City of Santa Rosa
Council Priority Setting Workshop – Item 2.1
February 6, 2024

JACOB GREEN & ASSOCIATES

City of Santa Rosa

The JGA Team

Jacob Green, MPA
Principal-in-Charge / Lead Facilitator

Greg Devereaux, JD
Senior Facilitator

Nicole Beach, PMP
Senior Facilitator

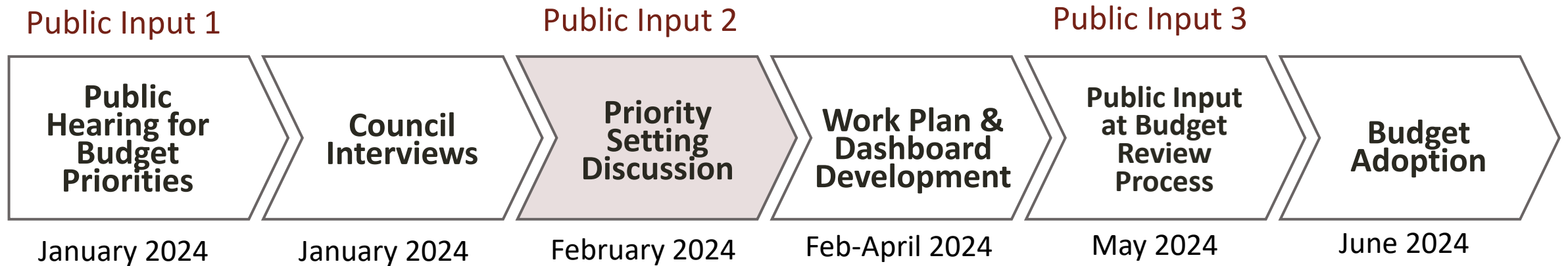# Presentation Agenda

1. Why Conduct a Priority Setting Workshop
2. Santa Rosa Process
3. Priority Setting Fundamentals
4. Next Steps

Santa Rosa Process

Public Input 1

Public Input 2

Public Input 3

Public Hearing for Budget Priorities	Council Interviews	Priority Setting Discussion	Work Plan & Dashboard Development	Public Input at Budget Review Process	Budget Adoption
January 2024	January 2024	February 2024	Feb-April 2024	May 2024	June 2024

1. System
2. Mission, Vision, Values
3. Goals/Objectives

System

Building Organizational Alignment

Public Hearing Input – January 9, 2024

More small parks throughout Roseland	Active transportation & bike paths/infrastructure, 15% transportation fund for low-stress bike network	Housing, workforce housing, & Low-income housing, AB 602
Community Advisory Board	More parks & public places	Greenway planning & maintenance
Multi-modal transit planning	Waiver Housing Impact Fees	Development fee reform/waivers
Downtown development	Schools and education	Santa Rosa Teen Council, youth internship program
Overall economic development	Quality childcare	Public safety
Traffic consideration – Hearn Ave.	Wednesday Night Market	Southeast Greenway parks

Mission, Vision, Values

Goal Setting Fundamentals

Mission:

To provide high-quality public services and cultivate a vibrant, resilient and livable city.

Vision:

Santa Rosa – Leading the North Bay

Values:

1. *Excellence*
2. *Innovation*
3. *Teamwork*
4. *Integrity*
5. *Inclusiveness*
6. *Transparency*

Santa Rosa Goals

01 Deliver Housing for All

02 Reduce Homelessness and its impacts

03 Ensure a healthy and safe community for all

04 Promote economic and community vibrancy

05 Build and maintain sustainable infrastructure

06 Achieve organizational excellence

07 Address Climate Change

Goals vs. Objectives vs. Strategies

Goal: Short statement of the desired outcome to be accomplished over a long period of time, formed from Vision.

Objective: What will city do to meet goals.

Strategies: How each objective will be addressed (initiatives, measurable results).
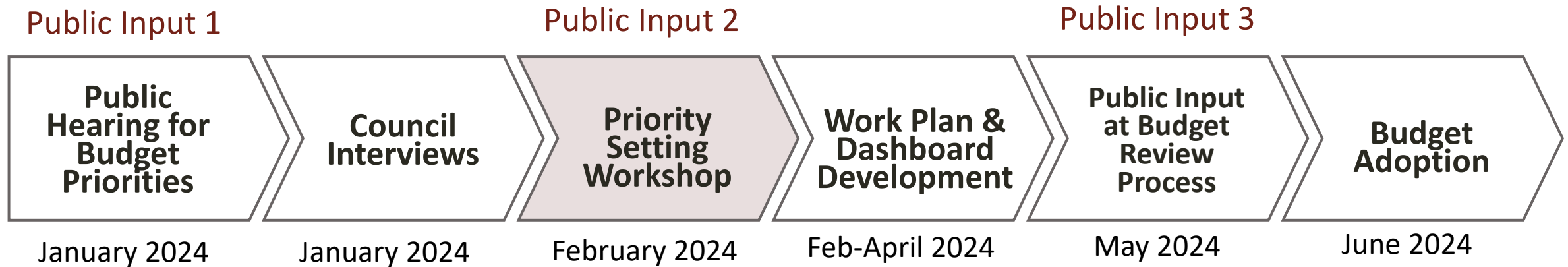
Goal #1: Deliver Housing for All

Objective 1.1: Implement a Down Payment Assistance Program

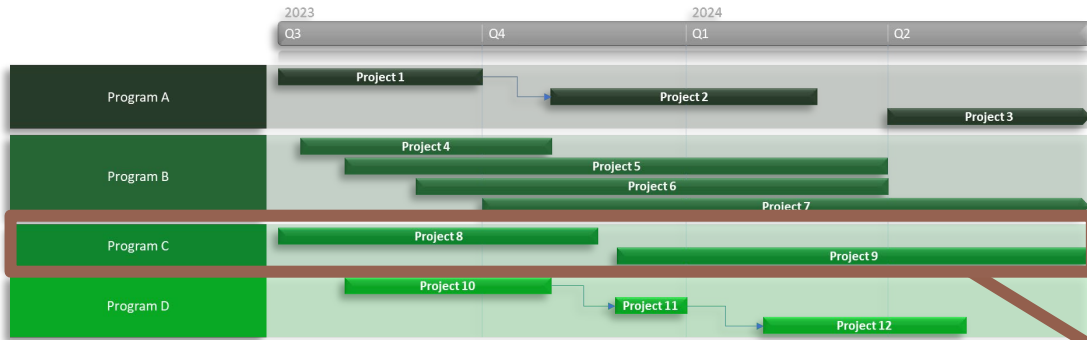Strategy 1.1.1: Conduct Lender Meetings

(Projects/Programs – Work Plans)

Santa Rosa Process

Public Input 1

Public Input 2

Public Input 3

Public Hearing for Budget Priorities	**Council Interviews**	**Priority Setting Workshop**	**Work Plan & Dashboard Development**	**Public Input at Budget Review Process**	**Budget Adoption**
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A fully customizable Portfolio-level view offers a high-impact visual across all activities.

Drill-down into each program level for task and milestone level detail, represented graphically and in a table view.

Program C - Sample Roadmap
Gantt at a Project level
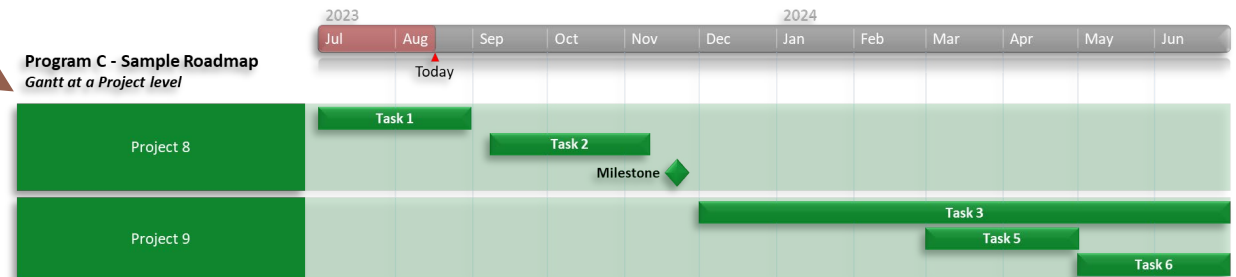
Program C - Sample Work Plan
Detailed view of project tasks and milestone

Project	Milestone or Activity	Description	Primary Dept	Start Date	Target Completion	Revised Completion	Status	Confidential Y/N
Project 8								
	Task 1	Detailed task description	Owner	7/1/23	8/30/23		In Process	Y
	Task 2	Detailed task description	Owner	9/8/23	10/30/23	11/21/23	Not Started	Y
	Milestone	Detailed milestone description	Owner	11/21/23	11/21/23		Not Started	Y
Project 9								
	Task 3	Detailed task description	Owner	12/1/23	6/30/24		In Process	N
	Task 4	Detailed task description	Owner	3/1/24	4/20/24		In Process	N
	Task 5	Detailed task description	Owner	5/1/24	6/30/24		Not Started	N

The Next Step – Progress Dashboard

- ✓ **Flexible**
- ✓ **Customizable**
- ✓ **Dynamic**
- ✓ **Automated**
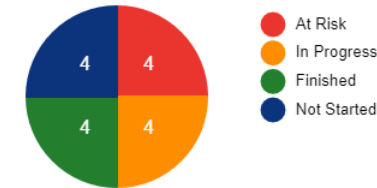- ✓ **Public and/or Staff Visibility**

Fiscal Update
Council Priority Setting Workshop – Item 2.1

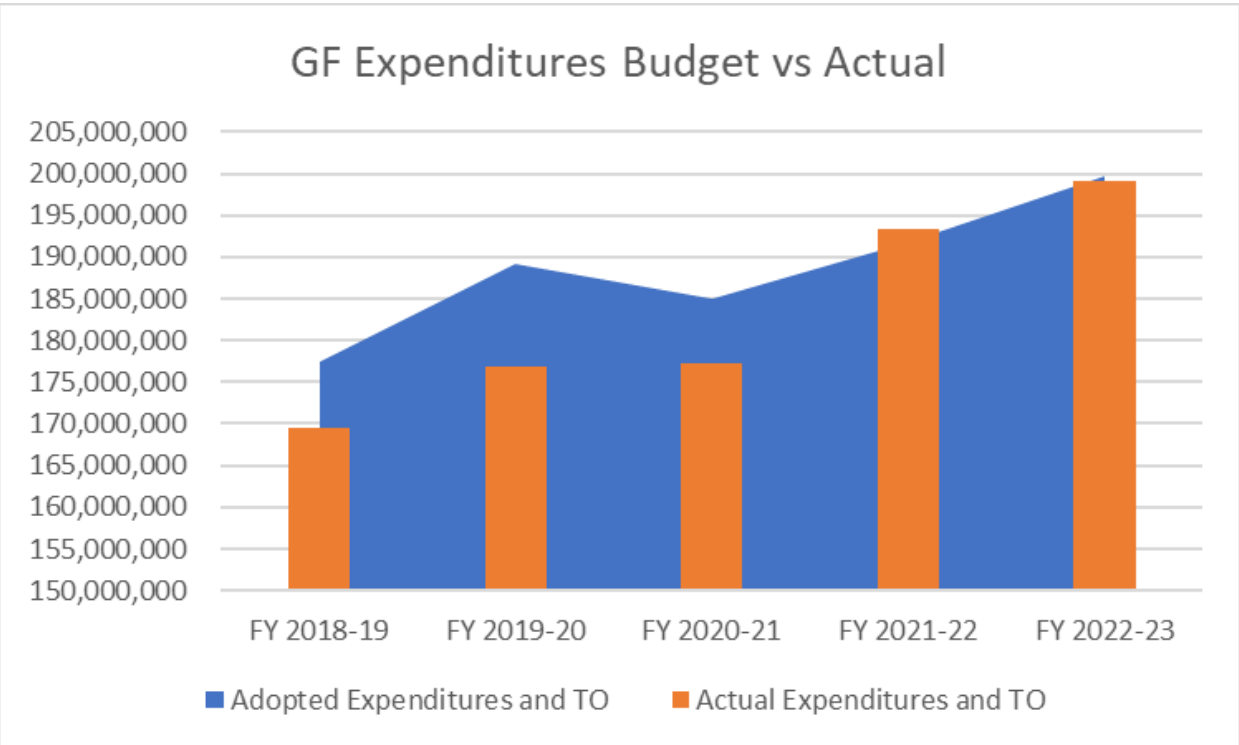## Alan Alton
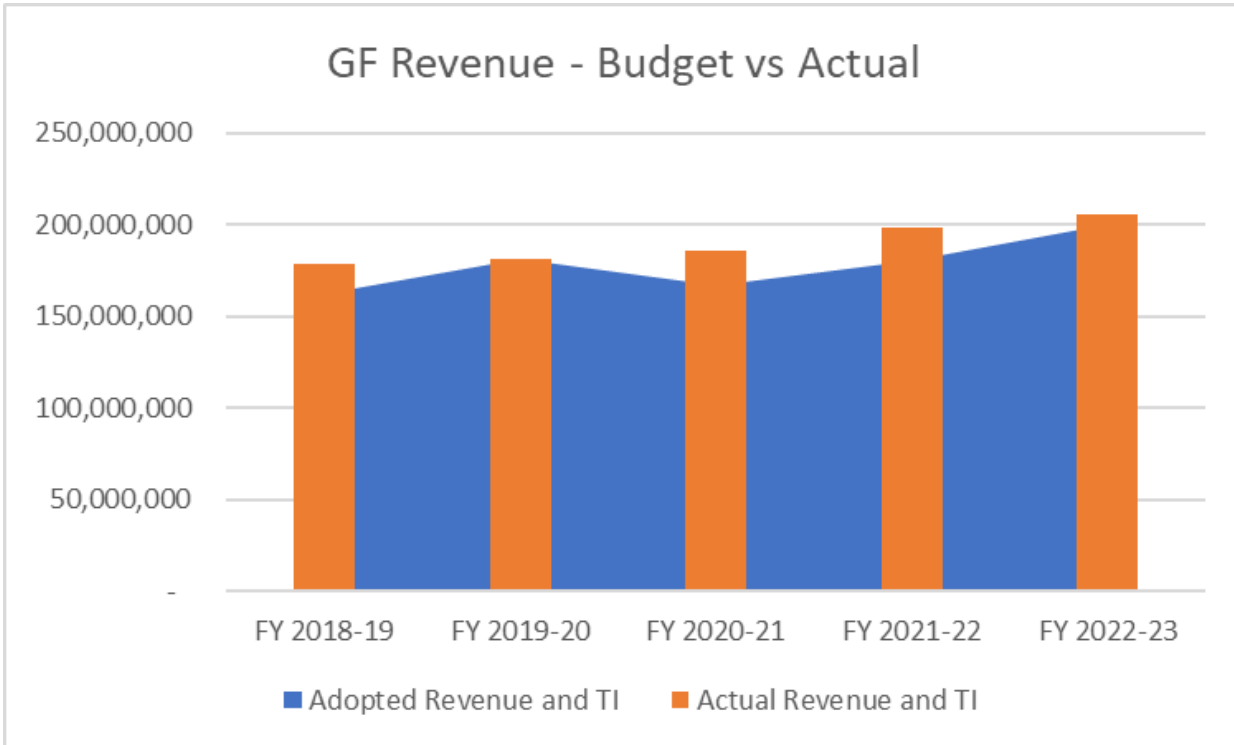## Chief Financial Officer

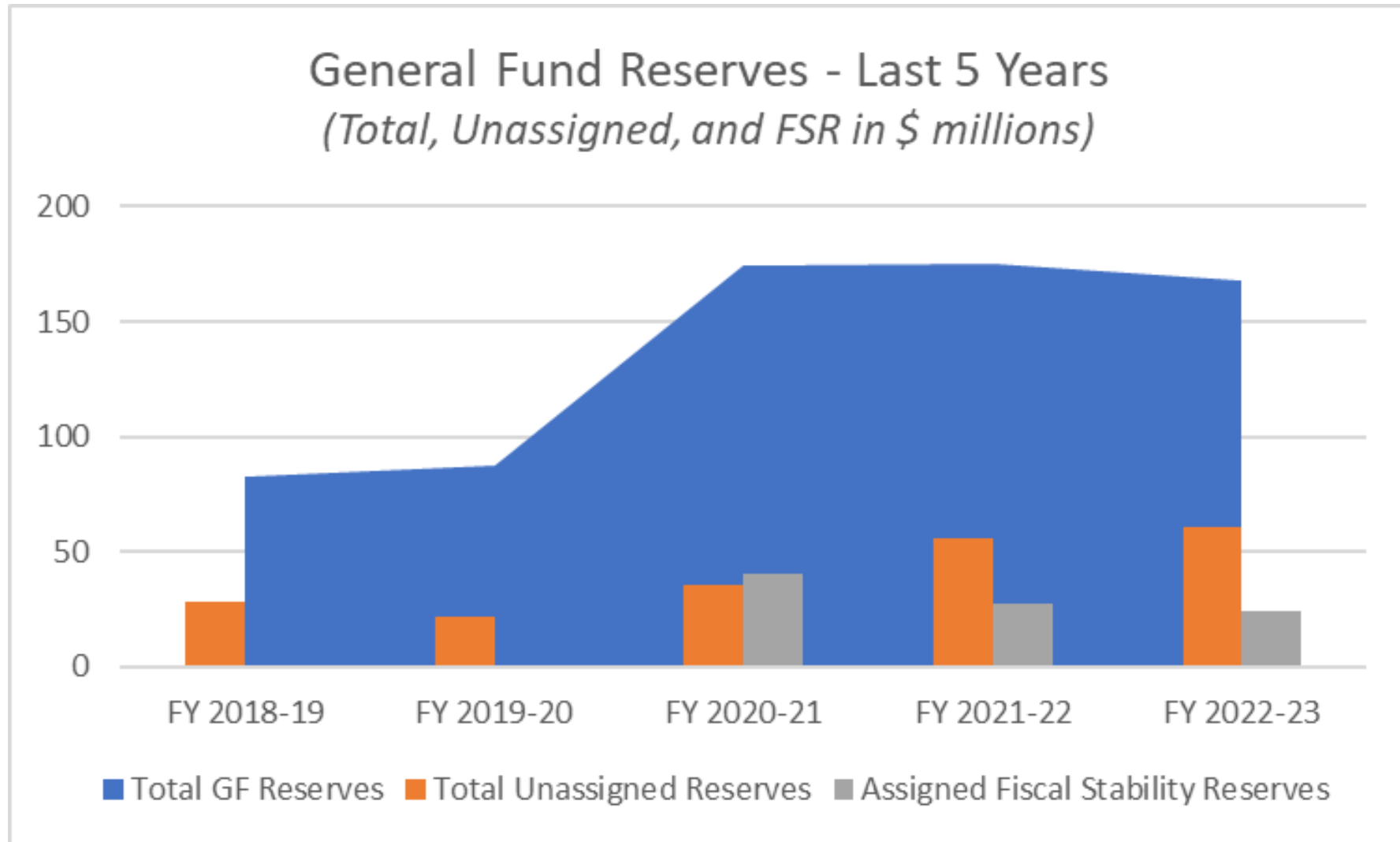# Fiscal Update & Long-Range Financial Plan

Current Issues

- General Fund Structural Deficit

- Deferred Maintenance

- Over-extended and Under-funded

- Future Labor Costs and Inability to Retain Employees

Fiscal Update & Long-Range Financial Plan

General Fund Budget vs Actual – Past Five Years

Fiscal Update & Long-Range Financial Plan

Fiscal Update & Long-Range Financial Plan

City of Santa Rosa

Base Long Range Financial Forecast

	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Revenues	$211.5	$216.9	$222.9	$229.0	233.4
Transfers In	2.4	2.4	2.5	2.5	2.6
Total Revenues & TI	**$213.9**	**$219.3**	**$225.4**	**$231.5**	**$235.9**
Expenditures	211.3	217.0	224.7	233.0	242.1
Transfers Out	7.7	9.1	9.3	9.5	9.1
Total Expenditures & TO	**$219.1**	**$226.2**	**$234.0**	**$242.5**	**$251.1**
Surplus (Deficit)	**($5.2)**	**($6.8)**	**($8.6)**	**($11.0)**	**($15.2)**

$230K General Fund Subsidy to Golf Course

ARPA funds for Homeless Services expire, +$2M annual Transfer Out ongoing

$665K rev & exp for Roseland Pvmnt Maintenance from SoCo discontinued

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Fiscal Update & Long-Range Financial Plan

Where Do We Go From Here?

- Reset and Rethink the General Fund – Shift the Paradigm

- Focus on Core Services

- Add Revenue and Protect Current Revenue

- Reprioritize Program Funding

How Do We Get There?

- Strategic Use of Reserves
  - Bridge Funding Gap With Fiscal Stability Reserves, GF Reserves
- Protect Existing GF Operating Revenue
  - Need All Funding Possible for Current Operations
  - Revenue Growth is Not New Revenue
- Respect the Process
  - Analysis Must Be Completed Before Adding Costs

Thank you

Public Comment

Adjourn to Closed Session

PUBLIC EMPLOYEE PERFORMANCE EVALUATION pursuant to
Government Code Section 54957
Title of Position: City Manager

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& ASSOCIATES

City of
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