,075,804	\$14,312,990	\$14,735,242

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	37.75	50.00	51.00	63.00	61.00

Performance Measures

- Rebuild: Housing first plan check turnaround time within five days. 2, 3, 9
- Pre-application meetings held within 14 days of request of service. 1, 2, 3, 9
- Development review applications receive a determination of completeness within 30 days of submittal. 1, 2, 3, 9
- Deliver state of the art Advance Planning processes and documents within expected timeframes and budget. 9
- Utilized modern and effective community engagement techniques to foster meaningful communication, participation and engagement with residents for planning initiatives. 6, 7
- 85% of Building Plan Checks completed within six weeks of submission on the first check and three weeks for subsequent checks. 1, 2, 3, 9
- 90% of Encroachment Permits processed within three weeks of submission of first check. 1, 2, 3, 9
- 90% of Engineering Plan Checks completed within six weeks of submission of first check and three weeks for subsequent checks, meeting published timelines. 1, 2, 3, 9
- Increased commercial square footage. 1, 10
- Business Tax Certificates issued. 1, 10
- Sales and Transient Occupancy Tax performance. 1, 10

Planning & Economic Development

- Santa Rosa Tourism Business Improvement Area assessment performance. **1, 10**
- Performance analytics of business website and on-line tools. **2, 6, 10**

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

-
- Implemented the Comprehensive Cannabis Ordinance through the processing and monitoring of commercial cannabis business applications. **1, 10**
 - Completed the following Housing Action Plan Initiatives: density bonus update, accessory dwelling unit ordinance and fees update, downtown multi-family development fee incentive program, and design review streamlining through the Resilient City Ordinance. **1, 3, 7, 8, 9, 10**
 - Adopted a Resilient City Development Measures ordinance to facilitate the development of new housing citywide. **2, 10**
 - Processed a record number of planning entitlements and instituted a weekly prioritization across divisions for entitlements involving affordable housing components. **1, 3, 9, 10**
 - Implemented a plan check and inspection program for the rebuild area, resulting in 5-day review time for most permit types and a 24-hour response to inspection requests. **1, 2, 3, 10**
 - Processed permits for 1,456 individual parcels that experienced a complete loss of a primary structure due to the 2017 Tubbs Fire. **1, 2, 3, 10**
 - Conducted an average of 5,000 inspections per month on fire rebuild permits. **1, 2, 3**
 - Engineering processed 1,227 encroachment permits, an increase of 73% from 2017. **1, 3, 10**
 - Engineering reviewed and approved 11 sets of improvement plans resulting in the development of 399 multi-residential and single-family units. **1, 3, 9, 10**
 - Processed 8,819 building permits, an increase of 39% from 2017. This includes the additional permits processed for rebuild efforts; 164 single family units and 242 multi-family units completed construction outside the fire areas. **1, 3, 9, 10**
 - Received 118 accessory dwelling unit permit applications (39 in fire areas and 79 in other areas). **1, 3, 9, 10**
 - Processed 815 planning permit applications, an increase of 19% from 2017. **1, 3, 9, 10**
 - Expanded consultant plan check and enhanced inspection team with consultant staff augmentation, which by doing so has reduced inspection lead times by 30%. **1, 3, 9, 10**
 - Continued third party plan review and inspection for additional large, high profile projects. **1, 3, 9, 10**
 - Produced the second annual Santa Rosa IRONMAN and IRONMAN 70.3 events. **1, 7, 10**
 - Adopted the Community Benefit District Enabling Ordinance; formed the Santa Rosa Downtown Community Benefit District; and pursuing a second benefit district in Railroad Square. **1, 3, 7, 9, 10**
 - Integrated the Public Art Program into PED. **7, 10**
 - Continued to review and update plan record database for all building files, including rolled plans, and ship files to offsite storage.

Planning & Economic Development

Looking Ahead

The Planning & Economic Development Department is still adjusting to the rebounding economy and rebuild effort resulting from the fire disaster in fall 2017. While permit activity and development are at record highs, as are the policy and programmatic demands on the department, the department still operates at recession staffing levels. In the coming years, PED hopes to acquire the staff and resources to meet the numerous and wide-ranging demands of this dynamic and burgeoning city and help the City Council achieve their goals for Santa Rosa.

PED is a key player in many of the Council's priorities. Housing and recovering from the fire disaster will be a continued focus as the department prioritizes housing permits and land use and attracts developers. Downtown economic development efforts and implementation of the Comprehensive Cannabis Program will continue to be a priority for the department to achieve the Council priorities of increasing revenue for the City. With the changes in our community over the last several years, from the 2017 fires to the annexation of 714 acres into the City, the kick-off of an update to the Santa Rosa General Plan in early 2019 is timely; this multi-year process will provide a Citywide look at long-range housing policy, economic development, infrastructure, circulation and climate initiatives, to name a few. Regarding process improvements, PED will continue to take steps towards a paperless operation, including digitizing records and reviewing plans electronically.

This page left blank intentionally

Police

Mission

The Santa Rosa Police Department is committed to making Santa Rosa a safe place to live, work and play.

Department Description

The Police Department is responsible for the safeguarding of lives and property, the preservation of constitutional rights, and the maintenance of quality of life in order to promote safe and secure neighborhoods for the citizens of Santa Rosa. The department responds to a wide range of calls for service and provides numerous community support and outreach programs to promote police/community partnerships. The six program areas that carry out these core functions are General Administration, Field Services, Investigative Services, Technical Services, Support Bureau, and Measure O.

General Administration – The administration of the department includes the Chief of Police and the administrative services functions responsible for the budget, contracts, department supplies, and facilities.

Field Services – The most visible component of the department is comprised of 8 teams that perform patrol 365 days a year, 24 hours a day. Field Services also includes the Traffic Bureau comprised of Motorcycle Officers and Accident Investigators, School Resource Officers, Field and Evidence Technicians, Community Service Officers, SWAT team, Hostage Negotiation Team, Mobile Field Force, Canine Team, and the Downtown Enforcement Team.

Investigative Services – Detective units of the department include: Domestic Violence and Sexual Assault, Narcotics, Property Crimes including Graffiti Abatement, Violent Crimes, Gangs, and Marketing and Outreach. The Investigative Services Bureau is supported by the Forensic Team that is responsible for higher level processing and analysis of evidence related to investigations.

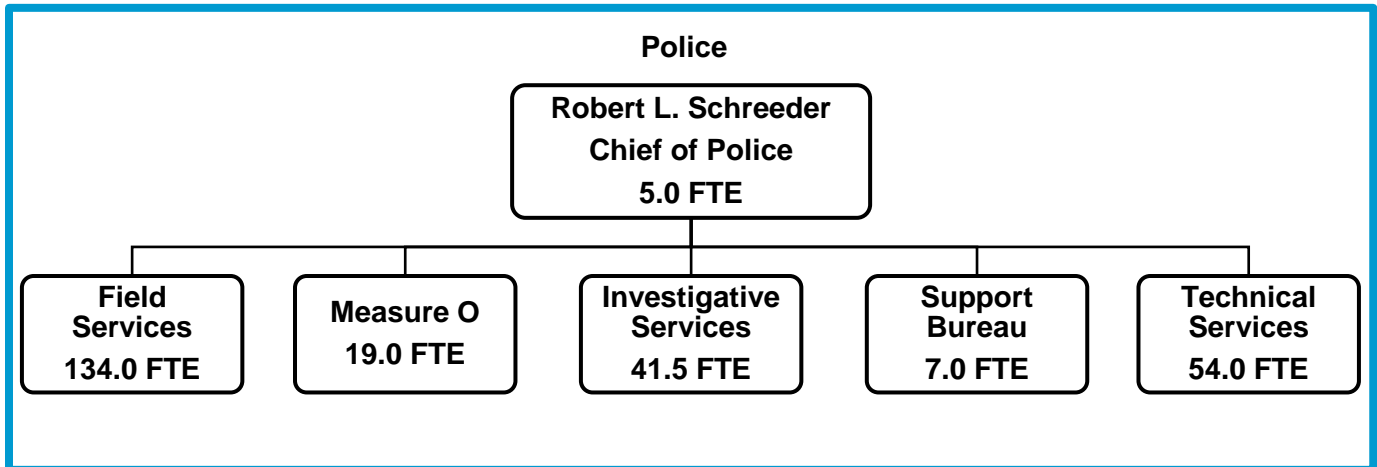
Technical Services – Provides the following services to the department: Communications, Records, Property and Evidence Technicians, Crime Analysis, and Information Technology.

Support Bureau – Recruitment, Testing and Employment; Training and Wellness; and the Volunteers in Police Services (VIPS) program. The Police Department has personnel needs and recruitments that necessitate dedicated staff. Because of this need, the bureau is dedicated to the recruiting and testing of new employees; conducting mandated background investigations; providing and tracking mandated training for all sworn staff; and administering the VIPS program that provides approximately 5,000 hours of service per year, freeing up time for staff to address other public safety issues and clerical needs.

Measure O – Funding and staff for a total of 19 positions: 17 Field Services positions that consist of 1 Lieutenant, 1 Sergeant, 12 Officers, 2 Field and Evidence Technicians and 1 Community Service Officer; and 2 Technical Services Division positions that consist of 1 Communications Supervisor and 1 Police Technician.

Police

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- | | |
|--|-------------|
| • Continue efforts to create a modernized interoperable radio system to replace failing current system. | 5 |
| • Use the completed staffing study to conduct a department-wide review of staffing levels and resource allocation. | 6, 7, 9, 10 |
| • Develop efficient processes to meet new legislative mandates, such as SB 1421 and AB 748. | 6, 7, 9 |
| • Explore and develop technologies to increase Department efficiencies. | 6 |
| • Create a Spanish Community Policing Program. | 6, 7 |
| • Explore and develop a thriving internship program. | 6, 7, 9 |

Major Budget Changes

The Police Department's FY 2019-20 budget increased by just 2.6%, or \$1.7M, when compared to the FY 2018-19 adopted budget. The vast majority of the Police department is funded by the General Fund, which only increased by \$309K, or 0.5%, compared to the prior year.

The most notable change in the Police department budget is a decrease of 6.0 vacant FTEs in the General Fund, including 1.0 FTE Research and Program Coordinator, 1.0 FTE Police Personnel Supervisor, 1.0 FTE Police Technician and 3.0 FTE Community Service Officers. These positions were eliminated as part of a city-wide staffing reduction effort to lower costs. The loss of these positions notably affected the FY 2019-20 budget, and despite a 2.5% cost of living adjustment for all employees and retirement costs increasing, overall salaries and benefits still decreased by \$488K and \$79K, respectively. Another staffing change is the Sonoma County Public Safety Consortium Administrator, which will be contracted out beginning in FY 2019-20. This position was previously funded by Police although it was a City Manager's Office employee. The County of Sonoma will manage this position going forward, and the ensuing contract cost accounts for most of the \$230K change in the Professional Services budget category.

The remainder of the Service and Supplies budget categories for the Police department saw no significant changes. Decreases in miscellaneous and indirect costs offset rising vehicle maintenance repair rates. The most significant change in the Police Department's budget is an increase of \$1.5M in CIP and O&M Projects. The majority of this increase, \$1.2M, is appropriated in the CIP fund for a Radio Communications Upgrade project. \$1.2M is transferred from fund balance of the Federal Asset Forfeiture Fund (\$100K), the State

Asset Forfeiture Fund (\$400K), and the Supplemental Law Enforcement Fund (\$700K). This is a major project that will span several years and will cost over \$5M; the appropriations from FY 2019-20 will cover Phase II.

The Measure O Fund budget had no significant changes in FY 2019-20.

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Budget	Budget	Budget
General Administration	\$3,662,736	\$7,303,991	\$7,625,639	\$9,131,855
Field Services	\$26,550,282	\$26,824,952	\$31,311,863	\$30,857,953
Investigative Services	\$8,844,776	\$9,441,038	\$9,966,867	\$8,796,508
Technical Services	\$7,131,999	\$7,299,430	\$8,375,081	\$8,655,793
Support Bureau	\$1,762,272	\$1,917,681	\$2,101,182	\$1,962,459
Measure O Police	\$3,527,997	\$3,445,566	\$4,151,257	\$4,291,693
CIP and O&M Projects	\$1,477,834	\$3,932,098	\$569,223	\$2,054,423
Total	\$52,957,896	\$60,164,756	\$64,101,112	\$65,750,684

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Budget	Budget	Budget
Salaries	\$29,293,466	\$30,146,241	\$33,722,700	\$33,235,080
Benefits	\$16,981,053	\$17,305,076	\$20,720,709	\$20,642,171
Professional Services	\$1,427,980	\$1,582,161	\$1,629,366	\$1,859,526
Vehicle Expenses	\$1,861,773	\$2,183,320	\$2,039,862	\$2,116,640
Utilities	\$102,905	\$117,698	\$99,784	\$99,784
Operational Supplies	\$539,666	\$726,269	\$941,702	\$942,089
Information Technology	\$683,677	\$725,417	\$777,709	\$726,692
Liability & Property Insurance	\$19,665	\$22,430	\$25,964	\$26,092
Other Miscellaneous	\$383,961	\$366,890	\$485,814	\$445,220
Indirect Costs	\$115,508	\$104,563	\$120,014	\$112,474
General Fund Administration	\$0	\$2,952,593	\$2,968,265	\$3,490,493
Capital Outlay	\$70,408	\$0	\$0	\$0
CIP and O&M Projects	\$1,477,834	\$3,932,098	\$569,223	\$2,054,423
Total	\$52,957,896	\$60,164,756	\$64,101,112	\$65,750,684

Police

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Budget	Budget	Budget
General Fund	\$48,458,821	\$56,022,274	\$59,349,855	\$59,658,991
Measure "O" - Police	\$3,527,997	\$3,445,566	\$4,151,257	\$4,291,693
Federal Grants	\$37,994	\$10,373	\$0	\$0
Federal Narcotics Asset Forfeiture	\$18,943	\$52,066	\$150,000	\$150,000
State Grants Fund	\$351,670	\$365,322	\$0	\$0
Supplemental Law Enforcement	\$71,868	\$218,558	\$300,000	\$300,000
State Narcotics Asset Forfeiture	\$78,430	\$49,869	\$150,000	\$150,000
Capital Improvement Fund	\$412,173	\$728	\$0	\$1,200,000
Total	\$52,957,896	\$60,164,756	\$64,101,112	\$65,750,684

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	256.75	256.50	264.50	266.50	260.50

Performance Measures

The Police Department has developed the following performance measures as a way for the city and its residents to monitor progress toward City Council and Department goals. This also helps improve department reporting and community access to operational information.

1. 911 Communication
2. Call Response Times
3. Violent Crimes
4. Property Crimes
5. Arrests
6. Citations
7. DUI Arrests
8. Traffic Collisions
9. Training

911 Communications Center

The 911 Communications Center fielded 260,787 calls for service in 2018, down a slight amount from 2017, when the Tubbs fire spiked incoming calls in October. 911 calls increased by 4%. Monitoring the number of calls received by our 911 Communications Center is especially important for the Police Department as these figures assist in guiding our operational staffing plan. The number of calls received directly correlates to the number of officers we need on patrol at any given time. The 911 Communications Center measurable is a major indicator of the Police Department's workload and staffing requirements.

Call Response Times

Call Response Times is important because a timely law enforcement response is critical to maintaining public safety and it is one of several factors that citizens consider an important performance measure from

their law enforcement agency. Response time is critical in life threatening situations or in those where the chance of preventing a crime and/or catching a criminal are higher if they arrive on the scene quickly. Insight into Call Response Times provides valuable information to the Command staff regarding department staffing and coverage; and the potential need to adjust staffing to better align with safety necessities in the community. Call responses are prioritized according to importance (Priority I, II, III). Calls are evaluated on an ongoing and fluctuating basis by prioritizing the most urgent calls and assessing the resources available to dispatch officers to a scene as efficiently and expeditiously as possible.

Response to Priority I calls remained the same as it was in 2017 at 6 minutes 26 seconds.

Response to Priority II calls increased by 11% over last year, rising from 11 minutes 12 seconds to 12 minutes 23 seconds, a gain of over a minute.

Response to Priority III calls also saw an increase of almost 20%, or four minutes. Priority III calls saw an average response time of 26 minutes 16 seconds, up from 22 minutes 2 seconds the year before.

Violent Crimes

Violent Crimes are an important measurement for the Police Department and the community. With this information trends resulting from crimes of this nature can be observed. Violent Crime figures provide information about the level and risk for crime within our community. Evidence-based crime data will better inform staff of any trends or changes in the crime rate over time. The Police Department believes it is important to monitor these statistics; 1) To know when crime is increasing or decreasing; 2) To know what types of crimes are becoming problematic and in what specific areas; 3) To better understand those who are prone to be victims/perpetrators.

In 2018, an average of 68 violent crimes took place per month, an increase over the prior year's average of 46 per month.

Property Crimes

Though violent crimes saw an increase over the past year, property crimes decreased by 4%. The average number of property crimes reported per month was 298.

Arrests

These figures are often used in strategic decision-making and operation or tactical purposes. The ultimate goal is to use this data to provide information that allows for better decision-making about tactical strategies for addressing crime.

The number of adults arrested in 2018 was 8,418, an increase of 3% over the previous year. However, juvenile arrests decreased by 15%, resulting in 325 arrests for the year.

Citations

The number of citations issued in 2018 was 7160, or 596 per month. This is a reduction from 2017, which saw 660 citations per month. The department has been experiencing shortages in our traffic section, likely contributing to the reduction.

DUI Arrests

DUI arrests are an important measurement to observe local trends resulting from violations. Efforts to reduce DUI figures are extremely critical to the public safety of the community. Approximately one-third of all traffic crash fatalities in the U.S. involve drunk drivers.

Thanks to some grant funding from the California Office of Traffic Safety, and resulting from regular patrols, Santa Rosa police arrested approximately 58 DUI drivers every month, totalling 700 for the year.

Police

Traffic Collisions

Traffic accidents are an important measurement for the department because accidents often lead to damaged property and have the potential for loss of life. The City of Santa Rosa has a responsibility of providing safe traffic options and routes to drive within our community. While the Police Department cannot be expected to reduce traffic accidents alone, we do maintain the responsibility of accurate traffic collision investigations in order to identify the cause and design of potential educational and preventative measures to limit the occurrence of traffic accidents.

In 2018 there were 1,880 traffic collisions reported in Santa Rosa, an average of 156 each month, which is a reduction from 2017.

Training

The Police Department has an interest in, and responsibility for, the continual growth and development of its personnel. Through a combined effort in the areas of professional training and personal education, an employee can achieve both professional and personal excellence. The department has placed an emphasis on training to assist employees in achieving their professional goals. Training is provided in three ways: 1) POST and non-POST courses offered outside the department; 2) POST certified in-house training; and 3) In-house training.

The Santa Rosa Police department provided 27,944 hours of training to its personnel in 2018.

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Identified funding for and are proceeding with Phase 1 of the radio project, which will replace a portion of the current failing system while working towards a modernized, interoperable system. **5, 6, 9**
- Launched the drone program, which has aided department staff in calls such as missing persons, hazardous materials incidents, traffic collisions, and evidence collection. **5, 6, 7, 9**
- Completed a staffing study with updated information that includes the annexation of Roseland and reduced staff. **6, 7, 9, 10**
- Continued recruiting and hiring a diverse staff at all levels within the department, including the testing and promotion of a captain, a lieutenant, and two new sergeants. **6**
- Strengthened the department's social media presence and interaction with the community through a variety of platforms, meetings, and events. **6, 7**
- Developed and provided training on the use of the Incident Command System (ICS) as it applies to law enforcement planning for special events and response to natural disasters. **2, 6**
- Completed the first year of the department's strategic plan with includes pillars for Infrastructure, Personnel, and Public Safety. **5, 6, 7**

Looking Ahead

Staffing will continue to be a challenge. Finding, testing and hiring a diverse staff that meets the standard of this community and the department requires constant effort. The staffing study will help develop strategic goals and decisions for resource allocation based on data for the future. The department will also transition a new chief into the organization who will potentially need to learn about the community as well as the employees of the organization.

Community policing is at the core of our police services. The department is creating a Spanish Community Policing Academy Program to broaden our outreach and engagement. The department is also developing an internship program for college students interested in public safety. These will provide more engagement, assisting in building trust and legitimacy with the public, as well as the opportunity to strengthen our recruitment efforts within the community.

The police department's biggest challenge ahead is in infrastructure. Replacing our radio system is imperative, and we will continue to work to identify funding to ensure the completion of this project. Our current radio system is unsupported and finding replacement parts relies on finding after-market 40-year-old parts to keep it running. Like other city buildings, it is a challenge to maintain the police department building without being able to set funds aside for this purpose. Whole systems within the building need updating or replacing, including the roof, the HVAC system, electrical, and plumbing.

Police Department staff will continue to explore and develop technologies to increase organizational efficiencies to better serve the community. Technology is used throughout the department and is essential in responding to calls for service, emergencies, training, and record keeping.

The department's employees will be challenged by changes in the legislation and regional processes. Staff has been required to absorb the work previously done at the county level. In addition, changes to the Public Records Act have create a massive workload for record releases which had to be absorbed in the current staffing levels. The challenge will be to find creative solutions with current staffing to be responsive in a timely manner while maintaining other key areas of responsibility.

All these changes become a balancing act with department staff providing excellent service to an expanded community, 24 hours per day, 365 days per year. The department will continue to seek new ways to interact with our community and streamline efficiencies with developing technology.

This page left blank intentionally

Recreation & Community Engagement

Mission

The Recreation & Community Engagement Department creates community through partnerships and programs.

Department Description

General Administration – The Administration service unit provides central management, administration, and executive oversight for the Department, and marketing functions. General Administration also operates the Empowered Communities Collaborative (ECC) which is responsible for supporting and organizing civic engagement opportunities with residents of Santa Rosa, including connecting community members and various groups with their local government.

Neighborhood Services – The Neighborhood Services service unit provides youth development and recreational programming for underserved, low-income youth and families. Using the General Fund and augmented by a share of the proceeds from a Transaction and Use Tax, donations and a \$10 participant fee, staff provide beneficial programs, services, and sites where young people can enjoy recreational and social activities without fear of gangs, drugs and other negative influences. Programs include academic after school enrichment activities, summer camps, family events, and a variety of sports at schools and other locations. The Neighborhood Services service unit also operates the Violence Prevention Partnership (The Partnership) which is a collaborative effort of over 50 organizations, including private citizens, government, local community-based organizations, schools, parents, the faith community, and local law enforcement focused on reducing violence through creating safe and healthy neighborhoods through collective impact, integrated youth development programs, and community partnership efforts.

Fee-Based Recreation – The Fee-Based Recreation service unit delivers athletics, camps, community center programs and off-site leisure instruction. Wa-Tam, Yu-Chi, Doyle Adventure, Camp Kennedy for differently abled youth, Camp Tiny Tots, and Sports Clinics are featured in the summer. Baseball, soccer, basketball and tennis programs are offered for youth. Adult softball is the largest program organized in Northern California. Sport field and court permits are administered through this unit.

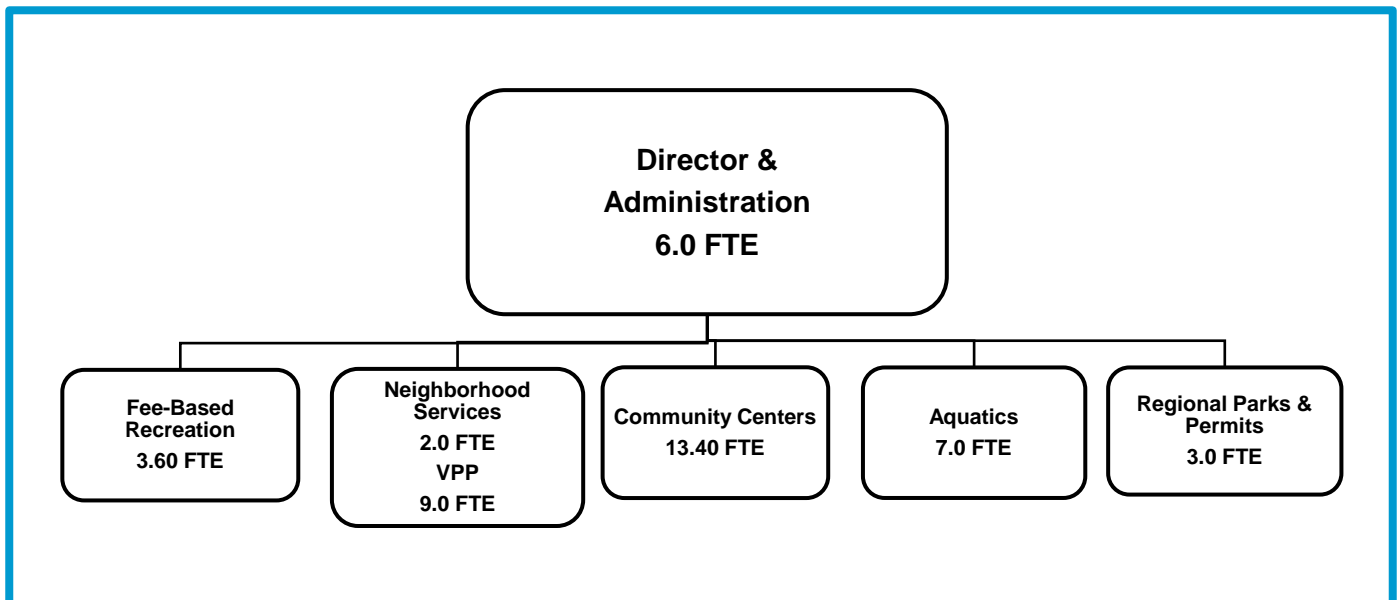
Community Centers – The Community Centers service unit operates, prepares, and rents the City's community centers (Finley and Steele Lane), senior programming (Person Senior Wing and Steele Lane), historic buildings (Church of One Tree and De Turk Round Barn), clubhouses (Franklin and Doyle) and three commercial kitchens. Leisure instruction classes at the centers, park picnic area reservations, and rental of Rosie the Trolley are also administered through this unit.

Aquatics – The Aquatics service unit includes the operation and specialized maintenance of the Ridgway Swim Center and the Finley Aquatic Center. Programs at the two outdoor, year-round facilities include swim lessons, water aerobics, lifeguard training, water polo, and diving, in addition to public and lap swimming sessions and facility rentals. Additionally, five High School swim teams utilize the pools and Ridgway is home to Neptune Swim Club.

Regional Parks & Permits – The service unit includes operation of the City's largest park, Howarth, with seasonal amusements (train, carousel, jump house, petting barn, pony rides), food and beverage concessions, trails, picnic areas, Lake Ralphine and marina, lighted tennis courts, softball field, and the Land of Imagination playground. Park permits are administered in this unit, and staff match interested volunteers with park programs and projects.

Recreation & Community Engagement

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Replace the Finley Aquatic Center Boiler 5
- Replace the flooring at the Finley Community Center 5
- Complete the Howarth Park Carousel ADA upgrades 5
- Construct an accessible pathway at Howarth Park from the Train Station to the lower gazebo 5
- Implement and evaluate the Neighborfest Pilot Program in 8 Santa Rosa neighborhoods, focusing on neighborhood resiliency and emergency preparedness. 2, 7
- Work with the Community Advisory Board (CAB) to implement the CAB's Strategic Plan and support the administration of the CAB Grant Program. 2, 6, 7
- Continue to analyze the fiscal and operational impact of implementing the Open Government Task Force Recommendations and continue to work towards organizational transparency. 6
- Develop a City-wide community engagement framework to provide subject matter guidance and leadership to City staff and elected officials that develop strategies and opportunities to civically engage residents. 3, 4, 5, 6, 7, 10
- Continue to develop and implement innovative opportunities for community members to learn about, discuss, and meaningfully participate in the decision-making processes on community issues in the city. 6, 7
- Implement strategies to strengthen collaborative efforts in alignment with The Partnership's 2017-22 Strategic Plan, the Community Safety Scorecard, the Measure O (2004) Community Helping Our Indispensable Children Excel (CHOICE) Grant Program, and the Board of State & Community Corrections (BSCC) California Violence Intervention & Prevention (CalVIP) Grant Program. 6, 7
- Continue to manage an enhanced evaluation system for the Measure O (2004) CHOICE Grant Program grantees and services offered through the department's Neighborhood Services Program. 6

Recreation & Community Engagement

- Continue to manage the Guiding People Successfully (GPS) referral component for high-risk youth and families, including the facilitation of the Multi-Disciplinary Assessment and Referral Team (MDART), which oversees intense case reviews and referrals. **6,7**
- Coordinate and host the 2nd Annual Gang Prevention Awareness Month and the 3rd Annual Parent Engagement Month, as well as other community engagement efforts including special events, trainings, and presentations. **6,7**

Major Budget Changes

In FY 2019-20, a Citywide reorganization moved the Parks and Landscape Maintenance divisions and the Bennett Valley Golf Course from the former Recreation & Parks department (R&P) to the Transportation and Public Works department (TPW). The Citywide reorganization also resulted in the former Office of Community Engagement department (OCE) being combined with the Recreation divisions to create the renamed Recreation and Community Engagement department. The FY 2019-20 Recreation & Community Engagement budget is \$12.6M; a \$9.8M or -43.6% decrease from last fiscal year's adopted R&P budget.

The General Fund portion of the budget decreased by \$6.1M, or -37.4%. One of the main drivers was a \$3.1M decrease in Salaries and Benefits costs; despite a 2.5% cost-of-living adjustment and an additional 1.0 FTE Community Engagement Coordinator being transferred from the former OCE. The Citywide reorganization resulted in 33.0 FTE's transferring from the former R&P to TPW. An additional 1.0 FTE Recreation Coordinator and 1.0 FTE Administrative Secretary in the Recreation divisions were eliminated in an attempt to correct the City's structural deficit. Mid-Year FY 2018-19, a 1.0 FTE Arts Coordinator was transferred to the Planning and Economic Development department. These staffing changes combined for a total decrease of 30.0 FTEs from the prior fiscal year.

Service and Supplies in the General fund reduced by \$2.6M from the prior fiscal year; \$849K in Professional Services, \$1.1M in Utilities, \$319K in Vehicle Expense, and \$221K in Operational Supplies. The primary driver of these reductions is the Citywide reorganization. The remaining Service and Supplies budget was relatively unchanged from the prior fiscal year. The other significant change was the closure of the Bennett Valley Senior Center in August 2018 which resulted in a \$79K budget reduction.

In FY 2019-20, the Measure O fund budget increased by \$1.5M compared to the FY 2018-19 adopted budget. The Citywide reorganization transferred 5.0 FTE's Measure O funded positions along with the total budget of \$1.4M to the department. There were no other significant changes to the Measure O fund.

The Change for Kids fund budget decreased by \$50K, to a total budget of \$45K in FY 2019-20. This decrease was due to one-time revenue received in FY 2018-19 to fund neighborhood afterschool centers in the Larkfield/Wikiup; this revenue is not anticipated in FY 2019-20. During FY 2019-20, the Art in-Lieu fund was entirely transferred to Planning and Economic Development.

The Capital Improvement Fund decreased \$4.4M due to Park's Capital Improvement projects being transferred to TPW. The Citywide reorganization also transferred the Bennett Valley Golf Course Enterprise Funds; Railroad Square Maintenance Fund and Special Assessment Funds to TPW. The Special Assessment Funds include St. Francis Knolls, Stony Ranch, the Orchard at Oakmont, Woodbridge Tax District, North Village Special Tax District, and Kawana Springs 6 Special Tax District funds. The movement of these funds resulted in a \$566K transfer of budget to TPW.

Recreation & Community Engagement

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,709,180	\$3,011,142	\$3,579,794	\$3,467,958
Neighborhood Services	\$1,059,130	\$1,016,629	\$1,324,518	\$2,827,081
Fee-Based Recreation	\$634,716	\$1,042,694	\$1,187,327	\$1,213,049
Community Centers	\$2,276,890	\$2,141,469	\$2,365,637	\$2,319,819
Aquatics	\$1,444,191	\$1,555,730	\$1,643,033	\$1,676,479
Regional Parks & Permits	\$1,055,511	\$638,044	\$805,662	\$789,428
Parks and Landscape Maintenance	\$5,015,394	\$5,419,603	\$6,324,636	\$0
Bennett Valley Golf Course	\$504,311	\$489,814	\$454,903	\$0
Facilities Maintenance	\$368,358	\$19,803	\$0	\$0
CIP and O&M Projects	\$2,917,082	\$2,341,307	\$4,735,180	\$344,562
Total	\$16,984,763	\$17,676,235	\$22,420,690	\$12,638,376

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$6,331,481	\$6,249,307	\$7,221,484	\$5,217,700
Benefits	\$2,620,964	\$2,597,612	\$3,138,887	\$2,014,452
Professional Services	\$1,411,247	\$1,449,263	\$1,739,599	\$1,586,837
Vehicle Expenses	\$492,959	\$466,610	\$462,362	\$83,920
Utilities	\$1,023,326	\$1,115,944	\$1,149,020	\$13,605
Operational Supplies	\$869,689	\$658,369	\$782,215	\$584,049
Information Technology	\$491,162	\$597,681	\$563,997	\$536,282
Debt Service	\$455,392	\$455,520	\$390,556	\$0
Liability/Property Insurance	\$15,481	\$8,564	\$10,682	\$9,161
Other Miscellaneous	\$253,400	\$232,870	\$253,154	\$217,795
Subrecipient Funding	\$0	\$0	\$0	\$55,000
Indirect Costs	\$53,386	\$35,665	\$33,307	\$56,236
General Fund Administration	\$0	\$1,426,665	\$1,835,072	\$1,918,777
Capital Outlay	\$49,194	\$0	\$105,175	\$0
CIP and O&M Projects	\$2,917,082	\$2,382,165	\$4,735,180	\$344,562
Total	\$16,984,763	\$17,676,235	\$22,420,690	\$12,638,376

Recreation & Community Engagement

Expenditures by Fund				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$12,963,175	\$14,555,123	\$16,367,318	\$10,248,786
Measure "O" Fund	\$602,317	\$644,098	\$788,917	\$2,254,855
Change For Kids Fund	\$12,127	\$15,200	\$95,090	\$44,735
Capital Improvement Fund	\$2,730,007	\$1,824,289	\$4,380,180	\$0
Art In-lieu Fee	\$45,696	\$55,911	\$223,343	\$0
St. Francis Knolls	\$560	\$394	\$4,863	\$0
Stony Ranch	\$779	\$726	\$11,396	\$0
The Orchard at Oakmont	\$17,897	\$9,076	\$27,457	\$0
Sandra's Place Tax District	\$515	\$0	\$0	\$0
Woodbridge Tax District	\$6,091	\$3,700	\$9,868	\$0
North Village I Special Tax District	\$784	\$624	\$6,868	\$0
Kawana Springs 6 Special Tax District	\$1,383	\$454	\$6,126	\$0
Bennett Valley Golf Course Operations	\$154,052	\$124,243	\$64,347	\$0
Taxable Golf Bond Debt Services	\$129,368	\$130,834	\$129,056	\$0
Tax-exempt Golf Bond Debt Services	\$262,780	\$261,441	\$261,500	\$0
Railroad Square Maintenance Fund	\$50	\$1,974	\$44,361	\$0
Expendable Fund-Interest Allocation	\$4,517	\$6,003	\$0	\$0
Expendable Fund-No Interest Allocation	\$52,665	\$42,145	\$0	\$90,000
Total	\$16,984,763	\$17,676,235	\$22,420,690	\$12,638,376

Please Note: Prior to the FY 2019-20 reorganization, the Office of Community Engagement's financials were as follows: FY 2016-17 Actuals - \$2,310,151, FY 2017-18 Actuals - \$1,716,550 and FY 2018-19 Budget - \$2,151,003. These amounts are not included in the above tables.

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	93.15	74.00	74.00	74.00	44.00

Performance Measures

Indicators	FY 2016-17	FY 2017-18	FY 2018-19 Estimates
Percentage of cost recovery through usage fees during fiscal year	29%	27%	22%
Number of people attending permitted park events (facility bookings) annually	408,169	410,000	357,373
Number of people awarded scholarships annually	419	456	400
Number of volunteers annually	771	800	800
Number of activity registrations	54,130	55,000	56,541
Number of Community Advisory Board grants awarded	14	9	0

Recreation & Community Engagement

Number of CHOICE Grants awarded	12	9	9
Amount awarded in CHOICE grants to local non-profits and organizations that align with the Partnership's Strategic Plan and Community Safety Scorecard	\$615,965	\$736,700	\$736,700
Number of CHOICE Mini-Grants awarded	8	2	11
Amount awarded in CHOICE Mini-Grants to local non-profits and organizations that align with the Partnership's Strategic Plan and Community Safety Scorecard	\$30,000	\$6,000	\$47,428
Number of VPP Policy Team meetings	5	4	5
Number of VPP Operational Team meetings	10	10	10
Number of VPP Multi-Disciplinary Assessment and Referral Team meetings	12	8	11
Number of Guiding People Successfully referrals and evaluations	139	61	60

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Implemented improvements at the Person Senior Wing for use as an Emergency Shelter **6, 9**
- Installed the Howarth Park Train Wheelchair-Accessible Car **5, 7**
- Opened Youth Services Sites in Roseland and Coddington neighborhoods **6, 7**
- Opened two new Youth Services Sites in the Larkfield neighborhood **6, 7**
- Moved all Bennett Valley Senior Center programming and rentals to the Finley Community Center/Person Senior Wing or the Steele Lane Community Center **1, 7**
- Secured \$30,000 from three funders to implement the Neighborfest Pilot Program, which provides support to eight Santa Rosa neighborhood groups to build social cohesion through resiliency and emergency preparedness. **2,7**
- Completed the concept and outline for the Resilient Neighborhoods Network (RN2), with input from other City departments, community partners, and residents. **2,7**
- Completed the first ever strategic planning process with the Community Advisory Board (CAB) to complete the 5-Year Strategic Roadmap and began the implementation of 1-Year Work Plans. **2,6,7**
- Worked collaboratively with a multi-disciplinary team to plan and conduct two informational community meetings and develop communications about the Homeless Encampment Assistance Pilot Program. **4,6,7, 10**
- Initiated and staffed the City Council's Open Government Task Force Implementation Subcommittee, holding seven public meetings to review the draft Open Government Ordinance and additional recommendations to analyze fiscal and operational impacts. **6,7**
- Invested \$47,428 in eleven organizations to enhance school readiness, student engagement & truancy prevention, workforce development, street outreach, mediation and intervention, family counseling, parent education, support to high-risk families, and increasing community connectedness through the Measure O (2004) CHOICE Mini-Grant Program. **6,7**
- In collaboration with the CHOICE Grant Program Evaluator, developed and produced a comprehensive Final Report for the first year of the CHOCIE Cycle IX grant cycle and calendar year 2018 programming offered through Neighborhood Services. **6,7**
- Identified external funding sources to continue the Guiding People Successfully (GPS) referral component that provides wraparound case management and coordination to high-risk youth and families. **6**
 - Sonoma County Probation, July 2018 to October 2019, \$187,559

Recreation & Community Engagement

- Board of State and Community Corrections, California Violence Intervention and Prevention, September 2018 to September 2020, \$500,000.
- Referred 60 youth and families to Guiding People Successfully (GPS) Multi-Disciplinary Assessment and Referral Team for intense case review and wraparound coordination with grant-funded agencies and various sectors of law enforcement. **6,7**
- Hosted the 1st Annual Gang Prevention Awareness Month (after 9 years of Gang Prevention Awareness Week), and the 2nd Annual Parent Engagement Month - a series of 7 community events and 3 parent trainings to support families of high-risk youth with resources and peer connectedness. **6,7**

Looking Ahead

The Recreation Division continues to explore strategies to manage seasonal temporary employee costs while faced with three more years of minimum wage increases as scheduled in state law, to a maximum of \$15 per hour in 2022.

As a service organization it is critical that the services and programs offered are convenient, available and affordable based on the needs of the community. To ensure that both the City and community needs are properly addressed, it is critical that the Department routinely evaluate its fee schedule and cost recovery rate to ensure that the services and programs are in alignment with the industry and budgetary needs. The Department will initiate a consultant driven study to evaluate the Department's current fee structure and cost recover rates compared to other public agencies that offer similar programs as well as local private providers and local agency providers.

Building off the analysis and research from the Neighborfest Pilot Program, the department will look at opportunities to enhance the pilot program's outcomes in subsequent years and work towards implementing Resilient Neighborhoods Network (RN2) activities, which include but are not limited to, a Citizen's Leadership Academy, a recognition program for neighborhoods, and enhanced civic engagement opportunities.

The Violence Prevention Partnership will close out the Measure O (2004) CHOICE Grant Program's Cycle IX grants by the end of 2019 and is currently preparing to build and release the CHOICE Cycle X Request for Proposals. The upcoming two-year cycle will begin January 1, 2020 and fund organizations that align with the Partnership's Strategic Plan and Community Safety Scorecard through December 31, 2021. The Partnership will also be closing out an external agreement with Sonoma County Probation (through September 2019) that funds the Guiding People Successfully (GPS) referral component and transitioning funding sources and intended outcomes to the Board of State & Community Corrections California Violence Intervention and Prevention Grant (CalVIP) to ensure that wraparound services to high risk families continue through August 2020.

Staff will analyze budgetary implications and assess the current and future staffing structure of the Partnership, to determine how each staffing position aligns with the vision/mission while considering fiscal impact and projections of the Measure O Implementation Plan. The Partnership also plans to update the Community Safety Scorecard (2016) in FY 2020-21 and will begin researching the community's needs in FY 2019-20 to ensure we are aligning the eventual Scorecard update with current trends and initiatives to further impact the City of Santa Rosa.

This page left blank intentionally

Santa Rosa Water

Mission

Protecting public health by sustaining water resources, infrastructure and the environment:
Our future in every drop!

Department Description

Santa Rosa Water (SRW) protects public health by sustaining water resources, infrastructure and the environment. The department protects and maintains the watershed, delivers safe, potable water, cleans and maintains sewer mains, and treats and beneficially reuses wastewater 24/7.

The City of Santa Rosa delivers approximately 6 billion gallons of potable water to nearly 53,000 customer accounts, operates a recycled water system for agricultural and urban irrigation and commercial processes, collects wastewater from over 49,000 customer accounts, and operates the Subregional Water Reuse System which beneficially reuses over 6 billion gallons of tertiary treated wastewater and 26 thousand tons of biosolids annually. SRW also manages the Storm Water and Creeks section which works closely with other sections in the department to safeguard water sources and protect the urban watershed with over 100 miles of creeks.

There are separate enterprise funds that finance each of these operations.

Administration – Supports the entire department by providing leadership, finance, human resources, safety and training, technology, energy management, and administrative support across all programs.

Engineering Resources – Focuses on asset management, water engineering services, CIP and infrastructure needs and planning.

Purchase of Water – Tracks the funds allocated to purchase water from the Sonoma County Water Agency.

Storm Water and Creeks – Makes Santa Rosa a better place by enhancing creek health through restoration and community involvement, providing biological and engineering services, and managing storm water runoff to preserve and restore water quality and minimize flooding.

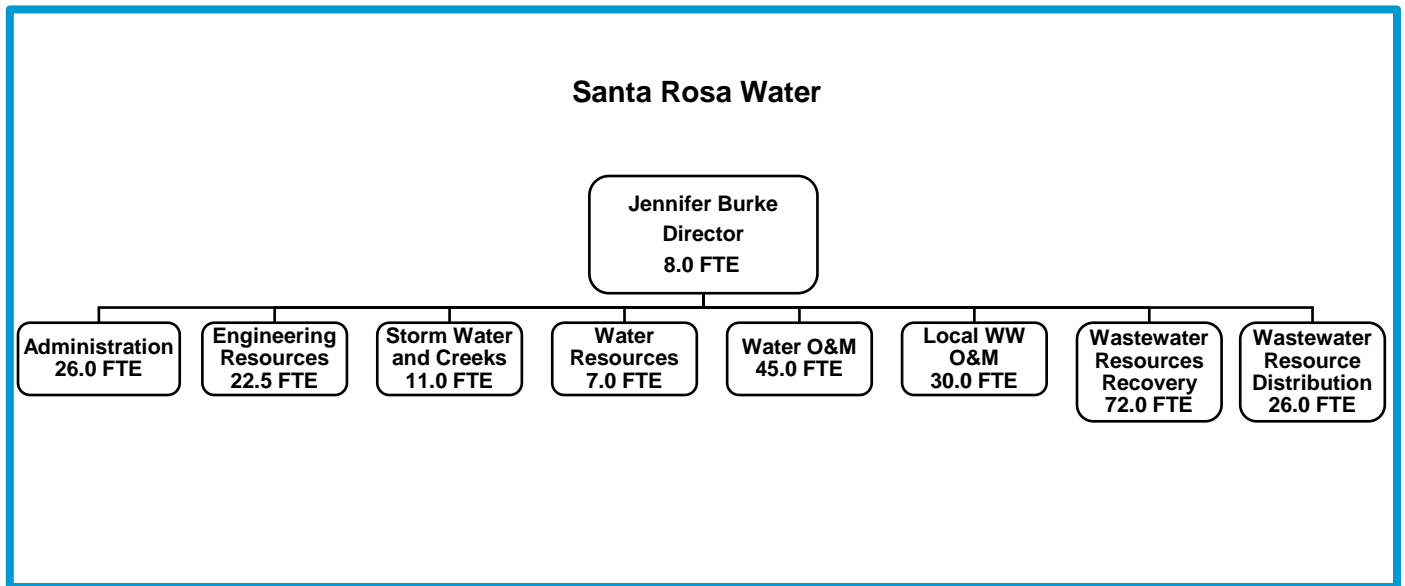
Water Resources – Develops and implements cost-effective water use efficiency programs for Santa Rosa Water's customers and plans for long-term water supply and wastewater capacity to meet the needs of the City's currently adopted General Plan.

Water O&M and Local Wastewater O&M – Operates and maintains safe, economical, and dependable water distribution, wastewater collection and urban reuse systems in an ethical and informative way for the customers of the City of Santa Rosa.

Wastewater Resource Recovery and Wastewater Resource Distribution – Provides treatment and beneficial reuse of recycled water and biosolids in a reliable, practical manner that provides the best use of our resources and minimizes waste disposal, while protecting public health and the environment.

Santa Rosa Water

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

Numbers at the right show relation to City Council Goals; see Council Goals Section)

• Public and environmental health	5,8
• Infrastructure sustainability and improvement	5
• Fiscal responsibility and cost effectiveness	1
• Replacement and repair of assets damaged by fire	2
• Communication, outreach and education (internal and external)	1
• Meet and exceed present and future regulations	8

Major Budget Changes

The \$38.5M decrease in the Water department's overall budget compared to FY 2018-19 can be mostly attributed to fire-recovery related projects. The Tubbs Fire in 2017 required appropriating \$33M in CIP projects for FY 2018-19, causing the prior year budget to be comparatively high to FY 2019-20. The investigation and construction to correct fire-related water contamination was much lower in cost than anticipated and allowed for the release of \$24 million back to the Water Fund. The use of Catastrophic Reserves, which was originally thought to be necessary in the aftermath of the fire destruction, was ultimately not required.

The Water and Wastewater funds are primarily financed by Santa Rosa Water ratepayer user fees and charges. Water rates approved by the Santa Rosa City Council include a fixed charge increase and a wholesale pass-through increase that together will be a 2.6% increase for the average household. The new rates are considered sufficient for the FY 2019-20 Operations and Maintenance budget. Wastewater rate increases of 2.5% for both usage and fixed charges are considered sufficient for the FY 2019-20 Wastewater Operations and Maintenance budget.

Santa Rosa Water

Aside from the drop in CIP project funding, the Department's FY 2019-20 budget is comparable to the prior year. 5.0 vacant FTEs were eliminated, including 2.0 FTE Utilities Systems Operator II in the Local O&M fund, 1.0 FTE Skilled Maintenance Worker and 1.0 FTE Environmental Compliance Inspector II in the Subregional O&M fund, and 1.0 FTE Sustainability Technician in the Utilities Administration fund. The cost savings from eliminating these positions offset most of the budgeted salary increases per labor agreements. Despite the elimination of the positions, department wide benefit costs still rose by \$702K mainly because of PERS unfunded liability costs.

Utility Billing is part of the Finance Department but is funded by Water. Vacant positions were also eliminated in Utility Billing, including 2.0 FTE Limited Term Meter Specialists and 1.0 FTE Limited Term Customer Service Representative. These positions did not affect the Water department's headcount of FTEs, but did affect the Utility Billing Services budget category. The cost savings of eliminating the FTEs was offset by rising salaries and benefits costs as well as additional outside services for banking and armored car services. Overall, the year over year increase in Utility Billing was just \$124K, or 3%.

The City's Fleet internal service fund increased maintenance and repair rates in FY 2019-20 to cover rising costs of parts and labor. As a result, the Water department's Vehicle Expense budget increased by \$489K, or 16%, in FY 2019-20. Information Technology costs, which are also assessed through internal services, decreased by almost \$182K, or 8%. Indirect Costs represent the Water Department's centralized Administrative budget that is allocated out to different funds within the department. The Indirect Costs increase of \$1.1M, or 9%, is driven by an organizational change that moved administrative staff from various Water funds into the Utilities Administration Fund to work together in one division. Capital Outlay also shows a significant jump in FY 2019-20 budgeted expenditures due to the planned purchase of a portable generator for \$147K. Service and Supplies budget for the Water department saw no other significant changes in the FY 2019-20 budget.

The General Fund portion of Water's budget is increasing by 12%, or \$70K, in an effort to adjust Storm Water's budget to match actual staff time spent on administrative functions as opposed to enterprise fund work. Storm Water is budgeting a \$700M creek restoration project which accounts for the majority of the \$1M increase in the Capital Improvement Fund.

As mentioned above, the Water, Wastewater and Subregional Capital funds all have seen significant decreases compared to the prior year because of one-time projects were budgeted in FY 2018-19 to address damage caused by the 2017 wildfires. Water also refinanced a portion of their debt service, resulting in interest savings on several bonds and an overall decrease in debt service of \$373K.

Santa Rosa Water

Budget Summary

Expenditures by Program				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Administration	\$5,021,832	\$5,652,555	\$4,109,148	\$5,214,289
Purchase of Water	\$12,520,618	\$14,854,251	\$14,101,315	\$14,728,616
Storm Water and Creeks	\$1,704,930	\$1,876,262	\$2,414,246	\$2,535,281
Water Resources	\$958,208	\$893,055	\$1,168,197	\$1,042,505
Water O&M	\$13,721,594	\$14,245,476	\$17,794,643	\$18,577,818
Local Wastewater O&M	\$9,573,882	\$9,927,774	\$11,821,874	\$12,114,326
Wastewater Resource Recovery	\$19,994,555	\$20,220,548	\$24,422,780	\$24,929,980
Wastewater Resource Distribution	\$6,395,240	\$6,695,364	\$8,225,867	\$8,560,196
Debt Service	\$143,537,704	\$26,955,339	\$25,853,496	\$25,480,114
Engineering Resources	\$0	\$0	\$3,300,457	\$3,352,722
CIP and O&M Projects	\$27,719,681	\$34,339,891	\$76,627,735	\$34,789,215
Total	\$241,148,244	\$135,660,515	\$189,839,758	\$151,325,062

Expenditures by Category				
	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$17,954,455	\$18,352,990	\$21,762,497	\$22,068,806
Benefits	\$9,414,412	\$9,841,041	\$12,354,418	\$13,055,969
Professional Services	\$2,370,136	\$2,744,057	\$3,822,549	\$4,001,855
Utility Billing Services	\$3,875,213	\$4,090,493	\$4,538,186	\$4,662,107
Vehicle Expenses	\$2,571,907	\$2,671,643	\$3,059,623	\$3,548,493
Utilities	\$4,940,939	\$7,724,682	\$5,662,007	\$5,753,711
Purchase Water	\$12,520,221	\$11,689,871	\$14,101,315	\$14,728,616
Operational Supplies	\$3,498,409	\$3,046,691	\$4,597,691	\$4,861,381
Information Technology	\$1,812,359	\$2,075,870	\$2,413,363	\$2,231,010
Debt Service	\$143,690,952	\$27,354,453	\$26,271,174	\$25,897,792
Liab & Property Insurance	\$754,440	\$777,676	\$860,619	\$862,792
Other Miscellaneous	\$1,374,020	\$1,469,293	\$2,132,428	\$2,057,007
Indirect Costs	\$8,616,910	\$9,362,219	\$11,578,653	\$12,659,308
Capital Outlay	\$34,190	\$119,645	\$57,500	\$147,000
CIP and O&M Projects	\$27,719,681	\$34,339,891	\$76,627,735	\$34,789,215
Total	\$241,148,244	\$135,660,515	\$189,839,758	\$151,325,062

Santa Rosa Water

Expenditures by Fund				
Funding Source	2016 - 2017 Actual	2017 - 2018 Actual	2018 - 2019 Budget	2019 - 2020 Budget
General Fund	\$466,796	\$624,556	\$587,524	\$657,966
Capital Improvement Fund	\$174,581	\$1,617,036	\$362,032	\$1,350,918
Stony Ranch	\$161	\$703	\$2,000	\$2,000
Woodbridge Tax District	\$700	\$3,107	\$2,000	\$28,269
Kawana Springs 6 Special Tax District	\$161	\$113	\$4,000	\$15,077
Kawana Town Ctr Special Tax District	\$0	\$0	\$600	\$5,498
Utilities Administration Fund	\$6,233,441	\$6,780,520	\$8,869,302	\$9,798,016
Water Utility Operations	\$27,798,437	\$31,389,083	\$32,103,768	\$33,480,815
Water Capital Fund	\$8,556,278	\$11,587,012	\$38,668,000	\$12,500,000
2001 WW Bonds - Water Portion	\$178,124	\$769,931	\$0	\$500,000
2008A Water Bond Debt Service	\$873,776	\$871,634	\$871,694	\$0
2008A Water Construction	\$308,507	\$318	\$0	\$0
2018 Water Bond Debt Service	\$0	\$0	\$0	\$708,750
Local Wastewater Utility Fund	\$9,761,428	\$10,312,471	\$12,498,700	\$12,222,159
Local Wastewater Capital Fund	\$4,400,937	\$13,697,368	\$22,060,000	\$12,000,000
2008A Local Wastewater Construction	\$539,748	\$59	\$0	\$0
Local Wastewater Demand Fee	\$0	\$0	\$0	\$50,000
Subregional Waste Operations	\$28,210,596	\$28,494,083	\$35,161,214	\$35,153,759
CEC Loan Debt Service Fund	\$103,048	\$103,045	\$103,127	\$51,563
Subregional Waste Capital	\$3,983,999	\$1,006,076	\$11,739,000	\$6,000,000
2018 WW Refunding Debt Service	\$0	\$0	\$0	\$3,197,875
2016 WW Refunding Debt Service	\$9,529,651	\$8,915,834	\$11,724,050	\$13,223,050
2014 Wastwater Debt Service	\$2,535,120	\$881,392	\$1,025,000	\$1,026,375
2012 WW Refunding Debt Service	\$4,632,096	\$2,253,982	\$2,522,500	\$2,522,500
2014 Wastwater Construction	\$5,388,137	\$713,999	\$0	\$0
2008A Wastewater Debt Service	\$48,168,098	\$0	\$0	\$0
2008A Subregional Construction	\$128,812	\$148,198	\$0	\$0
2007A Wastewater Bond Debt	\$15,172,518	\$6,661,457	\$4,837,125	\$0
Storm Water Enterprise Fund	\$824,851	\$751,284	\$1,054,604	\$1,046,368
Storm Water -Creek Restoration	\$607,330	\$809,259	\$873,518	\$1,034,103
2007 Wastewater Bond Construction	\$16,008	\$0	\$0	\$0
2002B Subregional WW Debt Service	\$5,161,133	\$7,267,995	\$4,770,000	\$4,750,001
1998A Subregional WW - Construction	\$31,508	\$0	\$0	\$0
1993 WW Refunding Debt Service	\$1,382,913	\$0	\$0	\$0
2000Geysers State Loan Debt	\$55,979,351	\$0	\$0	\$0
Total	\$241,148,244	\$135,660,515	\$189,839,758	\$151,325,062

Santa Rosa Water

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	243.50	249.50	253.50	252.50	247.50

Performance Measures

	2016	2017	2018
Regional Water Reuse*			
Billion gallons wastewater treated	6.6	7.4	6.6
Treated wastewater recycled	100%	84%	100%
Biosolids reused	100%	100%	100%
Environmental compliance inspections - grease related food industries	521	619	585
Number of people attending Treatment Plant educational tours	2,435	3,151	1,514
Laguna Lab annual proficiency acceptance rating	98.8%	98.3%	98.0%
Water Supply, Distribution and Quality*			
Miles of water main in system	619	620	623
Million gallons of water purchased	5,119	5,404	5,764
Million gallons metered water delivered	5,128	5,426	5,330
Million gallons water produced from well	400	426.6	0
Unaccounted for water	6.92%	6.48%	7.07%
Water Main repairs	17	11	15
Local Wastewater Collection*			
Miles of sewer main in system	589.7	591.0	593.6
Miles of sewer lines flushed	201.5	204.3	178.1
Miles of sewer lines rodded	6.8	7.9	5.2
CCTV inspection of sewer main miles	74.0	102.8	93.3
Sewer Main repairs	78	44	27
Sewer laterals repair/replace	55	24	19
Engineering*			
Number of water and/or sewer connection permits issued	157	595	559
Miles of water line replaced	2.86	1.82	3.34
System replaced	0.4%	0.05%	0.13%
Miles of sewer main replaced	2.84	1.42	5.23
System replaced	0.4%	0.0%	0.30%
Water CIP projects completed	8	3	4
Wastewater CIP projects completed	13	2	7
Laguna Treatment Plant CIP projects completed	3	2	2
Storm Water and Creeks Section **			
Educational creek related activities with youth	244	265	347
Volunteer creek cleanups	57	87	105
Cubic yards of debris removed from creeks	1,258	1,083	1,037
Illicit spill discharges responded to by SW Team	81	74	75
*Calendar Year figures **Fiscal Year figures			

Santa Rosa Water

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Successfully restored water quality in the fire-impacted neighborhood of Fountaingrove and lifted the drinking water advisory in consultation with the California Division of Drinking Water, effective Thursday, October 11, 2018. Santa Rosa Water took more than 8,000 post-fire water quality samples inside and outside of the fire-impacted areas of Santa Rosa to determine the cause and the extent of the contamination. Santa Rosa Water learned that the contamination of the water system occurred when melted plastics, smoke, soot and ash were drawn into the water system and either adhered to or absorbed into water service lines. Working with CIP, Santa Rosa Water replaced water services to all 352 properties and performed targeted replacement of blow-off valves, hydrants and segments of water main. Staff also provided customer service related to re-establishing water service for customers in the fire-impacted area, including providing training and assistance to the Resilient City Permit staff. Staff processed 554 meter requests related to re-establishing water service, reviewed building permits (related to ADU's), reviewed and issued Encroachment Permits and performed inspections for Encroachment Permits in the same area. **1,2,8**
- Water-Use Efficiency, in collaboration with Storm Water & Creeks, successfully fulfilled all required deliverable and reporting requirements of an \$800,000 grant from the State Water Resources Control Board for the design and construction of the City Hall Sustainable Education Garden. **7,8**
- In collaboration with the Sonoma Marin Saving Water Partnership, assisted with the Landscape Template Project which developed eight landscape design plans for use in the fire-impacted areas. Templates meet the City's Water Efficient Landscape Ordinance and Building Permit Requirements, include optional elements that encourage sustainable landscaping best practices, and staff provided two trainings with over 150 people attending and assisted with streamlining the City's plan review process. **2,8**
- Began implementation of the Proposition 1 grant for the Freeway Well Planning Project. The project will study the well and area around it to more fully characterize the groundwater contamination problem and provide additional groundwater sampling and data analysis to develop alternatives for groundwater cleanup and/or groundwater protection. Project implementation is expected to span two years and the cost is projected to be \$977,866, with 50% grant-funded.
- The Take it From the Tap! program reached over 6,100 students in over 25 schools, after-school programs and summer camps in Santa Rosa since the start of this fiscal year and each student received a reusable water bottle. Additionally, the Hydration Station continues to participate in many events throughout the outreach season which provides education about our water systems to thousands of Santa Rosa residents. **6**
- The Laguna Treatment Plant received 8.6 million gallons in High Strength Waste in 4,700 deliveries, generating \$924,000 in tipping fees and producing nearly \$500,000 in electrical generation due to receiving the high strength waste. **1,8**
- Coordinated the Creek Stewardship Program, a partnership with Sonoma Water, that continues to raise the community's awareness of creeks and improve water quality. Activities included removal of 10,066 cubic yards of trash and debris from waterways and the storm drain system, hosting 427 community creek presentations and engaging 12,193 residents who volunteered 6,154 service hours and continued participation by staff in the City-wide Homeless Encampment Assistance Program (HEAP) committee to minimize water quality issues associated with people living along creeks. **6,8**
- Negotiated an Exclusive Negotiation Agreement with Renewable Sonoma for the potential siting of an Organics Processing Facility on City property adjacent to the Laguna Treatment Plant.

Santa Rosa Water

- With approval from the City Council, contracted with Woolpert as the implementation partner and license manager for the Cityworks Enterprise Asset Management System software obtained to replace our existing Hansen 7 software. The new software will make for better business decisions, work tracking, asset lifecycle maintenance and cost-efficient purchases. This software will make disaster recovery and FEMA reporting more efficient. **5**
- Completed market sounding survey with the County for development on City property (P3) and 25 follow-up interviews with developers, builders and technical advisors and began creation of an RFP for procurement of a technical advisor for the City's Civic Center P3. **10**
- Achieved an outstanding Sanitary Sewer Overflow (SSO) record with only two SSO's in 2018 – one of which was caused by a contractor over-pumping rainwater into the sewer. According to the State's website, our annual metric for SSO per 100 miles of pipe is typically around .43. In 2018, it was .36 which is significantly below the region average of 23.29 and the State average of 39.63. **8**
- Crews repaired, replaced and/or installed 484 water services, mains, valves and/or valve boxes. This includes the replacement of 140 water services and five water valves as part of the project to resolve the water quality issue in Fountaingrove. **2,5**
- 170 cubic yards of Water Smart Compost were donated to local community gardens, churches and schools. 3,000 cubic yards were delivered to City of Santa Rosa parks and farms as soil amendment. **7**
- Recycled water flow to the Geysers Recharge Project averaged 11 million gallons per day (MGD) for a total delivery of 4.0 billion gallons. Since inception, the Geysers Recharge Project has delivered 64 billion gallons to the Geysers steam fields. **7,8**
- Laguna Environmental Laboratory processed a ten-fold increase in samples due to testing water quality in the burned areas. Staff set up lab equipment to run all night and increased outside services to help process all the water samples brought to the laboratory. **2**
- Convened a Phosphorus Blue-Ribbon Panel consisting of the Executive Officer of the Regional Water Board, a water quality regulator at the EPA Region 9, the Russian Riverkeeper, a manager from the Laguna Foundation, a representative from the County of Sonoma Economic Development Board, a staff person from the Northern California Restaurant Association, a professor from Sonoma State University and a professor from UC Davis to review water quality regulations in the Laguna de Santa Rosa. The panel discussed the natural history of the Laguna de Santa Rosa, the City's Recycled Water Reuse Program, effects of regulations on rates and nutrient regulations in other regions as well as potential alternative projects that the City could do to address the phosphorus issues in the watershed and a final report will be presented to the Board of Public Utilities. **8**
- Continued to support Environmental Crimes investigation and District Attorney that resulted in a conviction for illegal dumping of septic waste into Rohnert Park's collection system. **8**
- Performed State-mandated lead testing in 27 schools, taking over 170 samples and providing each school with the results. **6**
- Coordinated with Facilities Maintenance, the City Manager's Office and Recology to bring municipal composting to Santa Rosa Water's facilities, starting with a pilot program at the MSCS location. **8**
- Participated on the Advisory Committee to the Santa Rosa Plain Groundwater Sustainability Agency (GSA) and the staff working group to support the GSA in its efforts to determine fees for the next three fiscal years and begin development of the Groundwater Sustainability Plan. **8**

Looking Ahead

Infrastructure and Financial Planning and Prioritization – The City, as the rest of the country, has realized the growing need to increase our investment in aging infrastructure. Santa Rosa Water has been conducting comprehensive studies on the water distribution and wastewater collection systems as well as the Regional Water Reuse Plant to determine the magnitude of the investment needed. Through these studies, along with continuing condition assessments, Santa Rosa Water will prioritize efforts and develop a long-term plan for the replacement and improvement of our aging infrastructure.

A long-range financial plan will be completed in 2019 to determine the most cost-effective way to fund the infrastructure needs as well as maintain the financial stability of the department. The long-range plan will be created with a 10-year look at all aspects of the organization to develop rate plans, revenues and pay-as-you-go and debt financing scenarios for capital improvement programs. The financial plan will be developed with the ability to manipulate various factors to determine the effects of rate modifications, debt service, funding and revenue increases on financial stability.

Santa Rosa Water has also been working through the FEMA and insurance reimbursement processes for both Water and Wastewater fire-related projects and will continue to do so through completion.

Regulatory Permit Renewals for the Laguna Wastewater Treatment Plant – The Laguna Wastewater Treatment Plant and Water Reclamation System (LTP) is working with the anticipated renewal of two significant regulatory permits during the next budget year. The LTP National Pollutant Discharge Elimination System (NPDES) Permit (LTP Permit) renewal application was submitted August 2018 and staff is working with the North Coast Regional Water Quality Control Board to negotiate increased operational flexibility for the next term. In addition, an alternative compliance strategy to the existing “No Net Loading of Phosphorus” permit requirement is being sought. Staff seek to reduce uncertainty and associated risks associated with the current Nutrient Offset Program (NOP) which is being implemented to comply with the phosphorus requirement. The NOP is based on forecasting the amount of credits needed to offset phosphorus discharges based on statistical data related to weather and historic discharges, therein providing regulatory uncertainty. Long-term cost impacts associated with the permit renewal cannot yet be determined.

The LTP’s Title V Air Quality Permit continues to be in the renewal process. It is expected that the Title V permit renewal will occur during the 2019 calendar year and it is unknown what regulatory changes will occur with new permit. The City is currently working through an Authority to Construct Permit for the installation of two Selective Catalytic Reduction (SCR) units on two of the four combined heat and power co-generation engines and for digester gas conditioning upgrades. The installation of the SCRs will allow for increased power generation using natural gas, providing a measurable electrical cost savings. Additionally, more stringent air quality regulations have resulted in increasingly complex testing protocols which are costlier to perform and have increased the contractor’s fees for providing the emission testing services. The High Strength Waste Facility at LTP has a deteriorating odor scrubber that struggles to meet emission limits. LTP staff and consultants are in the process of upgrading the system in order to maintain compliance with permit conditions. Long-term cost impacts associated with the permit renewal and regulatory changes cannot yet be determined.

GSA – In response to the Sustainable Groundwater Management Act (SGMA), the cities of Santa Rosa, Rohnert Park, and Cotati, the Town of Windsor, Sonoma County, the Sonoma County Water Agency, the Goldridge and the Sonoma Resource Conservation Districts formed the Santa Rosa Plain Groundwater Sustainability Agency (GSA) to comply with SGMA.

SGMA requires that Groundwater Sustainability Plans (GSP) be developed and submitted to the State by January 31, 2022 and that groundwater basins achieve sustainability by January 2042. The Santa Rosa Plain GSA will continue to focus on drafting the GSP as well as developing funding. The GSA is a self-funded agency, with the initial funding for the first two years coming from each of the member agencies of the GSA. The GSA is working with a rate consultant to explore options for fees to provide funding for the

Santa Rosa Water

GSA after the first two years. Adopting a funding mechanism will be one of the top priorities of the GSA in FY 2019/20.

Total Maximum Daily Load Impacts on NPDES Permit Requirements – A Total Maximum Daily Load (TMDL) is a regulatory term in the Clean Water Act describing a “water quality clean-up” plan for restoring polluted waters. TMDLs generally include pollution prevention/reduction plans referred to as Action Plans and identify the maximum amount of a pollutant that a body of water can receive while still meeting water quality standards. The North Coast Regional Water Quality Control Board (RWB) is currently developing two TMDLs with potentially significant impacts to the LTP NPDES Discharge Permit and the City NPDES Storm Water Permit (SW Permit). These include the Russian River Pathogen Indicator Bacteria TMDL (Pathogen TMDL) and the Laguna de Santa Rosa TMDL for Nutrients (Nutrients TMDL).

The Russian River watershed is impaired for sediment, temperature and pathogen indicator bacteria. Monitoring from the river and its tributary creeks reflects widespread contamination with bacteria and other indicators of human waste. In August 2017, a draft Action Plan for the Pathogen TMDL was issued for public comment. The proposed plan identified Recycled Water Holding Ponds as proposed bacteria sources which represents potentially significant and far-reaching implications on the City’s recycled water program. In a written response to the draft Action Plan, the City expressed concern about the lack of monitoring data related to pathogens in recycled water storage ponds and asked the RWB to phase the proposed Action Plan to first address the major known contributors of pathogens in the watershed (on-site waste treatment (septic) systems along the Russian River) and allow additional monitoring of recycled water storage ponds. The Action Plan would be modified as monitoring data determined appropriate. Long-term associated cost implications to the City’s recycled water program may be significant.

The Pathogen TMDL may also impact the SW Permit which currently requires implementation of a *Pathogens in Storm Water Runoff* Special Study that will inventory, monitor, investigate and, ultimately, determine cost-effective, appropriate actions needed to reduce pathogens in storm water runoff within the City. Cost implications cannot be determined until additional water quality monitoring data is collected.

The second TMDL under development is the Nutrient TMDL. The Laguna de Santa Rosa watershed is impaired for phosphorus, dissolved oxygen, temperature, mercury and sediment. Regional Water Board staff have been studying impaired water quality conditions in the Laguna and working on the TMDL for decades. Santa Rosa Water continues to offer support for development of the TMDL to ensure scientific rigor in establishing long-term regulatory requirements and justify long-term ratepayer expenditures. Under the existing LTP Permit, and likely until the TMDL is completed, LTP discharges are prohibited to add any phosphorus to the Laguna. This discharge limitation is perhaps the most restrictive and difficult to achieve phosphorous limit in California and ranks as one of the most stringent in the nation. Compliance with this provision currently relies on a three-fold strategy: 1) reducing discharges through implementation of an extensive recycled water reuse program, 2) reducing the amount of phosphorus in LTP effluent, and 3) implementation of the Nutrient Offset Program which offsets the amount of phosphorus discharged by the LTP through reducing a comparable amount of phosphorus elsewhere in the watershed. The Nutrient Offset Program relies on a risk-based forecast which calculates the amount of credits needed, essentially leaving the City vulnerable to non-compliance if severe weather or other unforeseen conditions dictate higher than predicted annual discharges with higher than anticipated phosphorus offset needs. Considering the severity of nutrient impairment within the Laguna watershed, the cost implications with existing and future phosphorus requirements is expected to be significant.

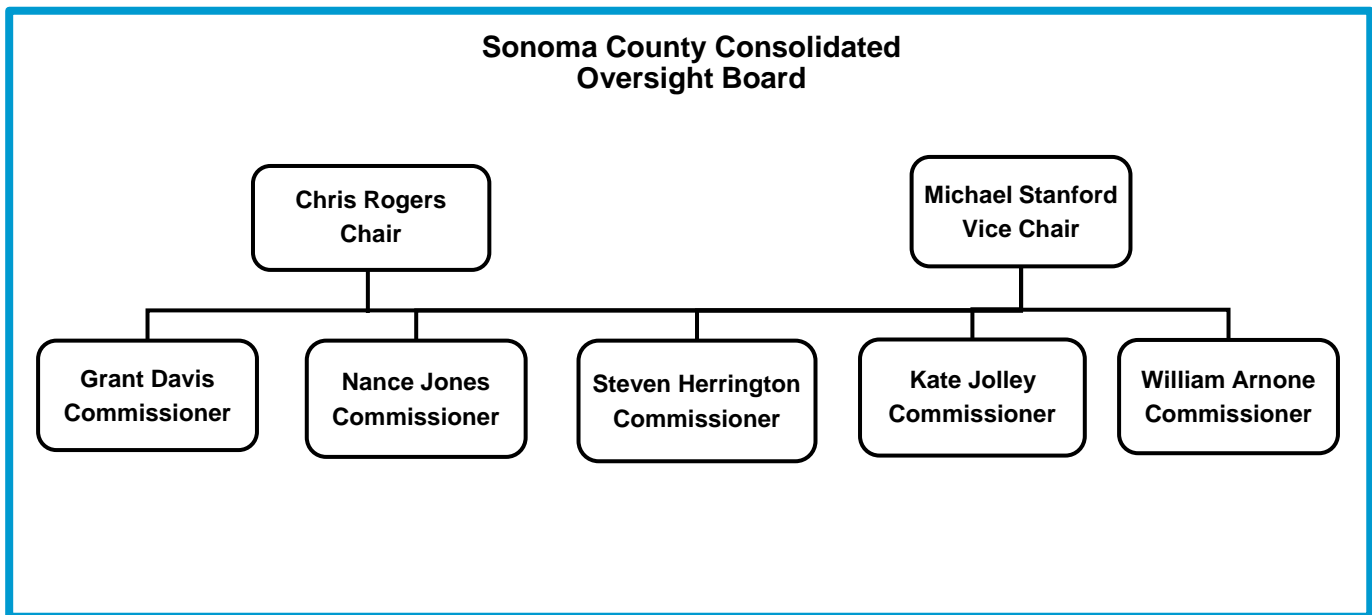
Nutrient TMDL cost implications to the SW Permit requirements are currently not known but could be significant.

Successor Agency to the Former Redevelopment Agency

Description

On February 1, 2012, the Redevelopment Agency of the City of Santa Rosa was dissolved in compliance with California State ABx1 26. The City Council elected to assume the role of Successor Agency to the Former Redevelopment Agency. An Oversight Board, as specified by ABx1 26, was appointed to oversee the dissolution of the former Redevelopment Agency assets over the life of existing valid funding agreements, contracts, and projects.

Beginning on July 1, 2018, each county with more than one oversight board was required to consolidate into one countywide oversight board. The Sonoma County Auditor/Controller's office delegated the staffing of the board to the Sonoma County Community Development Commission with board members made up of representatives throughout the County. The City remains in its role as Successor Agency, but now submits items such as the annual Recognized Obligation Payment Schedules (ROPS) to the consolidated Oversight Board.



Strategic Goals and Initiatives for FY 2019-20

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Maintain existing valid funding agreements and projects as presented on the Recognized Obligation Payment Schedule (ROPS), which is prepared once annually, and must be approved by the Successor Agency and Oversight Board before being submitted to the State Department of Finance for approval no later than February 1st of each year.

Successor Agency to the Former Redevelopment Agency

Major Budget Changes

The FY 2019-20 Successor Agency budget is \$3.3M, falling \$9.3K, or -0.3%, over the prior year's adopted budget. The decline is primarily due to lower scheduled payments for the redevelopment bond.

Budget Summary

Expenditures by Program				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$3,622,448	\$3,874,067	\$3,295,762	\$3,286,369
CIP and O&M Projects	\$0	\$417,462	\$0	\$0
Total	\$3,622,448	\$4,291,529	\$3,295,762	\$3,286,369

Expenditures by Category				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Professional Services	\$37,122	\$39,767	\$254,850	\$253,000
Debt Service	\$3,577,330	\$3,834,300	\$3,040,912	\$3,033,369
Liability/Property Insurance	\$7,996	\$0	\$0	\$0
CIP and O&M Projects	\$0	\$417,462	\$0	\$0
Total	\$3,622,448	\$4,291,529	\$3,295,762	\$3,286,369

Expenditures by Fund				
Funding Source	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
SA RDA Bond Proceeds Retained	\$0	\$417,462	\$0	\$0
SA RDA Oblig Retirement Fund	\$3,622,448	\$3,874,067	\$3,295,762	\$3,286,369
Total	\$3,622,448	\$4,291,529	\$3,295,762	\$3,286,369

Prior FY 2018-19 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Complied with the requirements of ABx1 26, AB1484 and SB 107 to dissolve the Santa Rosa Redevelopment Agency as of February 1, 2012. Prepared all required Recognized Obligation Payment Schedules (ROPS).

Transportation & Public Works

Mission

Enhancing our City's vibrant quality of life through excellent transportation services and responsive stewardship of the public infrastructure and environment with pride and dedication to the community.

Department Description

The Transportation & Public Works Department is divided into eight programs, in addition to the department's General Administration:

Traffic Engineering – Comprised of three sections: Traffic is responsible for planning street signs, striping, and signal timing throughout the City's 508 miles of streets. Its goal is to provide an effective and efficient facility for transportation, regardless of the mode: pedestrian, bicycle, or vehicle. The Traffic Engineering Division provides the staff support for the Bicycle and Pedestrian Advisory Board; Electrical Maintenance maintains traffic signals, street lights, and electrical systems in City-owned facilities; and Materials Engineering. Another responsibility of the team is to provide transportation planning and funding for the City.

Materials Engineering – Responsible for quality assurance of materials used to construct City roadway projects. Some of the services the group provides include asphalt plant inspection and sampling, laboratory and field testing, and pavement engineering. The team is also responsible for maintaining the Citywide Pavement Management Program as required by the Metropolitan Transportation Commission (MTC).

Capital Projects Engineering – Responsible for design and construction of projects to rehabilitate, upgrade and expand the City's infrastructure. Engineering and technical staff in this division are committed to enhancing water, sewer and drainage systems, transportation networks, parks and other City facilities to protect public health and safety, and the environment.

Field Services – Comprised of three sections: Fleet Services maintains and replaces the City's fleet vehicles and equipment; Street Maintenance maintains most street assets including pavement, sidewalk, curb and gutter, storm drain system, creeks, ditches, pedestrian ramps, signs, and markings; and Facilities Maintenance, described below.

Facilities Maintenance – Responsible for maintaining all 118 City-owned buildings, except for buildings owned by Santa Rosa Water. Services performed include building inspections, regular preventative maintenance, contract administration, minor construction, and work order responses/repairs. Facilities Maintenance is also responsible for all building costs such as janitorial services, utilities (gas, electricity, and water/sewer), elevator and heating, ventilation, and air conditioning (HVAC) repairs, fire alarm systems, permits, underground tank monitoring, and emergency generators.

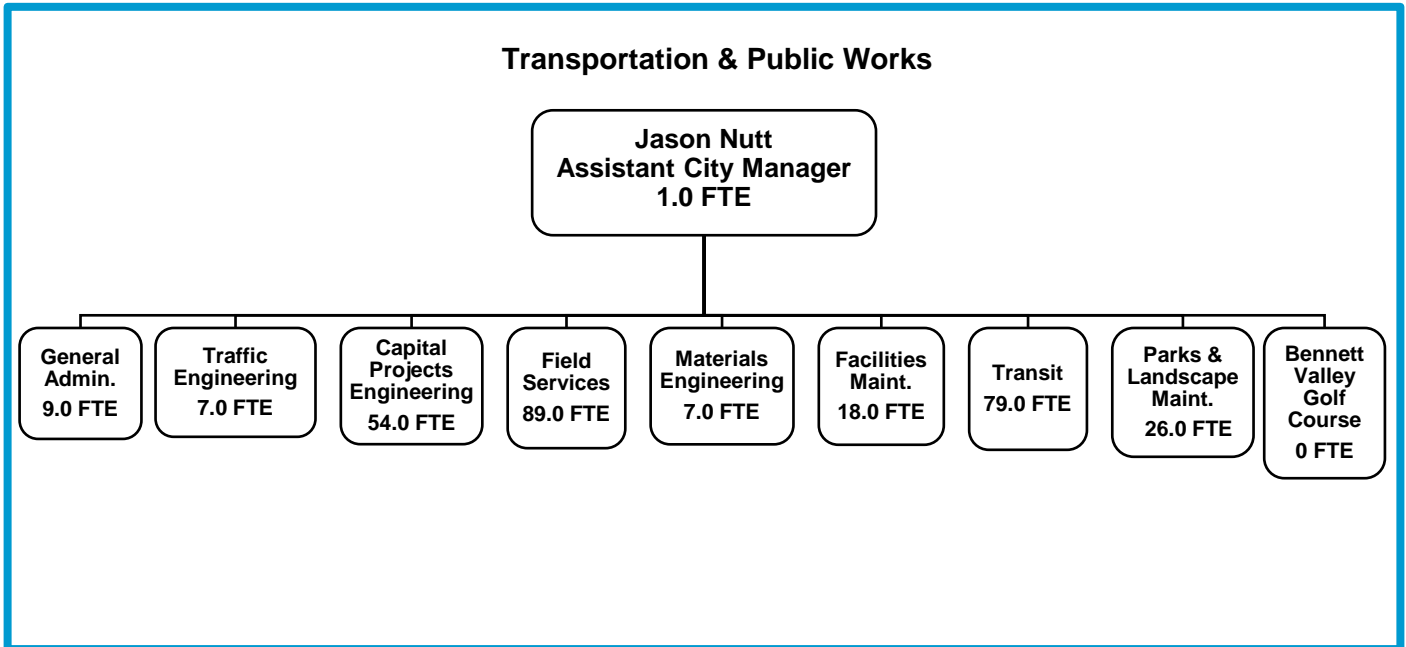
Transit – Manages and operates Santa Rosa CityBus, providing fixed-route service throughout Santa Rosa, with 14 fixed-routes and one deviated fixed-route which serves the Oakmont community. The Transit Division also manages Santa Rosa Paratransit, the City's American with Disabilities Act (ADA) complementary curb-to-curb paratransit service, the Santa Rosa Free Ride Trip Reduction Incentive Program, and the Learn to Ride Santa Rosa CityBus Travel Training Program.

Park & Landscape Maintenance – The Park Maintenance service unit maintains 1035 acres of park land including community, neighborhood, special purpose, open space, trail parks, public plaza, and recreational and public building sites. Staff provides land stewardship for 73 acres of roadway landscaping.

Transportation & Public Works

Bennett Valley Golf Course – Bennett Valley Golf Course is a premier 18-hole, par 72 / 6,500-yard course located on 156 acres. The course, driving range, pro shop and clubhouse/restaurant, serving breakfast, lunch and dinner seven days a week, are operated and maintained under third-party contracts. The City is responsible for certain direct/indirect expenses, capital improvements, and debt obligations.

FTE by Program



Strategic Goals and Initiatives for FY 2019-20

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

Pavement Preservation

- The City’s overall average Pavement Condition Index (PCI) slipped an additional point, from 60 to 59 last year. \$18 million annually is needed to continue and maintain that PCI. Typically, the Department spends \$4-\$5 million specifically on pavement infrastructure. **5**
- With the adoption of SB1 and its repeal being denied, additional funding of approximately \$4 million, once fully implemented, will be focused on pavement infrastructure. **5**

Field Services

- Reconvene Fleet Advisory Committee to evaluate and unify the City’s fleet-related policies. **5, 9**
- Create Facilities Maintenance and Planning Service Agreements for all City facilities. **5, 9**
- Further develop building-related capital replacement and maintenance programs. **5, 9**
- Implement the new Citywide computerized maintenance management system (Cityworks). **5, 9**
- Continue to benchmark and measure core service and delivery models. **9**

Transportation & Public Works

Outside Funding

- Maximize use of outside revenue sources to maintain an active Capital Improvement Program (CIP) and address infrastructure needs by securing grant revenues equaling 35% of the budgeted Public Works Department CIP.

	Total Public Works CIP	Grant %
FY 2018-19	\$15,630,333	35%
FY 2017-18	\$12,255,330	61%
FY 2016-17	\$13,592,932	24%

Parks & Landscape Maintenance

- Reconstruct Coffey Park – Phase I. 2
- Replace the Finley Aquatic Center Boiler. 5
- Complete designs for all Parks recovery efforts. 2
- Remove 11 derelict structures from parks citywide. 5
- Complete a Parks Deferred Maintenance Assessment Report. 5
- Perform a community-wide survey to gather input from citizens regarding Measure M expenditure strategies.

Transit

- Continue to move the division towards a sustainable capital and operating funding model by implementing strategies to fully fund the division’s capital program and rebuild the operating reserve.
- Complete the second phase of the optimization of the new fixed-route system by restructuring lower-performing service and identifying options to incorporate real-time demand responsive modes such as microtransit and transit network company (TNC) partnerships. 5,8
- Develop and implement a comprehensive EcoPass program to support unlimited transit ridership programs for residential developments, employers, and institutions. 8, 9
- Continue to participate in the Sonoma County Transit Integration and Efficiency Study, identifying opportunities to better integrate the county’s transit systems to improve efficiency and the customer experience. 9
- Purchase four battery-electric buses and move forward with funding and implementing charging infrastructure upgrades to support electrification of the CityBus fleet. 5, 8

Major Budget Changes

The Transportation & Public Works (TPW) Department’s FY 2019-20 budget is \$91.1M, an increase of \$25.5M, or 38.9%, over the adopted FY 2018-19 budget. The Transportation & Public Works Department has four primary funding sources: The General Fund, the Transit Enterprise Funds, the Capital Improvement Fund, and the Equipment Repair and Replacement Internal Service Funds. In FY 2019-20, a Citywide reorganization moved the Parks and Landscape Maintenance Section and the Bennett Valley Golf Course from the former Recreation & Parks Department (R&P), mainly adding supplementary General and Capital Improvement Funds, as well as Bennett Valley Golf Course Enterprise Funds and Special Assessment Funds, to the department’s budget. In addition, a 1.0 FTE Administrative Analyst funded by the General Fund was transferred from the City Manager’s Office (CMO) to TPW. Altogether, the reorganization increased TPW’s budget by \$12M.

Transportation & Public Works

The General Fund budget is \$26.9M, an increase of \$5.7M over the prior year adopted budget, with the Citywide reorganization adding a significant \$6.0M overall to the General Fund budget. Salaries & Benefits increased by \$2.9M primarily from the addition of 28 FTEs from R&P and CMO (34 FTEs minus 6 FTEs eliminated by City Council) and the 2.5% cost-of-living adjustment (COLA) approved for FY 2019-20. The City Council also approved the reduction of 10 FTEs within TPW, including 1.0 FTE Senior Administrative Assistant, 4.0 FTE Civil Engineering Technicians IIIs, 1.0 FTE City Surveyor, 2.0 FTE Sr. Maintenance Workers, 1.0 Street Crew Supervisor, and 1.0 Skilled Maintenance Worker. Benefits increased from the department's share of CalPERS unfunded liability, adding more than \$900K to this category. Like Salaries & Benefits, Services & Supplies also grew significantly from the reorganization, increasing \$2.8M. Professional services increased by more than \$800K for park-related service contracts largely within landscape maintenance, weed abatement, and security. Ongoing operation and maintenance cost for 1,000+ acres of City park land are reflected in the vehicle expense and utilities budget. Vehicle expense climbed over \$400K for the operation and replacement of park vehicles and equipment. Utilities rose significantly above \$1.0M for water, sewer, and electricity required for vegetation, restrooms, lighting, and sports facilities. Meanwhile, Capital Outlay declined by \$106K for vehicles dedicated to the Roseland Annexation approved one-time for FY 2018-19.

The Equipment Repair and Replacement Internal Service Funds budget is \$13.4M, decreasing slightly \$25K, or -0.2%, over the FY 2018-19 adopted budget. The elimination of 2.0 FTE vacant Equipment Mechanics II in Garage Labor was the main driver for the \$151K decrease in Salaries & Benefits, which was offset by the 2.5% COLA. Services & Supplies fell by \$454K, or -14.3%. The efficiencies in Fleet Service from reducing vehicle parts mark-up from 30% to 22% in the past year contributed to the \$100K drop for the build-up of new vehicles (i.e., preparation of police vehicles for duty) in vehicle expense, and the \$295K decline in operational supplies for vehicle parts and materials. On the contrary, capital outlay rose nearly \$500K for City vehicle replacements, including the purchase of costly specialized electrical service trucks and sewer cleaning trucks.

The Transit Enterprise Fund budget is \$14.6M, an increase of \$1.2M, or 9.1% over the FY 2018-19 adopted budget. Salaries & Benefits increased by \$486K, or 5.7% mainly from the 2.5% COLA, and \$111K rise in overtime for anticipated retirements and additional service hours due to Reimaging the public bus service. Additionally, benefits rose primarily from the department's share of CalPERS unfunded liability, adding more than \$200K to this category. Service & Supplies grew by \$883K, or 22.7% from Transit's FY 2018-19 overall targeted savings recognized within other miscellaneous. Moreover, a \$73K increase in professional services occurred for Garda armored car and fair box repair services.

The Capital Improvement Fund increased by \$17.9M, or 114.3%, over the prior year's adopted budget. TPW's focus with funding CIP projects this year is toward street rehabilitation, pavement maintenance, traffic safety, bicycle and pedestrian safety, and street lights. Major CIP projects include the \$3.5M increase in the Sonoma Avenue Pavement Rehabilitation project, \$1.6M growth in Street Overlay, \$1.1M rise to the Hoen Avenue Washout Repair project, and the \$662K allocation from Sonoma County for paving and road work in the Roseland Annexation area. In addition, recovery efforts from the 2017 Tubbs Fire adds \$6M to the City Fire Recovery, Fire Damaged Street Tree Removal, and street light replacement projects. The City Council also approved \$3M to fund City infrastructure and \$1.2M to repair the roof at Samuel Jones Hall. The movement of the Park Landscape and Maintenance Section from the former R&P adds more than \$5M to CIP projects mostly for park rehabilitation and renovation. Included in this year's strategic goals for the section is the reconstruction effort of Coffey Park destroyed by the 2017 Tubbs Fire. The Coffey Neighborhood Park Master Plan was recently approved by City Council in April 2019. Construction is scheduled for completion and the grand opening of the park is planned for the summer of 2020. More detailed information of CIP projects is included in the CIP Budget Book.

Transportation & Public Works

Budget Summary

Expenditures by Program				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Administration	\$1,151,758	\$1,228,252	\$1,340,415	\$1,517,604
Traffic Engineering	\$1,212,518	\$1,242,992	\$1,504,198	\$1,449,971
Capital Projects Engineering	\$3,322,177	\$3,849,371	\$3,104,081	\$2,646,883
Field Services	\$15,790,366	\$18,161,494	\$24,904,063	\$24,799,230
Materials Engineering	\$470,432	\$515,195	\$655,580	\$669,010
Transit	\$12,658,102	\$12,504,406	\$13,409,701	\$14,629,741
Facilities Maintenance	\$3,513,678	\$3,871,172	\$4,044,273	\$4,386,318
Parks & Landscape Maintenance	\$0	\$0	\$0	\$6,044,364
Bennett Valley Golf Course	\$0	\$0	\$0	\$521,879
CIP and O&M Projects	\$23,889,183	\$23,196,582	\$16,644,292	\$34,458,346
Total	\$62,008,214	\$64,569,464	\$65,606,603	\$91,123,346

Expenditures by Category				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
Salaries	\$14,249,079	\$14,639,236	\$15,976,464	\$17,758,237
Benefits	\$7,844,045	\$8,763,210	\$9,595,970	\$11,207,153
Professional Services	\$1,234,464	\$1,075,503	\$1,290,459	\$2,308,814
Vehicle Expenses	\$3,974,610	\$3,828,012	\$4,667,621	\$5,028,259
Utilities	\$2,251,555	\$2,316,728	\$2,653,147	\$3,772,972
Operational Supplies	\$2,742,151	\$2,361,320	\$3,231,669	\$3,250,902
Information Technology	\$987,653	\$1,040,304	\$1,095,050	\$1,089,639
Debt Service	\$0	\$0	\$0	\$458,345
Liability/Property Insurance	\$341,802	\$370,192	\$357,262	\$350,747
Other Miscellaneous	\$440,844	\$480,116	-\$264,327	\$610,982
Transportation Purchase	\$1,162,989	\$1,151,898	\$1,352,760	\$1,368,200
Indirect Costs	\$1,724,824	\$1,770,496	\$1,969,631	\$1,920,866
General Fund Administration	\$0	\$1,405,134	\$1,410,705	\$1,421,709
Capital Outlay	\$1,165,015	\$2,170,733	\$5,625,900	\$6,118,175
CIP and O&M Projects	\$23,889,183	\$23,196,582	\$16,644,292	\$34,458,346
Total	\$62,008,214	\$64,569,464	\$65,606,603	\$91,123,346

Transportation & Public Works

Expenditures by Fund				
	2016- 2017	2017-18	2018 - 2019	2019 - 2020
	Actual	Actual	Budget	Budget
General Fund	\$16,805,621	\$20,461,384	\$21,280,987	\$26,932,059
Transit - Special Revenue Funds	\$176,996	\$184,522	\$244,556	\$170,941
Capital Improvement Fund	\$21,687,390	\$20,746,912	\$15,630,333	\$33,499,205
St. Francis Knolls	\$0	\$0	\$0	\$1,744
Stony Ranch	\$0	\$0	\$0	\$5,035
The Orchard at Oakmont	\$0	\$0	\$0	\$48,134
Sandra's Place Tax District	\$0	\$0	\$0	\$4,670
Woodbridge Tax District	\$0	\$0	\$0	\$11,523
North Village Special Tax District	\$0	\$0	\$0	\$9,699
Kawana Springs 6 Special Tax District	\$0	\$0	\$0	\$6,348
Utilities Administration Fund	\$1,264,946	\$1,340,232	\$1,071,732	\$1,163,385
Municipal Transit Fund	\$11,393,985	\$11,295,711	\$11,889,584	\$13,102,644
Transit Capital Fund	\$456,910	\$113,906	\$0	\$0
Paratransit Operations Fund	\$1,264,117	\$1,294,950	\$1,520,117	\$1,527,097
Bennett Valley Golf Course Operations	\$0	\$0	\$0	\$261,776
Taxable Golf Bond Debt Service	\$0	\$0	\$0	\$130,384
Tax-exempt Golf Bond Debt Service	\$0	\$0	\$0	\$264,719
Storm Water Enterprise Fund	\$406,857	\$355,107	\$541,893	\$538,419
Equipment Repair Fund	\$5,541,491	\$5,481,982	\$6,456,546	\$5,984,482
Equipment Replacement Fund	\$3,009,901	\$3,294,758	\$6,970,855	\$7,418,082
Railroad Square Maintenance Fund	\$0	\$0	\$0	\$43,000
Total	\$62,008,214	\$64,569,464	\$65,606,603	\$91,123,346

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Full-Time Equivalent	270.50	277.50	274.50	274.00	290.00

Performance Measures

INDICATORS:	FY 2016-17	FY 2017-18	FY 2018-19
Grant Revenues Secured	\$3.2M	\$7.5M	\$5.4M
Travel Time Along 5 Major Arterial Streets (PM Peak)			
College/West College Avenue Cleveland Avenue to 4 th Street	3:18	3:28	3:31
Guerneville Road/Steele Lane	2:01	1:53	2:14

Transportation & Public Works

Range Avenue to Illinois Street/County Center Drive			
Mendocino Avenue College Ave to Steele Lane	3:55	4:21	3:01
Santa Rosa Avenue Baker Overcrossing to Yolanda Avenue	2:31	2:22	2:54
Stony Point Road West College Avenue to Hearn Avenue	6:18	9:50*	8:17

*Stony Point Road south of Sebastopol under construction.

Capital Projects Engineering	2016*	2017*	2018*
Total Construction Project Expenditures	\$25.0M	\$15.0M	\$14.5M
% CIP Projects completed within 5% of baseline budget	69%	87%	76%
Average construction contingency spent on CIP projects	2.5%	10.8%	4.9%
CIP Projects completed within 2 mo. of baseline schedule	88%	87%	82%
Overall satisfaction with construction projects (new)	88%	87%	79%

Transit	FY 2016-17	FY 2017-18	FY 2018-19
Routes meeting new system productivity standards	N/A	2	2
Average systemwide on-time performance of 90%	85	86	86
Paratransit passengers/hour equal or greater than 2.4	2.45	2.43	2.42

Fleet Services	2016*	2017*	2018*
Mechanic productivity: goal 1500 hours/mechanic/year	N/A	1479	1515
Vehicle Downtime: goal under 5%	N/A	4.2%	2.03%
Preventive Maintenance Performed On-time: goal 90%;	N/A	81%	80.97%
Scheduled versus Non-Scheduled Repairs: goal (60% or higher) versus (40% or lower)	N/A	65%/35%	67%/33%
Annual Parts Inventory Turn (annual sales/inventory value): goal 4-6	N/A	3	3.1
Parts Fill Rate: goal 90% within 24 hours	N/A	96.9%	93.56%

* Calendar Year

Parks & Landscape Maintenance	FY 2016-17	FY 2017-18	FY 2018-19 Estimates
Dollar amount of park and ground maintenance expense per capita	\$ 30.01	\$30.00	\$31.00

Prior FY 2018-19 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Updated the 2010 Bicycle and Pedestrian Master Plan which included stellar community outreach and input. **5**
- Awarded of \$2.9 million in federal grants to support purchase of the City's first four battery-electric buses. **5, 8**
- Retained the Fleet Shop Rate at \$125 per hour (held at or below that level since 2008/09). **1**
- Reduced Parts Mark-Up from 30% in 2017 to 22%. **1**
- Exceeded the overall Fleet Mechanic productivity target. **1, 9**
- Removed 4,000+ graffiti tags. **6, 7**

Transportation & Public Works

- Met the mandated Measure M Maintenance of Effort (MOE) Streets spending target to ensure receipt of \$1.2 million in annual grant funding. 1, 5
- Filled 4,200 potholes. 5, 7
- Removed 1,014 cubic yards of debris from the public right-of-way. 5, 8
- Created compost program at the City Hall Complex and Municipal Service Center South. 5, 8
- Completed fencing, concrete, and ADA components of the frontage and train projects at Howarth Park. 5, 6
- Rebuilt a historically-significant garden entry to the Luther Burbank Home and Gardens. 5, 7
- Updated TPW Department Operation Center (DOC) procedures/roles/rosters and provided on-site DOC-specific training to all TPW staff. 6
- Created a comprehensive Vehicle Utilization Plan for the department and provided guidance to Executive Staff for their department plans. 8, 9
- Implemented a pilot vehicle telematics program. 5, 6
- Jointly developed a potential reorganization plan with Parks Department staff. 9
- Significant street and paving projects completed in FY 2018-19 include: 5
 - Annual Slurry Seal
 - Santa Rosa Complete Streets Road Diet on Transit Corridor
 - Pavement Preventative Maintenance
- Public health and safety were protected through upgrades to local sewer and water systems for fire protection, reliable drinking water and well-functioning sewer lines. Neighborhood and business area infrastructure upgrades (sewer, water, paving and some drainage and pedestrian improvements) completed in FY 2018-19 include: 5
 - Spring Lake Lift Station Improvements
 - W 6th Street at Madison Street Sewer and Water Improvements
 - Sewer Main Lining, Manhole and Lateral Rehab at Various Locations
 - Montgomery Bridge Sewer Main Protection
 - Range Avenue Sewer Main Replacement
 - Post Court and Simpson Place Sewer Replacements
 - Replacement of Water Services Inside Advisory Area
- The Water Reuse System recycles wastewater from homes and businesses for beneficial reuse. Water Reuse System upgrades completed in FY 2018-19 include: 5
 - Alpha Farm Biosolids Storage Facility Sprinkler System Freeze Protection
- Completed the Coffey Park Master Plan for Reconstruction. 2
- Received a \$500,000 donation from Santa Rosa Parks Foundation for Coffey Park Reconstruction. 2
- Removed 88 dead trees at the Bennett Valley Golf Course. 5
- Supported 31 events at Courthouse Square, performing set-up, take-down and clean-up. 10
- Implemented a new Citywide strategy for tree care. 5
- Capital Projects for Bicyclists and Pedestrians completed in FY 2018-19 include: 5
 - Completion of the Bicycle & Pedestrian Master Plan Update 2018
 - Greek bike lane transitions (Citywide)
 - Pedestrian enhancements (Citywide)
 - Fulton Road pedestrian path – Santa Rosa Creek to W. College Avenue
 - Pedestrian Enhancements throughout Santa Rosa – over 100 locations were upgraded with signing, striping, median islands, and rectangular rapid flashing beacons. This project was completed through a State Highway Safety Improvement Program grant.

Transportation & Public Works

Looking Ahead

Capital Projects Engineering (CPE) will be putting out approximately \$30 million worth of projects over the next year. Significant projects include the North Trunk Sewer Replacement project, Fulton Road Reconstruction and the Station 2 Emergency Generator Replacement. CPE will also continue to play a major role in the fire disaster recovery as we work to rebuild approximately \$23 million worth of damaged or destroyed public infrastructure, including the permanent Fire Station #5, replacing Street Lights, and rebuilding six parks.

The Transit Division will continue to support the City Council's Tier 1 priorities related to housing and downtown development by working closely with Planning and Economic Development staff to strengthen the connections between transit service and community development planning to support the vision for transit-oriented development in the downtown area. These efforts will include development of a proposal for a comprehensive EcoPass program to promote partnerships with employers, residential developers, and institutions to expand unlimited access to transit. In support of the Council's Tier 1 priority for implementation of the City's Climate Action Plan, and in collaboration with TPW colleagues and partner agencies, the Transit Division will also begin to plan and implement the infrastructure upgrades necessary to support full electrification of the CityBus fleet.

The Fleet Services Section of the Field Services Division will raise the hourly shop rate from \$125 per hour to \$140, the first time it has exceeded \$125 per hour since fiscal year 2008-09. Increased efficiencies, including mechanic productivity and staffing reductions, are expected to compensate and result in a net reduction of fleet maintenance costs overall.

The Street Maintenance Section will be challenged to address the current Maintenance Worker vacancy rate (approaching 25%). In the meantime, they will continue to balance their efforts between the Measure M MOU requirement, cost-effective reimbursement projects, and regular maintenance duties which continue to increase because of homeless activities.

The Facilities Section presented results and recommendations from the citywide building assessment and will follow direction from the City Council and City Manager, pending current initiatives including various fire stations, Sam Jones Hall, Bennett Valley Senior Center, the City Hall Complex, and Public Safety Building. Ongoing maintenance and remodeling will also continue at the other 100+ city-owned facilities.

City parks have not had an identified source of ongoing capital repair funding. Measure M presents an opportunity to make adequate assessments and address future park infrastructure needs.

This page left blank intentionally

Policies

Policies have been summarized for brevity. Copies of the policies in their entirety are available for review at City Hall in the City Manager's Office, 100 Santa Rosa Avenue, Room 10.

CONTINGENCY RESERVE POLICIES

General Fund

The City of Santa Rosa maintains contingency reserves for all major operating funds. An analysis was conducted on the General Fund that evaluated revenues and their volatility, condition of capital assets, access to other resources, unanticipated expenditures, and the industry norm of General Fund reserves. A survey of comparable California cities showed that the average General Fund reserve was approximately 15% of expenditures.

A contingency reserve for the General Fund shall be maintained at a level of 15% to 17% of annual expenditures. The amount up to 17% of expenditures will be "designated for contingencies" and listed as such in the Comprehensive Annual Financial Report (CAFR).

The amount "designated for contingencies" will be ideally maintained at 17%. The amount between 15% and 17% may be used during the budget process to alleviate short term revenue or expenditure volatility; or to address high priority one-time needs. If the General Fund contingency reserve level is below 15%, a plan will be established to increase the reserve to a minimum of 15% during the upcoming budget process. Reserves over the 17% will be "designated for future expenditures" and listed as such in the CAFR.

Equipment Repair Fund

The Equipment Repair Fund is an internal service fund that provides funding for the repair of City-Owned vehicles by the City Garage. An annual labor rate is established in order to recoup costs. This policy was established to provide an adequate contingency reserve for the purpose of maximizing rate stabilization.

The reserve is set at 5% of the annual budget. This can be established as a multi-year plan with the review and approval of the Finance Department. If the contingency reserve level is below 3%, a plan will be established to increase the reserve. Reserves in excess of the minimum reserve shall be designated for future expenditures or reductions in rates.

Storm Water Utility Fund

The Storm Water Enterprise Funds provide for compliance with the National Pollutant Discharge Elimination System (NPDES) requirements as well as creek restoration efforts. The reserve provides funding for economic and catastrophic contingencies.

The reserve is maintained at a level consistent with that established for the City's General Fund, currently 15% to 17% of annual expenditures. If the reserve level is below 15%, a plan will be established to increase the reserve to a minimum of 15% during the upcoming budget process. Reserves of over 17% will be designated for future expenditures or reductions in rates.

Insurance Internal Service Fund

The Insurance Internal Service Fund charges City departments for the costs of providing employee benefits and Liability, Property, Fire, and Earthquake insurance. The reserve was established to cover unanticipated claims.

A reserve for potential liability claims should be maintained at a level at least equal to the discounted expected value of reserves determined by the annual actuarial valuation that estimates the potential

Policies

loss from incurred but not reported (IBNR) claims. Due to the lack of predictability of future IBNR claims, and the potential of non-insured claims against the City, additional reserves of twice individual claim Self Insured Retention should be set aside.

A reserve for Employee Benefit Insurance claims on self-insured City benefit plans should be set at a level that allows for at least three months run out of claims to be paid, as well as a reserve equal to 7% of annual claims. Currently, the City maintains a self-insured Dental and Vision Plan. The City also participated in two self-insured health plans through a joint power authority (JPA). However, reserves are held by the JPA, so funds equal to one month's premium are sufficient for potential premium adjustments.

A reserve for Workers Compensation claims should be maintained at a level at least equal to the discounted expected value of reserves determined by the annual actuarial valuation. Recommended reserves for workers compensation included development of known claims as well as IBNR claims. A 50% (expected) level is deemed adequate due to the extended period of time in which claims will be paid out.

A reserve for property insurance claims deductible payments, equal to two deductibles, should be maintained.

Information Technology Internal Service Fund

The Information Technology Internal Service Fund provides funding for the deployment, support, and maintenance of City-wide computer networks, communications infrastructure (phone/data) and City-wide software applications. This reserve will provide funds for Rate Stabilization, and large, unplanned expenditures. The contingency reserve is set at 10% of annual expenditures.

Parking Reserve Fund

The Parking Fund is a propriety fund used to account for all revenues and expenditures of the City's parking enterprise. The operations, maintenance, and capital improvements of the City's parking facilities (including five public parking garages and ten surface parking lots) are financed through user fees collected from parking meters, sale of parking permits, and garage hourly rates. In addition to covering operating expenses, user fees are set at a level to provide repayment of debt service and to accumulate funds for capital repair and replacement projects.

A reserve for contingencies and revenue fluctuations shall be maintained at a level of between 15-17% of annual budgeted operation and maintenance expenses. Reserves for debt services shall be maintained as required by bond covenants. On an annual basis, revenue shall be set aside to fund depreciation for capital improvements based on an asset management depreciation plan. Accumulated funds shall be used to finance capital repair and replacement projects.

Bennett Valley Municipal Golf Course Reserve Fund

The Bennett Valley Municipal Golf Course Enterprise Fund provides for maintenance, supervision, and improvements at the Bennett Valley Municipal Golf Course. The reserve is to provide adequate funds to insure ongoing operation of Bennett Valley Municipal Golf Course, for annual repayment of debt, to accrue funds for certain improvements, for rate stabilization, and for unexpected project expenditures.

A contingency reserve for the Bennett Valley Municipal Golf Course shall be maintained at a level of between six and eight months' operating expenditures. In addition, \$200,000 will be kept in reserve for emergency expenditures.

If, following an annual review, the level is below six months' operating expenditures, plus \$200,000 emergency funds, a plan will be identified to increase the reserves to that amount. If the level is above eight months' operating expenditures, plus \$200,000 emergency funds, the excess funds will be designated for a facility operating program(s) or a capital project(s).

SR Water Department and Santa Rosa Subregional Water Reuse System Reserve Policy

The City of Santa Rosa's water and wastewater enterprises and the Santa Rosa Subregional Water Reuse System enterprise provide a safe and economical water supply and wastewater collection for the City of Santa Rosa and wastewater treatment, as well as disposal, reclamation, industrial waste inspection, and laboratory services to all of the Subregional partners.

Maintaining adequate reserves provides flexibility to respond to fluctuations in revenues and costs as well as short-term emergencies. Adequate reserves directly affect a utility's bond rating and ultimately its ability to borrow money at lower interest rates. This policy establishes the intended use of the various reserves and the desired level of reserves.

Discretionary Reserves

The operating reserves will have a target balance of 15% of annual budgeted operation and maintenance expenses in each utility to provide working capital, as well as funds for unanticipated expenditures or revenue shortfalls, and for minor emergencies. In addition, the utility may plan for the use of up to 50% of the minimum target reserve with each biennial rate update process, so long as the operating reserve is shown to return to the target minimum balance within a five-year planning period.

Capital Replacement Reserves

The target level for capital replacement reserves is \$2,000,000 each for the water and local wastewater enterprises and \$1,000,000 for the Subregional Water Reuse System enterprise.

Catastrophic Reserves

Catastrophic reserves, intended to protect against the potential financial risk to each utility associated with a major earthquake or other catastrophic event, will have a target balance of \$4,400,000 for the water enterprise; \$5,200,000 for the local wastewater enterprise, \$1,300,000 for the Subregional Water Reuse enterprise, and an additional \$1,250,000 specifically for the Geysers Recharge portion of the Subregional enterprise. A new Subregional User Agency Reserve was established in 2013 to enhance Subregional liquidity and provide a user-funded reserve as a security for debt service payments. This reserve is set at 20% of the annual debt service amount.

Rate Stabilization Reserves

Debt rate stabilization reserves are intended to mitigate the gradual increase in rates needed to support long-term debt obligations. The reserve can also be used annually in the net revenue calculation for determining debt service coverage. Debt rate stabilization reserve levels will be determined as part of the utility's long-term financing plan.

Operating Rate Stabilization Reserves will be utilized during the biennial rate setting analysis to offset the need for rate increases and, in the case of the water utility, will help smooth volatility caused by weather trends and the irrigation efficiency tiered rate. Operating Rate Stabilization Reserves will fluctuate as revenues and expenses exceed or fall short of projections. A surplus of revenue over expenses in any operating year will be added to the Operating Rate Stabilization Reserve; a deficit in any operating year will be mitigated to the extent possible by the Operating Rate Stabilization Reserve.

Designated or Restricted Reserves

Designated (or restricted) reserves are set by external requirements and restraints of creditors, grantor contributors, or law. The water, local wastewater, and Subregional Water Reuse System will maintain such reserves as required by bond covenants, state revolving loan contracts, or other requirements as needed.

Policies

Affordable Housing Policy

The City Council has made a determination to annually designate a calculated amount from the General Fund to the Housing and Community Services (H&CS) Department to be used for homeless and affordable housing programs.

Prior to the preparation of the Housing and Community Services Department's proposed budget for each upcoming fiscal year, the City's Finance Department shall provide the H&CS department with an estimate of the Real Property Transfer Tax (RPTT) revenues that will be received by the City during the upcoming fiscal year.

The annual amount to be designated shall be a figure arrived at by multiplying 25% times the estimated amount of Real Property Transfer Tax projected to be received by the City in that fiscal year.

Following the close of each fiscal year, the Finance Department shall confirm the total amount of RPTT actually received by the City during the prior fiscal year. The Finance Department will then reconcile the amount received with the amount previously designated and notify the Director of Housing and Community Services of any additional funds available for appropriation. Nothing in this policy shall prevent the Council from making additional appropriations for Homeless and Affordable Housing programs.

Community Promotions Funding Policy

The current maximum annual contribution for community promotions is \$125,000, an amount which can be changed by action of the City Council.

All requests for support or continued support from the Community Promotions Fund shall be reviewed annually during the budget hearing process. Requesting organizations must be non-profit. The organizations must submit a list of its Board of Directors and a complete budget for the current fiscal year, which will be reviewed in advance of their appearance before the City Council. This budget must also indicate specifically how City funds are proposed to be used.

All requested background material shall be submitted to the City not later than March 1 in order that it is given proper consideration within the City's established budget process. The organization must show, by submitting evidence satisfactory to the Council, that it is not asking the City to be the sole support of the project or activity which the organization seeks to finance and that the activity is reflective of the goals of the City.

Each event should be evaluated annually, based on its own merits, and funding is not guaranteed from year to year. It is preferable that Community Promotions funds be used primarily to fund in-kind City services. The City Council Community Promotion Committee should include at least one City Council Member with experience on the committee in a prior year and the assignment should be rotated.

Investment Policy

This policy applies to all funds managed by the City, and its designees, excluding bond proceeds and pension obligation funds which are governed by the terms of their covenants. The City contracts with PFM Asset Management Group for investment services. This policy is reviewed regularly and updates are taken to the City Council for approval as needed.

The investment policy specifies the regulations and procedures that support a prudent and systematic program for the City's investments. The investment objectives are, in priority order, safety, liquidity and yield. Safety of the principal is the foremost priority, with preservation of capital and minimization of credit and market risk as the primary facets. The second priority is liquidity which enables the City to maintain enough capital to meet all operating requirements. Yield is the third priority, with the portfolio designed to attain a market rate of return through budgetary and economic cycles, taking into account the risk constraints, liquidity needs and cash flow characteristics of the portfolio.

The investment policy follows the California Government Code “prudent investor” standard to ensure careful management and oversight of public funds. The policy stipulates that an investment management committee should be appointed by the City Manager to review investment strategies and portfolio performance.

Authorized and suitable investments as allowed by California Government Code are outlined in the policy. The City recognizes the risks inherent with investing and strives to mitigate them through risk management and diversification. Credit criteria (ratings) and percentage limitations are given for each category and type of investment. Additionally, ineligible investments are specified.

The City’s Investment Policy gives investment parameters in regards to diversification, length of investment (no longer than five years), socially responsible investing, sales of securities, and authorized broker/dealers and banks. Additionally, rules regarding safekeeping and custody, including an annual audit by an external auditor, are specified as are monthly reporting requirements.

Debt Management and Disclosure Policy

The purpose of the debt management policy is to organize and formalize debt issuance related policies and procedures for the City, subject to and limited by applicable provisions of State and Federal law and by prudent debt management principles. The primary objectives of the City’s debt and financing related activities are to: Maintain cost effective access to capital markets through prudent fiscal management policies and practices; minimize debt service commitments through effective planning and cash management; and, achieve the highest practical credit ratings. This policy is reviewed regularly and updates are taken to the City Council for approval as needed. It’s noted that the City Council’s adoption of the City’s Annual Budget and Capital Improvement Program does not, in and of itself, constitute authorization for debt issuance for any capital projects.

This policy provides direction for City staff on management, ethical conduct and conflicts of interest, and integration into the City’s Capital Improvement Program. The consideration of debt financing will occur when public policy, equity and economic efficiency favor it over cash funding. The policy specifies standards to use as guides when considering debt financing including credit risk, long term capital projects, debt financing mechanisms, ongoing debt administration and internal controls and rebate policy and system.

When the City determines the use of debt is appropriate, criteria has been specified for long-term debt; short-term debt; variable rate debt and variable debt rate capacity, with consideration of adequate safeguards against risk, variable revenue stream and as a component to synthetic fixed rate debt; financial derivative products; and, refunding financing. Specific guidelines are given for each.

There is a section on terms and conditions of bonds with guidelines for term, capitalized interest, lien levels, call provisions and original issue discount. The City will consider the use of credit enhancements such as bond insurance, debt service reserve surety bond, and letter of credit on a case by case basis, evaluating the cost and benefit of such enhancements.

The City will continually evaluate outstanding bond issues for refunding opportunities and will consider the following issues: debt service savings, restructuring, terms of refunding issues, escrow structuring and arbitrage.

The policy has several provisions regarding methods of debt issuance and strives to sell its bonds competitively but will pursue negotiated sales when conditions warrant. Methods of issuance include competitive sale, negotiated sale and private placement. Issuance of revenue bonds will be accompanied by a finding that demonstrates the projected revenue stream’s ability to meet future debt service payments.

Policies

In regard to market relationships, the City's Chief Financial Officer (CFO) is responsible for maintaining relationships with ratings agencies such as Moody's, Standard & Poor's, Fitch, and investors. In addition to general communication, the CFO will meet with credit analysts at least once per fiscal year and prior to each competitive or negotiated sale, offer conference calls with agency analysts regarding the planned sale. The CFO is responsible for including comments received from ratings agencies or investors in the City's Comprehensive Annual Financial Report to Council, with recommendations addressing any weaknesses. The City will remain in compliance of Rule 15C2-12 by filing its annual financial statements and other financial and operating data for the benefit of its bond holders in a timely manner and the CFO will ensure timely filing with each Nationally Recognized Municipal Securities Information Repository and State Repository. The CFO will ensure that bond proceeds and investments are tracked in a manner that facilitates accurate, complete calculation and timely rebate payments if necessary. The City may issue bonds on behalf of another public entity, as long as the City is isolated from all risks and the conduit findings achieve a rating at least equal to the City's ratings or that a credit enhancement is obtained. Finally, the City will charge an administrative fee equal to direct costs to reimburse its administrative costs incurred in debt issuance and ongoing reporting costs.

The policy notes procedures for hiring of its primary consultants. Consultants will be selected by a competitive process. The CFO will make recommendations for financing team members, with the City Council giving final approval. The City will use a financial advisor to assist in its debt issuance and debt administration processes as prudent and expects to receive objective advice and analysis from its advisor. City debt will also include a written opinion by legal counsel (bond counsel) affirming the City is authorized to issue the proposed debt, has met all requirements necessary for issuance, determined the proposed debt's federal income tax status, and has met any other requirements.

Finally, the policy gives guidelines for selection of an underwriter, specifying the City has the right to select a senior manager for a proposed negotiated sale, as well as co-managers and selling group members as appropriate. Selection of underwriters will be by competitive process and may be for a single transaction or an as-needed pool. Specifics about underwriter's counsel, discount and disclosure by the finance team members are provided.

Gann (Appropriations) Limit

Article XIII B of the California Constitution (Article 4) and related implementing legislation provide for an annual “appropriations limit” for each entity of local government and require the governing body of each local jurisdiction to establish its appropriation limit by resolution each year.

The appropriation limit does not apply to the entire City budget but only to the appropriation of “proceeds of taxes” in the City’s “general government” type funds.

From 1980-81 to 1989-90, each year’s appropriation limit was based on the previous year’s limit, multiplied by the percentage change in population and the percentage change in the United States Consumer Price Index or the change in California per capita income, whichever was less.

Proposition 111, which was approved by the voters in June 1990, amended the factors used in the calculation of each year’s limit. The factors to be used now are:

- **Population Factor**- At the City’s choice, either the annual change in City or County population.
- **Price Factor**- At the City’s choice, either the change in California per capita income or increase in non-residential assessed valuation due to new construction.

The formula to be used in calculating the growth rate is:

$$\frac{\% \text{ change in population} + 100.00}{100}$$

Multiplied by either

$$\frac{\% \text{ change in per capita income} + 100.00}{100.00}$$

Or

$$\frac{\text{Change in non-residential assessments} + 100.00}{100.00}$$

The resultant rate multiplied by the previous appropriation limit equals the new appropriation limit. Both the California per capita personal income price factor and the population percentage change factors are provided by the State Department of Finance to local jurisdictions each year. Population percentage change factors estimate change in the City’s population between January of the previous fiscal year and January of the current fiscal year. These numbers provide the factor to be used in the City’s calculation of the Gann limit.

Gann (Appropriations) Limit

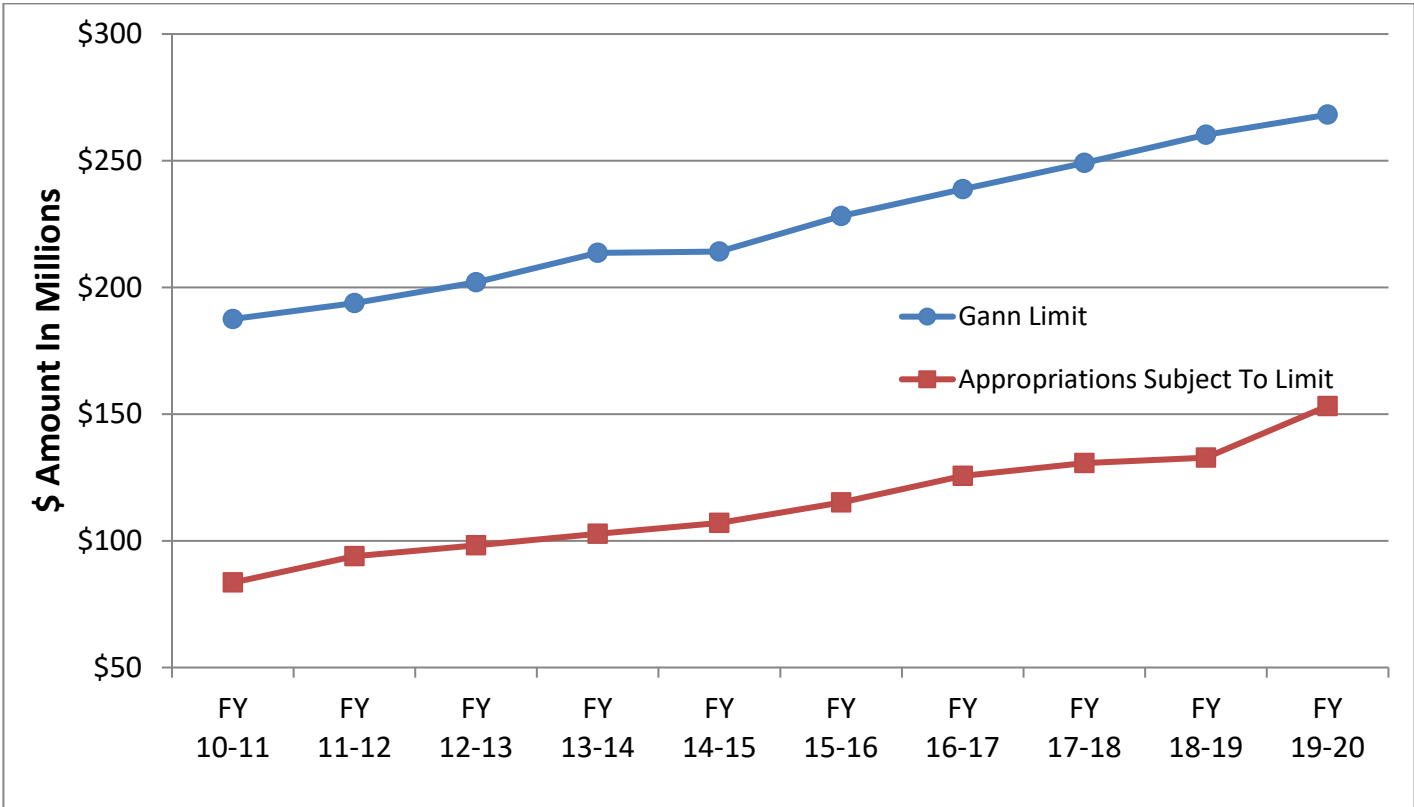
In May 2019, the California State Department of Finance notified cities of the population change and the per capita personal income factor to be used to determine the appropriation limit. Using the change in per capita income method, the calculation as applied to the City of Santa Rosa for FY 2019-20 is:

- The change in the California per Capita Income for FY 2019-20 is 3.85%.
- The percent population increase of the City of Santa Rosa from Jan. 1, 2018 to Jan. 1, 2019 is -0.79%.

The factor for determining the year-to-year increase computed as:

$$\frac{3.85 + 100.00}{100.00} \times \frac{-0.79 + 100.00}{100.00} = 1.0303$$

Applying the year’s factor of 1.0303 to last year’s limit of \$260,270,000, the Gann limit for FY 2019-20 is \$268,155,000. With appropriations subject to the limitation totaling approximately \$153,187,000, the City of Santa Rosa is not at risk of exceeding the Gann limit.



RESOLUTION NO. RES-2019-071

RESOLUTION OF COUNCIL OF THE CITY OF SANTA ROSA APPROVING THE BUDGET FOR THE CITY OF SANTA ROSA FOR FISCAL YEAR 2019-20, THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR FISCAL YEAR 2019-20 AND ESTABLISHING RESERVES FOR THE 2018-19 FISCAL YEAR

WHEREAS, the City Manager has submitted to the Council an estimate of expenditures, revenues and transfers for all City Departments for the Fiscal Year 2019-20, together with such other budget information as required by the Charter of the City of Santa Rosa; and

WHEREAS, sufficient copies of such estimates were placed on file in the Office of the City Manager for inspection by the public as required by the Charter of the City of Santa Rosa and other applicable laws; and

WHEREAS, the Council has reviewed the proposed budget for the Fiscal Year 2019-20 based upon the City Manager's estimate of expenditures, revenues and transfers; and

WHEREAS, the City of Santa Rosa submits its budget document to the Government Finance Officer's Association "Distinguished Budget Presentation Award"; and

WHEREAS, it is City practice, at the end of each fiscal year, to appropriate all available fund balances to a reserve in each fund in accordance with Generally Accepted Accounting Principles (GAAP); and

WHEREAS, approval of the budget for the Capital Improvements Program does not constitute final approval for any project, and each project will be subject to environmental and engineering review.

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Santa Rosa approves the budget of the City of Santa Rosa for the Fiscal Year 2019-20, as set forth in the 2019-20 Budget columns of those documents marked, "FY 2019-20 Operations and Maintenance Draft" and "City of Santa Rosa Proposed Capital Improvement Program Budget – Fiscal Year 2019-20."

BE IT FURTHER RESOLVED that the Council approves the FY 2019-20 Operating and Capital budgets with the following Modifications:

Modifications:

- A. Changes directed or approved by Council during the review of the budget;
- B. The Council has approved a policy to fund public safety services in kind for community promotion programs in the budget. The actual cost may exceed the estimated budgeted appropriations for these services;

- C. Adjustment of salary and benefit costs in accordance with applicable ordinances and resolutions of the Council and updated cost calculations regarding such salaries and benefits;
- D. Adjustment of revenues and expenditures in the Risk Fund to cover benefit costs associated with new Fiscal Year 2019-20 positions approved by Council and benefit costs associated with Fiscal Year 2019-20 Memorandum of Understanding (M.O.U.) agreements;
- E. Adjustment of interfund charges, indirect costs and other costs which are allocated to various accounts in accordance with City accounting practice;
- F. Carryover of Fiscal Year 2018-19 appropriations in the Internal Service Equipment and Replacement Fund related to equipment purchases that were delayed due to issues with the manufacturer, a change in need or finalization of grants supporting the purchases;
- G. Incorporation of approved budget adjustments in Fiscal Year 2018-19 which affect the Fiscal Year 2019-20 budget, and which are not reflected in the budget document;
- H. Any necessary adjustments to the allocation of costs to the agencies in the Santa Rosa Subregional Wastewater System, including the issuance of refunds or credits for payments and/or the collection of additional funds;
- I. Inclusion of any additional Fiscal Year 2018-19 projects which are to be carried forward into Fiscal Year 2019-20 without appropriation of additional funds and exclusion of any other Fiscal Year 2018-19 projects which are not to be carried forward into Fiscal Year 2019-20;
- J. The adjustment of revenues and expenditures for grant-funded activities, in which the expenditures and the revenues must be “balanced”;
- K. The adjustment of offsetting revenues and expenditures; the City Manager may authorize increases in appropriations for a specific purpose where the appropriation is offset by unbudgeted revenue, which is designated for said specific purpose.
- L. Other administrative or accounting adjustments and corrections which are necessary and which are in accordance with the Council’s direction and approval of the budget including the creation of capital project accounts for the purpose of administrative tracking and including, but not limited to substitutions/exchanges of non-General Fund funding sources;
- M. The Council authorizes 1,258.75 FTE as of July 1, 2019 as the total authorized positions for the City for Fiscal Year 2019-20, and authorizes any necessary adjustments and corrections which are necessary and which are in accordance with the Council’s direction and approval of the budget or previous Council approval; and

N. The Council authorizes the issuance of Project Work Orders under Master Professional Services Agreements in Exhibit A attached hereto, with a cumulative not to exceed sum of \$15 million for Fiscal Year 2019-20.

BE IT FURTHER RESOLVED that Council authorizes the Chief Financial Officer to move existing appropriations totaling \$1,634,552 from Fund 2130-Operating Reserves, key 42122- HousingIncentives (HousActPln) to Fund 1209-Homeless Shelter Operations, key 42130-SJH Capital Roof & Nav Ctr, in the amount of \$1,234,552, and to Fund 1410-Capital Improvement fund, key 17609-Sam Jones Hall Roof, in the amount of \$400,000, and to pay all proper costs and claims for capital and programming improvements out of key 42130 (\$1,234,552) and key 17609 (\$400,000) not to exceed a total amount of \$1,634,552.

BE IT FURTHER RESOLVED that Council authorizes the Chief Financial Officer in FY 2018-19, to appropriate \$4,200,000 from Fund 1313-Pension Obligation Bond fund Reserves to key 330702-CalPERS Unfunded Liability Payment, object code 5228-Retirement Liability.

BE IT FURTHER RESOLVED that the Council confirms reductions, increases and adjustments in Fiscal Year 2018/19 appropriations, which have been accomplished by administrative action.

BE IT FURTHER RESOLVED as follows:

1. All available fund balances as of June 30, 2019, as determined upon completion of the annual audit, are appropriated in a reserve in each fund in accordance with GAAP.
2. The City Manager and Chief Financial Officer are authorized to make changes to the budget document that enhance the presentation of the document in such a way to meet the criteria set forth by the Government Finance Officer's Association "Distinguished Budget Presentation Award" but shall not make any material changes to budget appropriations approved by the City Council.
3. Deficits in available fund balances are adjusted by an appropriation from the existing reserves.

BE IT FURTHER RESOLVED that the City Manager is authorized to administer the budget in accordance with established administrative policies, and the City Manager is authorized to approve the transfer of budgeted amounts, as necessary and without restriction within a fund, not to exceed \$50,000 between funds, including the use of contingency funds, and the establishment, substitution, or deletion of projects and capital items.

///

///

///

BE IT FURTHER RESOLVED that the City Manager is authorized to delegate approval authority for such budget changes, in accordance with administrative policy, and the City Manager is further authorized to decrease the total budget for a fund, if required during the year.

IN COUNCIL DULY PASSED this 18th day of June, 2019.

AYES: (5) Mayor Schwedhelm, Vice Mayor Rogers, Council Members Combs, Sawyer, Tibbetts

NOES: (0)

ABSENT: (1) Council Member Olivares

ABSTAIN: (1) Council Member Fleming

ATTEST: _____ APPROVED: _____
City Clerk Mayor

APPROVED AS TO FORM:

City Attorney

Exhibit A - Master Professional Services Agreements List

RESOLUTION NO RES-2019-072

RESOLUTION OF THE COUNCIL OF THE CITY OF SANTA ROSA AUTHORIZING PUBLIC FACILITIES IMPROVEMENT FEES FUNDED (“PFIF”) PROJECTS CONTAINED WITHIN THE CITY BUDGET AND THE CAPITAL IMPROVEMENT PROGRAM DOCUMENT CONTINUE TO REPLACE THE PFIF MAP AND LIST ON FILE WITH THE CITY ENGINEER AND MAKING CERTAIN FINDINGS WITH REGARD TO CEQA REQUIREMENTS FOR THE ADOPTION OF THE CITY BUDGET

WHEREAS, the City of Santa Rosa budget includes the Capital Improvement Program document, which includes projects funded by the Public Facilities Improvement Fee; and

WHEREAS, the Council finds that continued development in the City has increased use of certain public facilities, with the result that some are now overburdened and extended beyond their capacity or will become so in the near future if development continues; and

WHEREAS, former Article IV, “Public Facilities Improvement Fees,” Santa Rosa City Code Section 18-08.060 provided that, “the City Engineer has on file a map and a list containing a description of all such non-existing or presently deficient capital improvements, and their corresponding current cost estimates”; and

WHEREAS, former Section 18-08.060 also provided that, “the Council reserves the right to review, from time to time as the Council deems appropriate, all such maps, lists and estimates, and to change and revise the same, or any one of them, as conditions change”; and

WHEREAS, the Council has previously authorized that projects included in the Capital Improvements Program (“CIP”) utilizing PFIF shall constitute the map description and cost estimates described in the then current Santa Rosa code Section 18-08.060; and

WHEREAS, the Planning Commission of the City of Santa Rosa has reviewed the CIP portion of the proposed budget and has found the first and second year, new and annual projects set forth therein to be consistent with the City of Santa Rosa General Plan; and

WHEREAS, each City department with a CIP project is directly responsible for obtaining the proper environmental review of each such project as required by the California Environmental Quality Act.

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Santa Rosa determines that projects included in the Capital Improvement Program which have PFIF Funding shall continue to constitute the map, description and cost estimates described in former Santa Rosa City Code Section 18-08.060.

BE IT FURTHER RESOLVED that each City department which has a CIP project within the approved budget shall submit each such project to an Environmental Specialist for a review to be conducted in accordance with the applicable requirements of the California Environmental Quality Act (CEQA), and the City Code provisions implementing, and following completion of

the environmental review, the decision making body shall make the applicable environmental findings and determinations prior to approving the project. Projects which involve a significant design shall be submitted to an Environmental Specialist for review at an appropriate time during the design phase; projects which do not involve a substantial design phase shall be submitted to an Environmental specialist for review at the time the preliminary decision is made to go forward with the project or as soon thereafter as practical. If bids or proposals are required to be obtained for a project, the environmental documentation and review shall be completed prior to the obtaining of any bids or proposals; if no bids or proposals are required to be obtained for a project, the environmental documentation and review shall be completed prior to commencing the physical construction or installation of the project.

BE IT FURTHER RESOLVED that the action of adopting the Fiscal Year 2019-20 Budget, including the conditions attached thereto, is exempt from CEQA in that it can be seen with certainty that there is no possibility that the adoption of the budget, as conditioned, may have significant effect on the environment.

IN COUNCIL DULY PASSED this 18th day of June, 2019.

AYES: (5) Mayor Schwedhelm, Vice Mayor Rogers, Council Members Combs, Sawyer, Tibbetts

NOES: (0)

ABSENT: (1) Council Member Olivares

ABSTAIN: (1) Council Member Fleming

ATTEST: _____
City Clerk

APPROVED: _____
Mayor

APPROVED AS TO FORM:

City Attorney

RESOLUTION NO. RES-2019-073

RESOLUTION OF THE COUNCIL OF THE CITY OF SANTA ROSA SETTING THE STORM WATER UTILITY BUDGET AND DETERMINING THE AMOUNT OF ELIGIBLE FUNDING THAT HAS BEEN RECEIVED FROM THE FLOOD CONTROL ZONE 1A BENEFIT ASSESSMENT IN FISCAL YEAR 2018-19 AND BASED THEREON SETTING THE STORM WATER ASSESSMENT PER EQUIVALENT RESIDENTIAL UNIT FOR THE FISCAL YEAR 2019-20

WHEREAS, on October 8, 1996, the Council adopted Resolution No. 22880 entitled, “A Resolution Approving Report and Levying Annual Storm Water Charges, City of Santa Rosa, Storm Water Enterprise”; and

WHEREAS, Resolution No. 22880, among other things, approved the report of the Director of Public Works, as amended, including the formula and range of proposed charges; and

WHEREAS, an escalator based on the Consumer Price Index for all Urban Consumers for the San Francisco-Oakland-San Jose area was included in the assessment; and

WHEREAS, the 4.3% escalator for the year ended August 31, 2018, increased the assessment for the Storm Water Utility for Fiscal Year 2019-20 to \$34.97 per Equivalent Residential Unit (ERU); and

WHEREAS, the annual amounts for each type of expense set forth in the report, as amended and approved, are estimates only and subject to change for any fiscal year; and

WHEREAS, Resolution No. 22880 levied storm water assessments for Fiscal Year 1997-1998 and subsequent fiscal years as set forth in the report and provided that such assessments would be reduced (pro rata) in the next fiscal year by the amount of funds received from the Flood Control Zone 1A Benefit Assessment of the Sonoma County Water Agency in the current fiscal year if such funds so received are committed for purposes for which the revenues from the storm water assessments would otherwise be expended; and

WHEREAS, the Council has determined that no such qualifying funds were received from the Zone 1A Benefit Assessment and so committed in the current Fiscal Year (2018-19), resulting in a storm water assessment of \$34.97 per ERU for Fiscal Year 2019-20.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Santa Rosa that:

1. Based on the foregoing and in accordance with the provisions of Section 4 of Resolution No. 22880, the assessment levied for the Storm Water Utility for Fiscal Year 2019-20 only shall be \$34.97 per ERU.

2. It is the Council's intent by its adoption of this resolution to establish the amount of qualifying funds received from the Flood Control Zone 1A Benefit Assessment during Fiscal Year 2018-19 only and using that amount as the credit described and required under Section 4 of

Resolution No. 22880 to establish the amount of the storm water assessment per ERU which the City will levy in Fiscal Year 2019-20 only for its Storm Water Utility. The qualifying amount so received from the Flood Control Zone 1A Benefit Assessment during Fiscal Year 2018-19 if any, as determined is a credit against the storm water assessment levied for Fiscal Year 2019-20 only and does not change the annual per ERU assessment established by Resolution No. 22880.

IN COUNCIL DULY PASSED this 18th day of June, 2019.

AYES: (5) Mayor Schwedhelm, Vice Mayor Rogers, Council Members Fleming, Sawyer, Tibbetts

NOES: (1) Council Member Combs

ABSENT: (1) Council Member Olivares

ABSTAIN: (0)

ATTEST: _____ APPROVED: _____
City Clerk Mayor

APPROVED AS TO FORM:

City Attorney

RESOLUTION NO. RES-2019-074

RESOLUTION OF THE COUNCIL OF THE CITY OF SANTA ROSA AMENDING THE CITY CLASSIFICATION AND SALARY PLAN AND AUTHORIZING THE CITY MANAGER TO IMPLEMENT THESE CHANGES INCLUDED IN THE FISCAL YEAR 2019-2020 BUDGET

WHEREAS, the Personnel Officer, on behalf of the City Manager, insures the orderly and consistent administration of the City Council's adopted classification and salary plan; and

WHEREAS, the Personnel Officer recommends that various classifications be abolished, created or modified, and that some existing salary ranges be adjusted; and

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Santa Rosa amends the City classification and salary plan for permanent budgeted positions as follows:

- 1) Delete 1.0 FTE Assistant City Attorney, Unit 17 Professional Attorneys in the City Attorney's Office.
- 2) Delete 1.0 FTE Administrative Secretary, Unit 12 Confidential in the City Manager's Office.
- 3) Convert 1.0 FTE Associate Right of Way Agent from Limited Term to Regular, Unit 7 Technical in the City Manager's Office.
- 4) Delete 1.0 FTE Sonoma County Public Safety Consortium (SCPSC) Administrator, Unit 18 Mid-Management in the City Manager's Office.
- 5) Delete 1.0 FTE Limited Term Customer Service Representative, Unit 4 Support Services.
- 6) Delete 1.0 FTE Senior Administrative Assistant, Unit 4 Support Services in the Finance Department.
- 7) Delete .50 FTE Parking Citation Review Officer, Unit 7 Technical in the Finance Department.
- 8) Delete 1.0 FTE Payroll Manager, Unit 11 Mid-Management Confidential in the Finance Department.
- 9) Delete 1.0 FTE Revenue Manager, Unit 18 Mid-Management in the Finance Department.
- 10) Delete .75 FTE Administrative Assistant, Unit 4 Support Services in the Fire Department.
- 11) Delete .50 FTE Senior Administrative Assistant, Unit 4 Support Services in the Housing & Community Services Department.
- 12) Delete 1.0 FTE Community Outreach Specialist, Unit 7 Technical in the Housing & Community Services Department.
- 13) Delete 1.0 FTE Employment Services Manager, Unit 11 Mid-Management Confidential in the Human Resources Department.
- 14) Extend 1.0 FTE Limited Term Risk Management Analyst, Unit 11 Mid-Management Confidential until June 30, 2020.

- 15) Delete 1.0 FTE Information Technology Technician, Unit 7 Technical in the Information Technology Department.
- 16) Convert 1.0 FTE Technology Application Specialist from Limited Term to Regular, Unit 7 Technical in the Information Technology Department.
- 17) Extend 1.0 FTE Limited Term Community Outreach Specialist, Unit 7 Technical in the Office of Community Engagement until August 31, 2020.
- 18) Convert 1.0 City Planner from Regular to a Limited Term of 3 years, expiring June 30, 2022, Unit 6 Professional in the Planning & Economic Development Department.
- 19) Delete 1.0 FTE Program Specialist II, Unit 6 Professional in the Planning & Economic Development Department.
- 20) Delete 1.0 FTE Building Plans Examiner, Unit 7 Technical in the Planning & Economic Development Department.
- 21) Delete 1.0 FTE Development Review Coordinator, Unit 18 Mid-Management in the Planning & Economic Development Department.
- 22) Delete 1.0 FTE Research & Program Coordinator, Unit 6 Professional in the Police Department.
- 23) Delete 3.0 FTE Community Service Officer, Unit 14 Police Civilian Technical in the Police Department.
- 24) Delete 1.0 FTE Police Technician, Unit 14 Police Civilian Technical in the Police Department.
- 25) Delete 1.0 FTE Police Personnel Supervisor, Unit 18 Mid-Management in the Police Department.
- 26) Delete 4.0 FTE Groundskeeper, Unit 3, Maintenance in the Recreation and Parks Department.
- 27) Delete 1.0 FTE Senior Maintenance Worker – Recreation & Parks, Unit 3 Maintenance in the Recreation & Parks Department.
- 28) Delete 1.0 FTE Administrative Secretary, Unit 4 Support Services in the Recreation & Parks Department.
- 29) Delete 1.0 FTE Recreation Coordinator, Unit 7 Technical in the Recreation & Parks Department.
- 30) Delete 1.0 FTE Parks Maintenance Superintendent, Unit 18 Mid-Management in the Recreation & Parks Department.
- 31) Delete 1.0 FTE Skilled Maintenance Worker, Unit 3 in the Transportation & Public Works Department.
- 32) Delete 1.0 FTE Senior Maintenance Worker - Streets, Unit 3 in the Transportation & Public Works Department.
- 33) Delete 1.0 FTE Senior Maintenance Worker – Facilities, Unit 3 in the Transportation & Public Works Department.
- 34) Delete 1.0 FTE Senior Administrative Assistant, Unit 4 Support Services in the Transportation & Public Works Department.
- 35) Delete 1.0 FTE City Surveyor, Unit 6 Professional in the Transportation & Public Works Department.

- 36) Delete 4.0 FTE Civil Engineering Technician III, Unit 7 Technical in the Transportation & Public Works Department.
- 37) Delete 2.0 FTE Equipment Mechanic II, Unit 13 Mechanics in the Transportation & Public Works Department.
- 38) Delete 1.0 FTE Streets Crew Supervisor, Unit 18 Mid-Management in the Transportation & Public Works Department.
- 39) Delete 1.0 FTE Skilled Maintenance Worker, Unit 3 Maintenance in the Water Department.
- 40) Delete 1.0 FTE Environmental Compliance Inspector III, Unit 7 Technical in the Water Department.
- 41) Delete 1.0 FTE Sustainability Technician, Unit 7 Technical in the Water Department.
- 42) Delete 2.0 FTE Utility Systems Operator II, Unit 16 in the Water Department.
- 43) Reclassify 1.0 FTE Right-of-Way Agent, Unit 18 Mid-Management to the existing class of Right-of-Way Manager and change the class title to Real Property Manager, Unit 18 Mid-Management in the Water Department.
- 44) Reclassify 1.0 FTE Administrative Technician, Unit 7 Technical to Administrative Secretary, Unit 4 Support Services in the Planning & Economic Development Department.
- 45) Add 1.0 FTE Community Outreach Specialist, Unit 7 Technical in the Fire Department for a limited term of 2 years, expiring June 30, 2021.
- 46) Create the new classification of Deputy Emergency Preparedness Coordinator with an annual salary range of \$72,534 - \$87,751 in Unit 7 Technical and add 1.0 FTE to the Fire Department.

BE IT FURTHER RESOLVED that the Council authorizes the City Manager to implement these changes consistent with the orderly and continual administration of the City's classification and salary plan.

IN COUNCIL DULY PASSED this 18th day of June, 2019.

AYES: (4) Mayor Schwedhelm, Vice Mayor Rogers, Council Members, Sawyer, Tibbetts

NOES: (1) Council Member Combs

ABSENT: (1) Council Member Olivares

ABSTAIN: (1) Council Member Fleming

ATTEST: _____ APPROVED: _____
City Clerk Mayor

APPROVED AS TO FORM:

City Attorney

This page left blank intentionally

Glossary

Adjusted Budget: The adopted budget including changes made during the fiscal year.

Adopted Budget: The annual City budget as approved by the City Council on or before June 30.

Advanced Life Support (ALS): The name given to a Fire Engine company when its staff includes a Paramedic and paramedic medical supplies.

American Recovery & Reinvestment Act (ARRA): An act established by the federal government in February 2009 whose intent is to create and save jobs, spur economic activity and focus on long term growth through the funding of various projects and initiatives.

Americans with Disabilities Act (ADA): The Federal act prohibiting discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.

Annual Operating Contingency: An account, used at the discretion of the City Manager, to fund emergency or extraordinary items.

Appropriation: An authorization by the City Council to make expenditures and to incur obligations for a specific purpose within a specific time frame.

Assessed Valuation: A dollar value placed on real estate by counties as a basis for levying property taxes.

Audit: Scrutiny of the City's accounts by an independent auditing firm to determine whether the City's financial statements are fairly presented in accordance with generally accepted accounting principles.

Balanced Budget: The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and unallocated fund balance from the previous years, meet or exceed total budgeted uses of resources, including expenditures and transfers out to other funds.

Base Budget: Under traditional budgeting, the base budget is that amount carried over from one year to the next. Each year, approved amounts may be added or reduced from the base budget.

Basic Life Support (BLS): The name given to a Fire Engine company when its staff includes an Emergency Medical Technician (EMT), who is more limited than a Paramedic in the medical services they can provide based on their training.

Beginning Balance: Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.

Bond: Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principle amount, with interest at predetermined intervals.

Budget: A fiscal plan of financial operation listing an estimate of proposed allocations or expenditures and the proposed means of financing them. The budget must be approved by the City Council prior to the beginning of the fiscal year.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms; Generally Accepted Accounting Principles (GAAP), cash, or modified accrual.

Business Tax: A tax levied on persons or companies doing business in Santa Rosa, based on gross receipts, which must be renewed each year.

California Public Employees' Retirement System (CalPERS): The retirement system, administered by the State of California, to which all permanent City employees belong.

Capital Asset: Land, infrastructure, and equipment that are used in operations that have initial useful lives of at least five years. The City has set the capitalization threshold for reporting infrastructure capital assets at \$25,000 and for all other capital assets at \$5,000.

Glossary

Capital Improvement Program (CIP): The five-year financial plan for improving asset and integrating debt service and capital assets maintenance, adopted in a separate budget document and updated every year.

Certificates of Participation (COPs): A lending agreement secured by a lease on the acquired asset or other assets of the City.

Certified Unified Program Agency (CUPA): A program that provides information regarding hazardous materials to emergency responders and the general public.

Citizens Organized to Prepare for Emergencies (COPE): A citizen/City partnership group whose mission is to help residents, families, and neighborhoods become and remain better prepared to respond to and recover from emergency situations.

Community Advisory Board (CAB): A Board appointed by the City Council to represent views and ideas from a broader community on issues of interest to the Council, such as public safety, capital improvement priorities, development issues, etc.

Community Helping Our Indispensable Children Excel grant (CHOICE grant): Measure O funded grants given to organizations offering specific gang prevention and intervention related services in targeted areas of Santa Rosa.

Consumer Price Index (CPI): A measure estimating the average price of consumer goods and services purchased by households. A consumer price index measures a price change for a constant market basket of goods and services from one period to the next within the same area (city, region, or nation).

Customer Information System (CIS): Automated customer management software which provides customer support, account management, billing and collections for water and wastewater services, used by the City's Utility Billing staff. The CIS system was implemented in FY 2009-10.

Debt Service: Payment of the principle and interest on an obligation resulting from the issuance of bonds, notes, or certificates of participation (COPs).

Debt Service Fund: A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.

Deficit: An excess of expenditures over revenues (resources).

Department: An organizational unit comprised of divisions or functions. It is the basic unit of service responsibility encompassing a broad mandate of related activities.

Emergency Medical Service (EMS): Paramedic and medical service provided by the Santa Rosa Fire Department.

Encumbrances: A legal obligation to pay funds for expenses yet to occur, such as when a purchase order has been issued but the related goods or services have not yet been received. They cease to be encumbrances when the obligations are paid or terminated.

Enterprise Fund: A type of fund established for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprise. These programs are entirely or predominantly self-supporting through user charges. The City has a number of enterprises such as the Utilities and Transportation and Public Works departments. May also be referred to as Proprietary Funds.

Environmental Impact Report (EIR): An assessment of the likely influence a project might have on the environment.

Expenditure: The actual spending of governmental funds.

Fair Political Practices Commission (FPPC): A bi-partisan independent commission whose mission is to promote the integrity of representative state and local government in California through fair, impartial interpretation and enforcement of political campaign, lobbying, and conflict of interest laws.

Fiscal Year: A twelve-month period of time to which a budget applies. In Santa Rosa, it is July 1 through June 30.

Glossary

Full Time Equivalent (FTE): The percentage of full time an employee is assigned to work. Full-time equals 100% or 40 hours per week. 1.0 equals one employee working 40 hours per week.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts, used to record all financial transactions related to the specific purpose for which the fund was created.

Fund Balance: The difference between fund assets and fund liabilities.

Gann Limit: State of California legislation that limits a City's appropriations growth rate to two factors: Changes in population, and either the change in California per capita income or the change in the local assessment roll due to non-residential new construction.

General Fund: The primary fund of the City used to account for all revenues and expenditures of the City that are not legally restricted as to use. This fund is used to accumulate the cost of the City's general operations.

General Obligation Bond: Bonds backed by the full faith and credit of the City, used for various purposes and repaid by the regular revenue raising powers (generally property taxes) of the City.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Geographic Information System (GIS): A system of maps that can be accessed online through the srcity.org webpage.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Government Finance Officers Association (GFOA): A professional association of state, provincial, and local finance officers in the United States and Canada whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices

and promoting them through education, training, leadership.

Governmental Fund Types: Funds used to account for acquisitions and other uses of balances of expendable financial resources and related current liabilities, except for transactions and accounted for in proprietary and fiduciary funds. Under current GAAP, there are four governmental types: general, special revenue, debt service, and capital projects.

Grant: Contributions or gifts of cash or other assets from another governmental entity or foundation to be used or expended for a specific purpose, activity, or facility.

Infrastructure: The physical assets of the City (e.g., street, water, sewer, public buildings and parks).

Interfund Transfers: Moneys transferred from one fund to another, such as from a fund receiving revenue to the fund through which the resources are to be expended.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department of a government.

Internal Transfers/Reimbursements: Appropriations and revenues necessary to move from one budget unit to another (within a department) to properly account for revenues and expenditures. Similar to operating transfers within a department.

International City/County Management Association (ICMA): A professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world.

Laguna Treatment Plant (LTP): The wastewater treatment plant operated by the City of Santa Rosa that treats wastewater from homes, businesses, and industry located within the Santa Rosa Subregional Water Reuse System, which

Glossary

serves the cities of Santa Rosa, Rohnert Park, Sebastopol, and Cotati.

League of California Cities (LOCC): An association of California city officials who work together to exchange information and combine resources to influence policy decisions that affect cities in California.

Local Improvement District Bonds (LID): Bonds paid for by special assessments on benefiting property owners for specific capital improvements.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Mandated Programs: Mandated programs are those programs and services that the City is required to provide by specific state and/or federal law.

Measure “O”: A quarter cent sales special tax measure passed by Santa Rosa voters in 2004, of which proceeds are used to fund public safety and gang intervention and prevention programs. The measure is effective April 2005 and expires after 20 years.

Measure “O” Temporary Emergency Funding: A quarter cent general sales tax measure passed by Santa Rosa voters in 2018, of which proceeds are used to provide temporary emergency funding to protect vital City services. The measure is effective April 2019 and expires after six years.

Measure “P”: A quarter cent general sales tax measure passed by Santa Rosa voters in 2010. In 2016, the measure was renamed Measure N and extended for 8 years. The measure was originally effective April 2011 and will expire on March 31, 2027.

Memoranda of Understanding (MOU): A document describing an agreement between parties, most often used in the City of Santa Rosa to describe the agreement resulting from labor negotiations between the City and its various bargaining units.

Metropolitan Transportation Commission (MTC): The transportation planning, coordinating, and financing agency for the nine-county San Francisco Bay Area, including Sonoma County.

Modified Accrual Basis: The accrual basis of accounting adapted to the government fund-type measurement focus. Under it, revenues and other financial resource increments (e/g., bond proceeds) are recognized when they become susceptible to accrual, which is when they become both “measurable” and “available” to finance expenditures of the current period. All governmental funds, expendable trust funds and agency funds, are accounted for using the modified accrual basis of accounting.

National Incident Management System (NIMS): A program developed by the Federal Department of Homeland Security so responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies.

National Pollutant Discharge Elimination System (NPDES): As authorized by the Clean Water Act, the NPDES permit program controls water pollution by regulating point sources that discharge pollutants into U.S. waters.

Neighborhood Revitalization Program (NRP): A coordinated inter-departmental City task force that works in certain neighborhoods to ensure decent, safe, and sanitary housing.

Object Code: The line item where a revenue or expenditure is recorded.

Operating Budget: Annual appropriation of funds for ongoing program costs, including salaries and benefits, services, and supplies. This is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within City boundaries.

Overhead: Charges to various funds to cover the cost of administrative services, rent, custodial services, etc.

Pavement Condition Index (PCI): A numerical index between 0 and 100 that is used to indicate the condition of a roadway.

Glossary

Proprietary Funds: Revenues from City of Santa Rosa activities that operate as public enterprises, in which revenues are derived from fees charged to users, and programs are largely cost-covering. Also referred to as Enterprise Funds.

Real Property Transfer Tax (RPTT): Tax revenues generated by the transfer of ownership of real property. Taxes are charged on the sale price of the property and are paid by the seller, buyer, or both.

Redwood Empire Dispatch Communications Authority (REDCOM): The agency who provides regional fire and emergency medical dispatching services for Sonoma County.

Regional Climate Protection Authority (RCPA): A coordinated Sonoma County-wide plan to reduce greenhouse gas emissions and promote energy efficiency through a variety of initiatives and programs.

Reserve: A portion of fund balance that is designated for contingencies or emergencies, which generally has a policy dictating a minimum level.

Resolution: A special order of the City Council which has a lower legal standing than an ordinance.

Request for Proposal (RFP): An invitation for suppliers, often through a bidding process, to submit a proposal for a specific commodity or service.

Revenue: Income received during the fiscal year from taxes, fees, permits, franchises, interest, and intergovernmental sources.

Salaries and Benefits: A budget category which generally accounts for full-time and temporary employees, overtime, and all employee benefits such as medical, dental, and retirement.

Services and Supplies: A budget category which accounts for expenditures that are ordinarily consumed within a fiscal year.

Sonoma County Energy Independence Program (SCEIP): A program that provides low interest loans to citizens and businesses wishing to make energy improvements to homes or properties.

Sonoma County Transportation Authority (SCTA): A group that acts as the county-wide planning and programming agency for transportation related issues, including securing funds, project oversight, and long term planning.

Standardized Emergency Management System (SEMS): The State system for managing emergencies involving multiple jurisdictions and agencies.

Sonoma Marin Area Rail Transit Project (SMART): A project to install a passenger rail in San Francisco's North Bay, which aims to provide rail service along 70 miles of the Northwestern Pacific Railroad alignment, offering an alternative to driving.

Special Revenue Fund: A revenue fund used to account for the proceeds of specific revenue sources (other than special assessments, or for major capital projects) that are legally restricted to expenditures for specified purposes.

Structural Deficit: The permanent financial gap that results when ongoing revenues do not match or keep pace with ongoing expenditures.

Transfers In and Transfers Out: Movement of revenue out of one fund and into another. The recipient fund uses the money to cover the cost of services provided or to cover the cost of a contract between two funds.

Transient Occupancy Tax (TOT): A tax imposed on travelers who stay in temporary lodging facilities within the City.

Utility Users Tax (UUT): A tax charged by the City of Santa Rosa on the usage of electricity, gas, cable television, local non-cellular communications, and intrastate non-cellular communications.

Manis, Dina

From: Greater Cherry Neighborhood Association <greatercherry@gmail.com>
Sent: Tuesday, February 25, 2020 4:05 PM
To: _CityCouncilListPublic
Subject: [EXTERNAL] 2/25 Council Meeting: Agenda Item Public Hearing 15.1 Budget Priorities

Dear City and Council and staff;

It will be imperative to budget for and commence with Independent Audits and studies for the following areas of the City budget and operations:

1) Budget and Annual Reports related to **SRTBIA, TOT, OutthereSR, and Ironman**. Otherwise referred to as the "tourism economy", our research group has found and documented what appears to be purposely incorrect data, missing information, and what might be a culture of malfeasance in this area. This audit should extend back into the past 3 years. The independent audit and associated work group should examine whether the funds collected and expended meet the requirements of the ordinance and were properly handled, whether the ordinance needs to change to meet the needs of the community and reflect the lodging operators who are required to participate, what the impacts of declared states of emergency are or should be on the production of TOT/SRTBIA income, whether assets are properly managed and expenses accounted for. Our work group gives the information published by the City on behalf of SRTBIA, TOT, Ironman, and OutthereSR an F for transparency and accuracy.

2) **Old Courthouse Square**. No comprehensive and independent audit report exists for the Reunification of Old Courthouse Square. The work group should look to the very beginning of the planning process several years ago, but with special focus on the buildout executed in the past few years to produce the independent financial audit. The audit should also consider missing assets (art assets, maple tree from Rosenberg Fountain, Asawa panels, and other assets) that were part of the park area prior to construction. The audit should include information on how the project was financed, and the cost of servicing that financing now. The report should also compare what was promised with what was delivered so far. The public deserves full transparency on this, and that must be provided before the City can expect to fully realize the potential for the downtown district. Our work group gives the information published by the City on behalf of the Old Courthouse Square Reunification an F for transparency.

3) **Parking District**. The Annual Reports are lacking key data related to enforcement, parking area asset maintenance (structures, lots, sidewalks), scope of enforcement jurisdiction and processes used for creating new rules, income production for the general fund, adequacy of current facilities, impact on residents, and more. The independent study team should produce a report that provides a comprehensive review of the Parking Districts activities, impacts, and accounting. Our work group gives the information published by the City on behalf of the Parking District a C- for transparency and completeness.

4) **ADU/JADU**. The reporting on ADU/JADUs is not consistent in reporting key metrics. Related to any Annual Report or presentation that includes information on ADU/JADUs, data should be consistently and completely presented. This would include # permits, # completions, and whether the build was an ADU or JADU (an adequate definition of what those are, and more importantly what they are not), and whether it was part of an existing structure or property, was a new build completely, or a new build as a result of damage during one of the emergencies. The purpose of the independent study is to harmonize Santa Rosa's progress with the goals of the State laws on this issue and provide full transparency to the public.

Eric Fraser
Community Organizer
greatercherry@gmail.com