

# **FY 2020-21 Budget Study Session**

**May 19, 2020**

# City Manager's Comments

# **FY 2019-20 Unbudgeted Events**

# PSPS Expenses

	PSPS EVENTS	EOC Activation	Total Cost
Hours	198	290	
Labor Costs			\$996,445
Materials & Supplies			\$79,081
Total			\$1,075,526

# COVID-19 Estimated Expenses

Expense Category	March - April	May – June (Est)	Total
Labor	\$287,195	\$185,000	\$472,195
Materials & Supplies	\$55,424	\$22,500	\$77,924
Contracts	\$866,967	\$261,300	\$1,206,191
Total	\$1,209,586	\$468,800	\$1,678,136

# **FY 2020-21 Citywide Proposed Budget Overview**

# FY 2020-21 Citywide Revenues by Fund (in millions)

Fund Type	2019-20 Adopted Budget	2020-21 Proposed Budget	\$ Change	% Change
General Fund	\$178.7	\$164.4	-\$14.3	-8.0%
Enterprise Funds	165.0	152.4	-12.6	-7.6%
Special Revenue Funds	29.4	34.2	4.8	16.3%
Other Funds	4.8	4.7	-0.1	-2.1%
Housing Authority	40.3	40.4	0.1	0.2%
Successor Agency to RDA	3.3	3.0	-0.3	-9.1%
<b>Total</b>	<b>\$421.5M</b>	<b>\$399.1M</b>	<b>-\$22.4M</b>	<b>-5.3%</b>

# FY 2020-21 Citywide Expenditures by Fund Type (in millions)

Fund Type	2019-20 Adopted Budget	2020-21 Proposed Budget	\$ Change	% Change
General Fund	\$171.3	\$177.3	\$6.0	3.5%
Enterprise (Operating)	130.0	128.3	-1.7	-1.3%
Enterprise (CIP)	32.2	33.2	1.0	3.1%
Non-Enterprise (CIP)	37.4	29.1	-8.3	-22.2%
Special Revenue	15.3	16.5	1.2	7.8%
Other Funds	5.4	5.2	-0.2	-3.7%
Housing Authority	44.0	44.1	0.1	0.2%
Successor Agency to RDA	3.3	3.0	-0.3	-9.1%
<b>Total</b>	<b>\$438.9</b>	<b>\$436.7</b>	<b>-\$2.2</b>	<b>-0.5%</b>
Operations (net of CIP)	\$369.3	\$374.4	\$5.1	1.4%
CIP only	69.6	62.3	-7.3	-10.5%



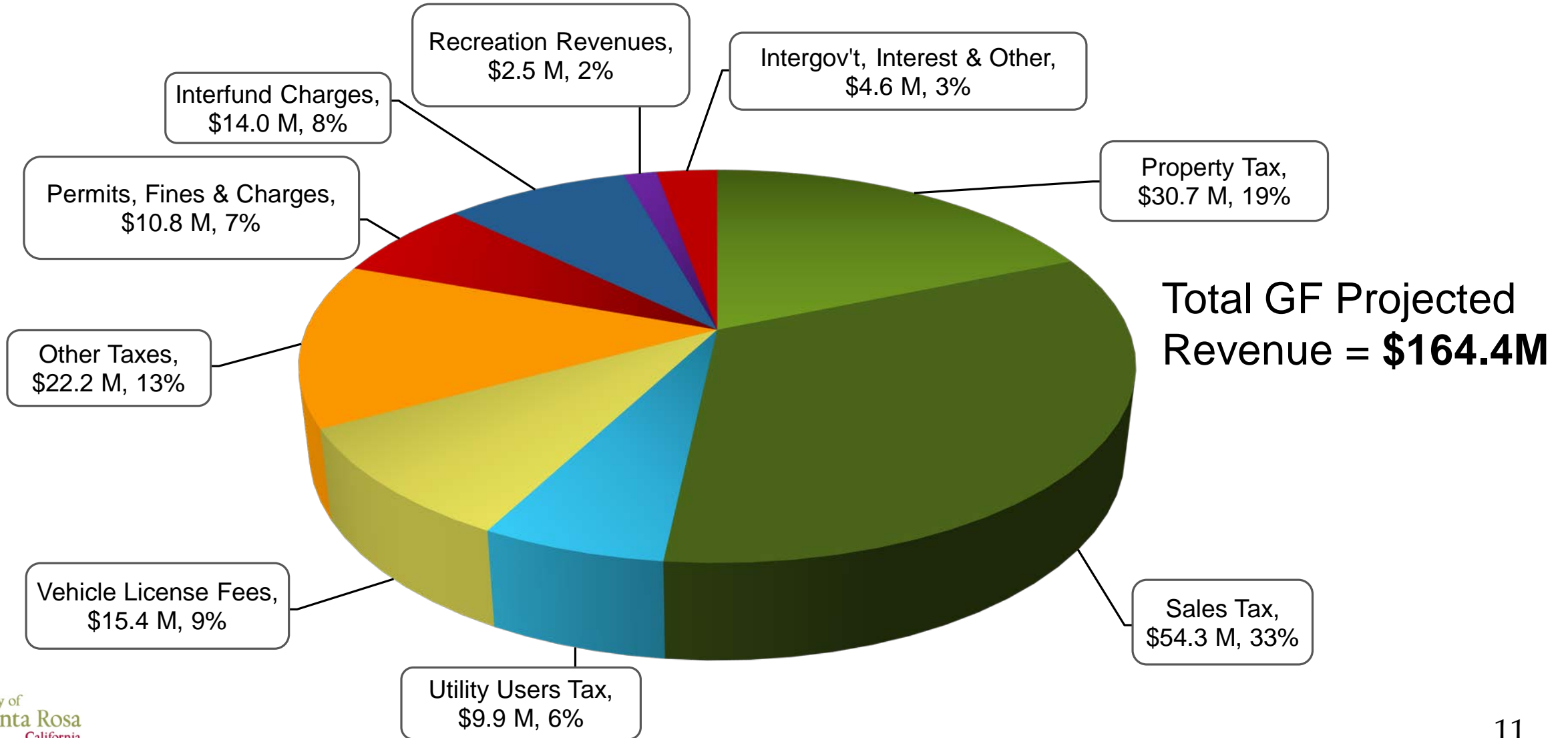
**FY 2020-21**

**General Fund Proposed  
Budget Overview**

# FY 2020-21 General Fund Revenues by Category (in millions)

Category	2019-20 Adopted Budget	2020-21 Proposed Budget	\$ Change	% Change
Property Tax	\$29.1	\$30.7	\$1.6	5.5%
Sales Tax	61.8	54.3	-7.5	-12.1%
Utility Users Tax	10.5	9.9	-0.6	-5.7%
Vehicle License Fees	14.6	15.4	0.8	5.5%
Other Taxes	25.3	22.2	-3.1	-12.3%
Permits, Fines & Charges	14.5	10.8	-3.7	-25.5%
Interfund Charges	14.1	14.0	-0.1	-0.7%
Recreation Revenues	3.6	2.5	-1.1	-30.6%
Intergov't, Interest & Other	5.2	4.6	-0.6	-11.5%
<b>Total</b>	<b>\$178.7M</b>	<b>\$164.4M</b>	<b>-\$14.3M</b>	<b>-8.0%</b>

# FY 2020-21 General Fund Revenues by Category



# FY 2020-21 General Fund Expenditures by Category (in millions)

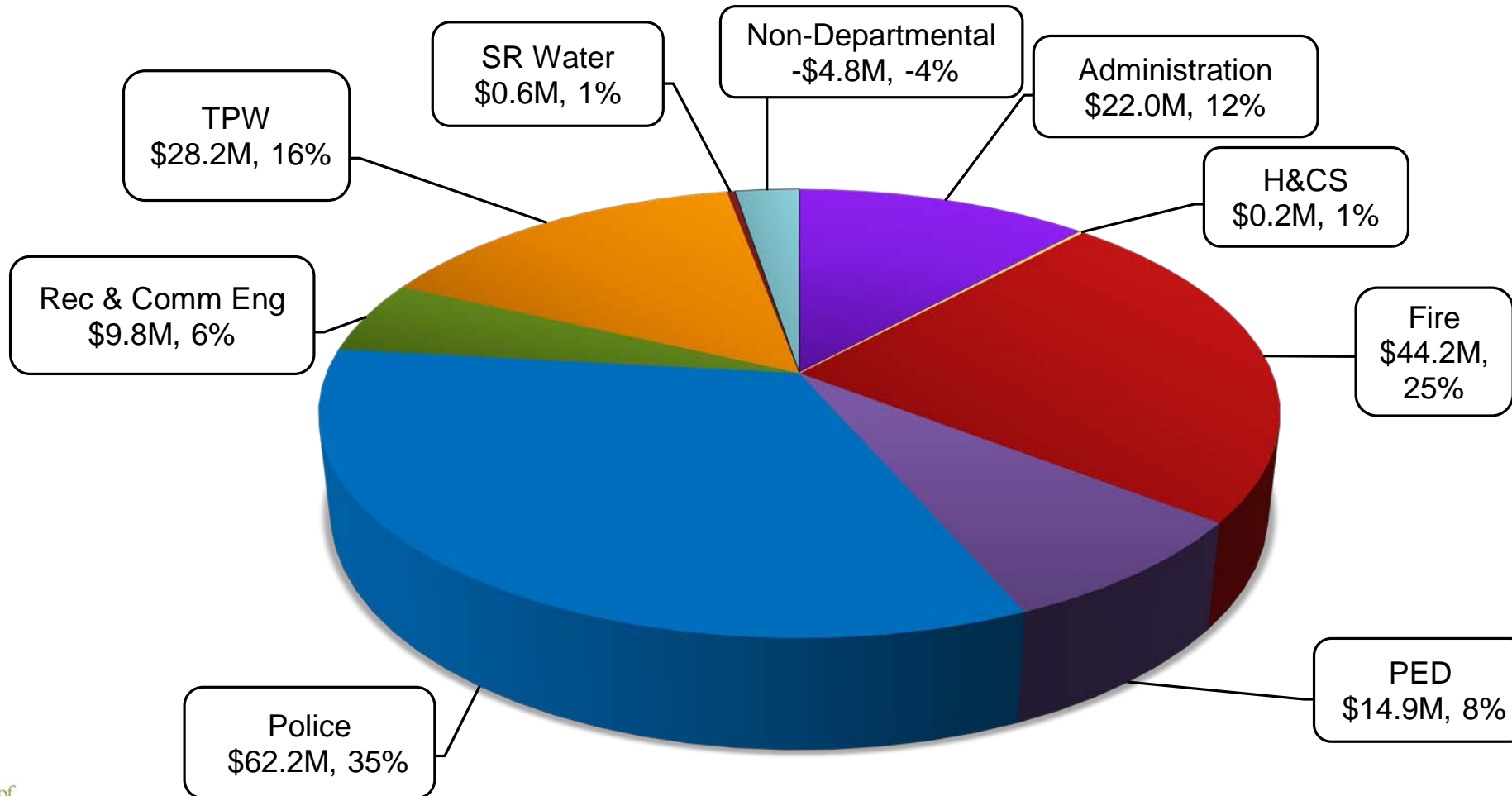
Category	2019-20 Adopted Budget	2020-21 Proposed Budget	\$ Change	% Change
Salaries	\$84.3	\$86.5	\$2.2	2.6%
Benefits	49.5	52.4	2.9	5.9%
Professional Services	11.9	13.4	1.5	12.6%
Vehicle Expense	5.1	5.6	0.5	9.8%
Operational Supplies	3.4	3.3	-0.1	-2.9%
Utilities	3.9	4.1	0.2	5.1%
Information Technology	4.7	5.1	0.4	8.5%
Liability/Property Insurance	1.8	1.9	0.1	5.6%
Other Miscellaneous	2.5	2.3	-0.2	-8.0%
Capital Outlay	0.1	0.1	--	0%
O&M Projects	4.1	2.6	-1.5	-36.6%
<b>Total</b>	<b>\$171.3M</b>	<b>\$177.3M</b>	<b>\$6.0M</b>	<b>3.5%</b>

# FY 2020-21 General Fund Expenditures by Department (in millions)

Department	2019-20 Adopted Budget	2020-21 Proposed Budget	\$ Change	% Change
Administration*	\$20.9	\$22.0	\$1.1	5.3%
Housing & Community Services	1.9	0.2	-1.7	-89.5%
Fire	43.4	44.2	0.8	1.8%
Planning & Economic Develop.	13.9	14.9	1.0	7.2%
Police	59.7	62.2	2.5	4.2%
Recreation & Comm Engagement	10.3	9.8	-0.5	-4.9%
Transportation & Public Works	26.9	28.2	1.3	4.8%
SR Water (Storm Water GF only)	0.7	0.6	-0.1	-14.3%
Non-Departmental	-6.4	-4.8	1.6	-25.0%
<b>Total</b>	<b>\$171.3M</b>	<b>\$177.3M</b>	<b>\$6.0M</b>	<b>3.5%</b>

\*Administration includes: City Council, City Manager's Office, City Attorney's Office, Human Resources, Finance and the Communications and Intergovernmental Relations Office.

# FY 2020-21 General Fund Expenditures by Department



Total GF Expenditures = **\$177.3M**

# General Fund Baseline Calculation

	FY 2020-21	% of Total GF Expenditures
<b>Total General Fund Expenditures</b>	<b>\$177.3M</b>	
<b>POLICE</b>		
Baseline	\$60.8M	34.3%
Proposed Budget	\$62.2M	
<b>Over/(Under) Baseline</b>	<b>\$1.4M</b>	
<b>FIRE</b>		
Baseline	\$42.0M	23.7%
Proposed Budget	\$44.2M	
<b>Over/(Under) Baseline</b>	<b>\$2.2M</b>	
<b>VIOLENCE PREVENTION</b>		
Baseline	\$741K	0.42%
Proposed Budget	\$768K	
<b>Over/(Under) Baseline</b>	<b>\$27K</b>	

# General Fund Expenditure Highlights - \$1.3M

- Carry-over budget from FY 2019-20 with minor adjustments
- Continued funding for the Roseland Library - \$150K
- Continued Veterans Fare-Free Transit Program - \$30K
- Continued the Tennant/Landlord Services contract - \$87K
- Continued the Secure Families Fund contract - \$50K



# General Fund Expenditure Highlights - \$1.3M

- Added Ballfield and Turf Mowing contract - \$500K
- Added November 2020 Election funding - \$500K
- Continued the re-organization to create the Communications and Intergovernmental Relations Office

# Homeless Services and Affordable Housing

Real Property  
Transfer Tax  
Revenue estimate:

**\$2,713,200**

-30% decrease  
from FY 19/20

	Proposed Budget
Homeless Services	663,151
Fair Housing	36,000
Affordable Housing	250,469
<b>Total RPTT Transfer of 35%</b>	<b>\$949,620</b>
<b>Additional General Fund Contributions to Homeless Services</b>	<b>\$2,679,780</b>
<b>Total General Fund Contribution to Homeless Services &amp; Affordable Housing</b>	<b>\$3,629,400</b>

# Homeless Services - \$3.3M

- Sam Jones Hall funding - \$1M
- Housing First Fund - \$634K
- HOST contract - \$500K
- Homeless Services Center Hours Expansion - \$100K
- Domestic Violence Shelter Beds - \$50K
- Grant Writing - \$50K
- Annual Homeless Count - \$68K
- Administration - \$923K

# FY 2020-21 General Fund Summary

(in millions)

	Proposed General Fund Budget
Revenue	\$164.4
Transfers In	2.7
<b>Total Revenues + Transfers In</b>	<b>\$167.1</b>
Expenditures	\$177.3
Capital Improvement Projects	2.2
Transfers Out	5.7
<b>Total Expenditures + Transfers Out</b>	<b>\$185.2</b>
<b>Surplus/(Deficit)</b>	<b>(\$18.1M)</b>

# Status of General Fund Reserves

	Amount	Reserve Percentage
<b>FYE 2019-20 Est. Unassigned Reserves</b>	<b>\$19.2M</b>	<b>11%</b>
FY 2020-21 Use of Reserves	-18.1M	
<b>FYE 2020-21 Est. Unassigned Reserves</b>	<b>\$1.1M</b>	<b>less than 1%</b>
<i>Policy-Mandated Reserve Requirement</i>	<i>\$26.6M</i>	<b>15%</b>
<b>Over/(Under) Council Policy</b>	<b>(\$25.5M)</b>	

# FTE Staff Summary

# Authorized FTE Staff Summary

Dept.	FY 19-20	FTE Change	FY 20-21
CAO	15.90	--	15.90
CMO	10.00	-2.00	8.00
Comm's & Intergovt Rel	--	7.00	7.00
Finance	95.85	-0.50	95.35
Fire	151.00	--	151.00
H&CS	34.00	-10.00	24.00
HR	20.00	--	20.00

# Authorized FTE Staff Summary

Dept.	FY 19-20	FTE Change	FY 20-21
IT	29.00	--	29.00
PED	61.00	8.00	69.00
Police	260.50	-0.50	260.00
Rec & Comm Engage	44.00	-2.00	42.00
TPW	290.00	-3.00	287.00
Water	247.50	--	247.50
<b>Total FTEs</b>	<b>1,258.75</b>	<b>-3.00</b>	<b>1,255.75</b>



# FY 2020-21 General Fund Organizational & Position Change Detail

Dept.	Position Title	FTE
CMO	Associate Right of Way Agent (to Water)	-1.00
CMO	Communications & Intergovt Relations Director (to CIRO)	-1.00
	<b>Total Change CMO</b>	<b>-2.00</b>
CIRO	Communications & Intergovt Relations Director	1.00
CIRO	Marketing & Outreach Coordinator	4.00
CIRO	Recreation Specialist	1.00
CIRO	Intergovernmental Relations and Legislative Officer (50% funded by Water)	1.00
	<b>Total Change CIRO</b>	<b>7.00</b>

# FY 2020-21 General Fund Organizational & Position Change Detail

Dept.	Position Title	FTE
HCS	Code Enforcement division (to PED)	-10.00
	<b>Total Change HSC</b>	<b>-10.00</b>
PED	Code Enforcement division (from HSC)	10.00
PED	Marketing & Outreach Coordinator (to CIRO)	-1.00
PED	Dept. Technology Coordinator	-1.00
	<b>Total Change PED</b>	<b>8.00</b>
Police	Marketing & Outreach Coordinator (to CIRO)	-0.50
	<b>Total Change Police</b>	<b>-0.50</b>
R&CE	Marketing & Outreach Coordinator (to CIRO)	-1.00
R&CE	Recreation Specialist (to CIRO)	-1.00
	<b>Total Change Rec &amp; Comm Eng</b>	<b>-2.00</b>

# FY 2020-21 General Fund Organizational & Position Change Detail

Dept.	Position Title	FTE
TPW	Limited Term Electrician (exp. 6/30/20)	-1.00
TPW	Marketing & Outreach Coordinator (to CIRO)	-1.00
	<b>Total GF Change TPW</b>	<b>-2.00</b>
	<b>Total General Fund FTE Changes</b>	<b>-1.50</b>

# FY 2020-21 Non-General Fund Organizational & Position Change Detail

Dept.	Position Title	FTE
Finance	Parking Operations Coordinator	-0.50
Finance	Parking Supervisor	-1.00
Finance	Parking Program Coordinator	1.00
	<b>Total Change Finance (Parking)</b>	<b>-0.50</b>
HR	Extend Limited Term Risk Analyst (exp. 6/30/21)	--
	<b>Total Change HR (Risk)</b>	<b>0.00</b>
R&CE	Extend Limited Term Community Outreach Specialist (grant funded, exp. 6/30/21)	--
	<b>Total Change Rec &amp; Comm Eng (Grant)</b>	<b>0.00</b>
TPW	Marketing & Outreach Coordinator (to CIRO)	-1.00
	<b>Total Change TPW (Transit)</b>	<b>-1.00</b>

# FY 2020-21 Non-General Fund Organizational & Position Change Detail

Dept.	Position Title	FTE
Water	Associate Right of Way Agent (from CMO)	1.00
Water	Senior Buyer	-1.00
	<b>Total Change Water</b>	<b>-0.00</b>
	<b>Total Non-General Fund FTE Changes</b>	<b>-1.50</b>

# Position Reclassifications

The Human Resources Department has conducted classification studies for several positions on behalf of departments throughout the City and has made recommendations for reclassification requests, new classification studies, and salary studies for several, some position changes of note are listed below:

- Create new classification specification of Intergovernmental Relations and Legislative Officer
- Reclassify 1 Deputy City Attorney to Assistant City Attorney
- Reclassify 1 Bus Service Worker to Skilled Maintenance Worker
- Update the Job Classification and Salary of Transportation Planner
- Create new Classification Specification of Active Transportation Planner
- Reclassify Emergency Preparedness Coordinator to Emergency Preparedness Manager
- Create new Classification Specification(s) of Assistant Land Surveyor and Associate Land Surveyor
- Reclassify Economic Develop Manager to Deputy Director- Economic Development
- Update the Job Classification and Salary of Arts Coordinator
- Create the Classification of Zero Waste Coordinator
- Reclassify Principal Financial Analyst to Budget and Financial Analysis Manager
- Reclassify 4 Meter Specialist(s) and 1 Senior Meter Specialist to Meter Technician(s)/ Senior Meter Technician

# Hiring Freeze

- Target of \$5M Savings in Salary and Benefits for FY 2020-21
- Continue to fill positions related to:
  - Health and Safety of the Community
  - Economic Development and Recovery
  - Regulatory Requirements

# Questions / Comments



# Enterprise Funds

- ❖ Parking Enterprise
- ❖ Transit Enterprise
- ❖ Golf Course Enterprise
- ❖ Water Enterprise
- ❖ Local Wastewater Enterprise
- ❖ SubRegional Wastewater Enterprise
- ❖ Storm Water Enterprise

# Parking Enterprise

# FY 2020-21 Parking Enterprise Fund Summary

	Proposed Budget
Revenue	\$3,136,983
Transfers In	1,236,329
<b>Total</b>	<b>\$4,373,312</b>
O&M Expenditures	\$5,687,032
CIP Expenditures	120,000
Transfers Out	115,560
<b>Total</b>	<b>\$5,922,592</b>
<b>Use of Reserves</b>	<b>(\$1,549,280)</b>

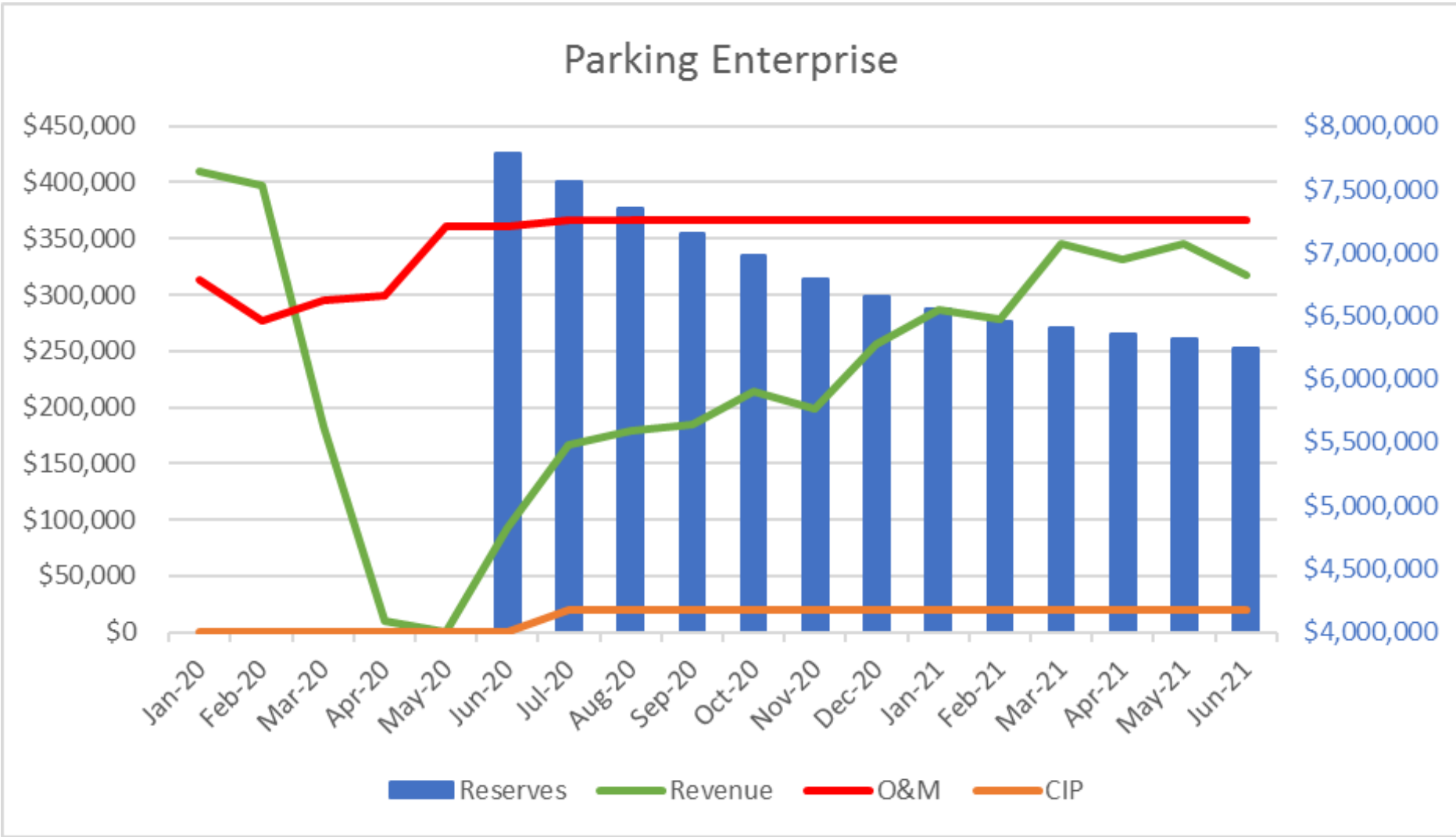
# Financial Outlook, FY 2019-20

- Estimated \$1.2 million in lost revenue (24%) for current fiscal year from temporary waiver of parking fees and shortened meter hours
- Estimate ending fiscal year with expenditures exceeding revenues by \$825K
- Estimated fund reserve on June 30, 2020 of ~\$8 million
- Funding already allocated for essential capital activities (i.e., garage repairs and equipment replacement)

# Financial Outlook, FY 2020-21

- \$1 million reduction in projected revenues for FY 20-21 due to COVID-19 impacts and shorter paid parking hours
  - Assumes parking fees have resumed by July 1, 2020
    - With expanded free parking options
    - Assumes 25% reduction in parking user fee revenue
- Estimate ending fiscal year with expenditures exceeding revenues by \$1.5 million
- Estimated fund reserve on June 30, 2021 of ~\$6.5 million

# Parking Enterprise



# CAPITAL IMPROVEMENT PROJECTS - PARKING FUND

## BUDGETED:

1 <sup>ST</sup> ST GARAGE ELEVATOR	\$787K
GARAGE REPAIRS	\$2.5M
LOT REPAIRS	\$1.3M
ADA UPGRADES	\$150K
PARCS REPLACEMENT	<u>\$2.1M</u>
<b>TOTAL</b>	<b>\$6.8M</b>

## FUTURE:

ELEVATOR UPGRADES	\$ 1.1M
GARAGE REPAIRS	\$10.3M
LOT REPAIRS	\$ 7.8M
ADA UPGRADES	<u>\$ 1.5M</u>
<b>TOTAL</b>	<b>\$20.7M</b>

ESTIMATED PARKING FUND AVAILABLE RESERVES 6/30/2020 ~ \$ 8M

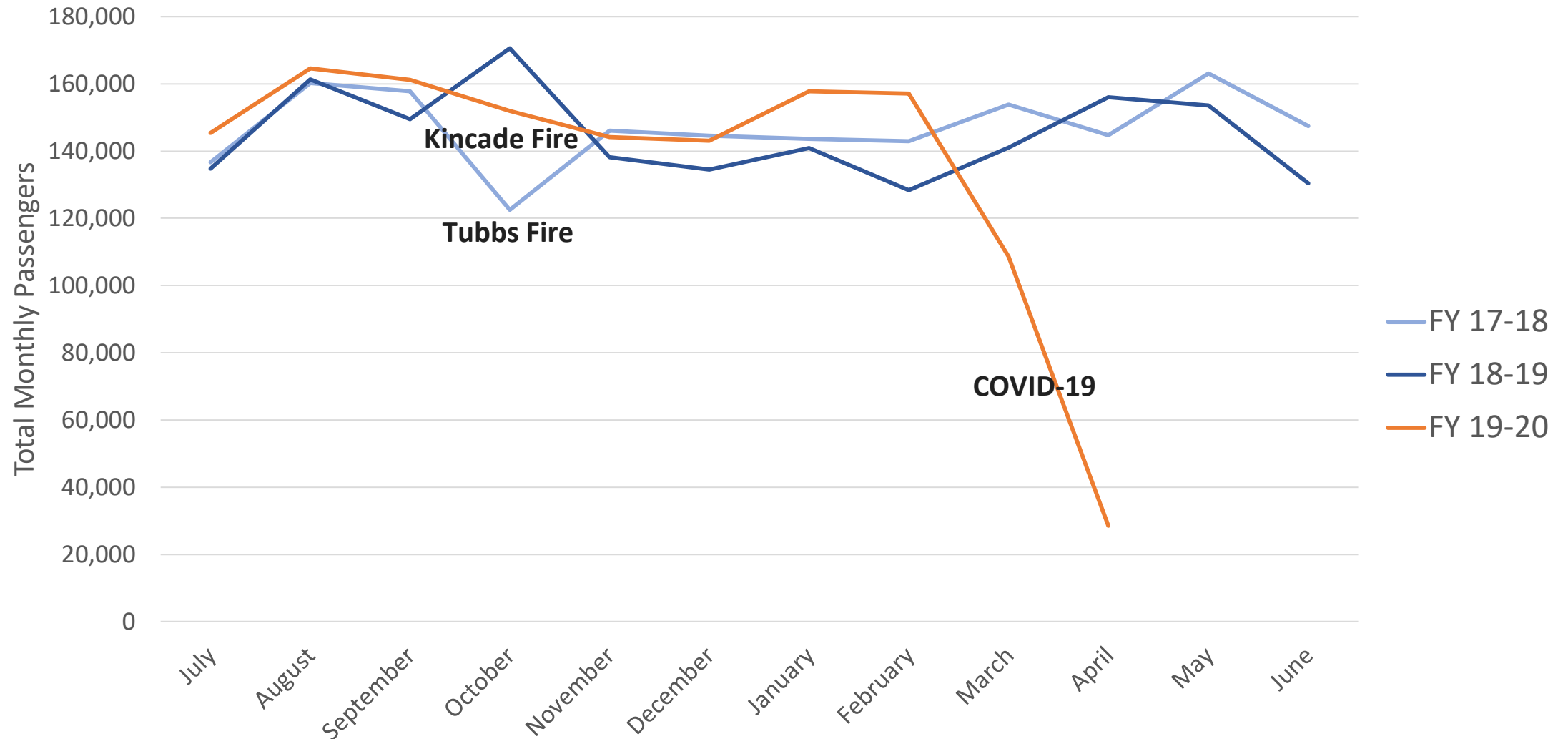
# Transit Enterprise



# Current Operational Status

- Significant impacts from COVID-19 due to SIP, restriction to essential travel, and safety-related operational changes
- CityBus fixed-route system operating on “Sunday plus” service level
  - One-quarter of typical weekday service level
  - Ridership down 85%
- Paratransit ridership demand down 90%; all trip requests being served
- Excess paratransit system capacity used for call-ahead service for general public—essential trips that can’t be served by fixed routes
- All services operating fare-free to maintain social distancing

# CityBus Year-Over-Year Ridership Trends



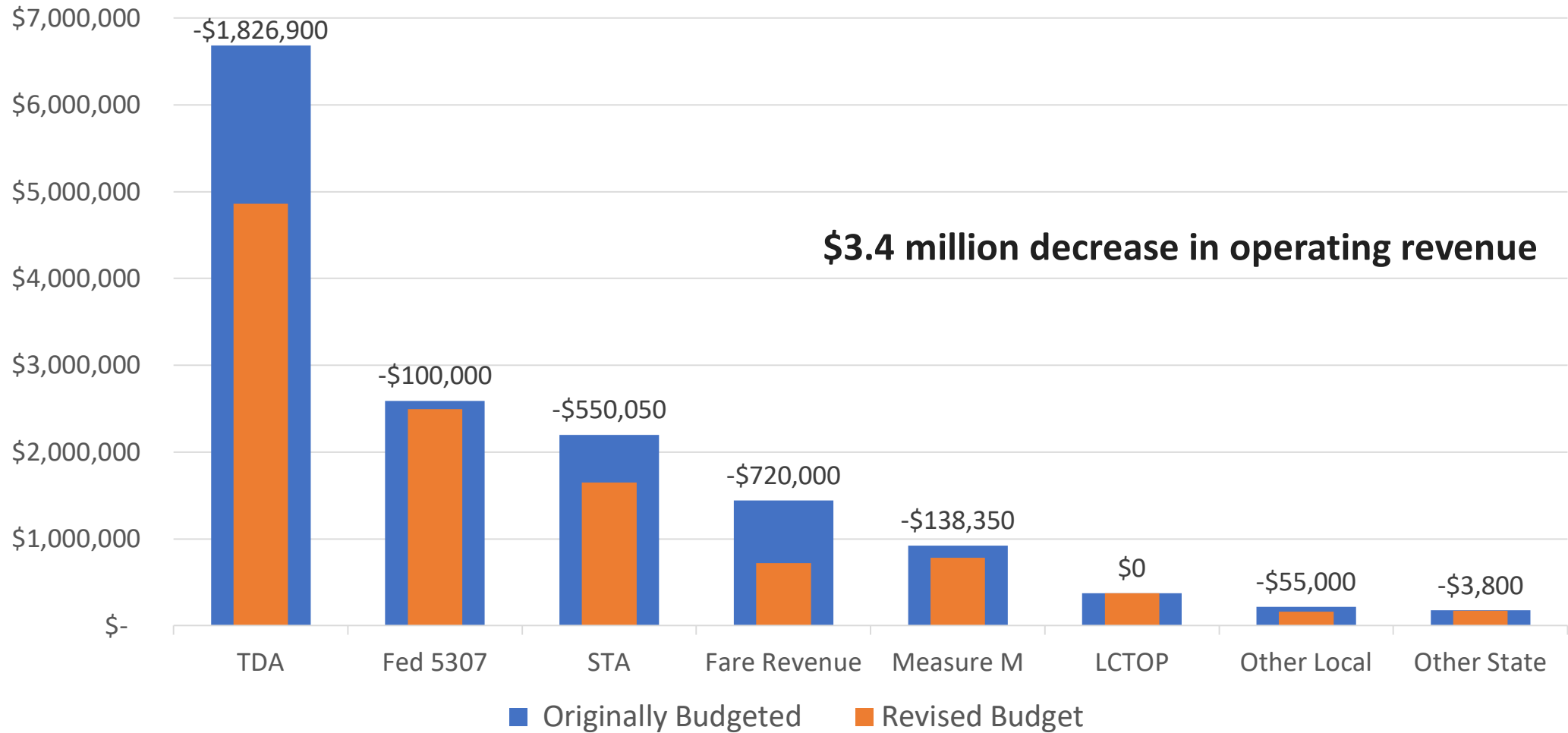
# Financial Outlook, FY 2019-20

- Estimated \$2.7 million in lost revenue for current fiscal year from impacts to sales and gas tax revenues, lost fare revenue
- CARES Act allocation of \$2.5 million will largely fill this gap
- Project completing fiscal year with expenditures within revenues
- Operating reserve at \$2 million (15%)
- Expect to retain funding set aside for essential capital activities (i.e., bus replacement)

# Financial Outlook, FY 2020-21

- \$3.4 million reduction in projected revenues for FY 2020-21 due to COVID-19 impacts
  - Assumes 25% reduction in funds based on sales and fuel taxes
    - Prior fund estimate revision results in projected 27% decrease in TDA revenues
  - Assumes 50% reduction in farebox revenue
- Equates to 23% decrease in total operating revenues

# Projected Decreases in Transit Enterprise Revenues, FY 20-21



# FY 2020-21 Transit Enterprise Fund Summary

	Proposed Budget
Revenue	\$11,157,717
Transfers In	51,650
<b>Total</b>	<b>\$11,209,367</b>
Expenditures	\$15,066,348
Transfers Out	-
<b>Total</b>	<b>\$15,066,348</b>
<b>Use of Reserves</b>	<b>(\$3,856,981)</b>

# Closing the Gap in FY 2020-21

## Immediate Actions

- **Freeze current vacant positions**
- **Realize savings from reduced service**
  - Fuel
  - Maintenance
  - Overtime
  - Fare collection/processing costs

## Next 6-12 months

- **Phased, strategic service restoration**
  - Identify sustainable level of revenue hours
  - Adopt Service Restoration Principles to guide approach, priorities, key milestones
- **Support increased transit allocation in “Go Sonoma” measure (Measure M)**
- **Pursue integration activities with regional transit partners**
- **Advocate for additional CARES Act allocation for FY 20-21**
- **Consider options for fare policy**

# Service Restoration Principles



Identify and build towards sustainable ceiling of revenue hours



Identify key milestones for service restoration



Ensure system continues to operate within PHO, CDC guidelines



Use Council goals, performance, public input, equity lens to prioritize restoration



Develop new service models for low-density areas where fixed-routes not viable



Coordinate closely with partner transit operators serving Santa Rosa



# Capital Program Approach

- Continue to fund capital projects necessary for sustainable long-term operation of the transit system:
  - Bus replacement
  - Capital repairs to vehicles and facilities
- Continue with grant-funded projects that meet City goals:
  - Purchase of electric buses
  - Build-out of electric bus charging infrastructure
  - Improvement of passenger amenities
- Place any discretionary capital projects on hold

# Golf Course Enterprise

# FY 2020-21 Golf Course Enterprise Fund Summary

	Proposed Budget
Revenue	\$373,672
Transfers In	-
<b>Total</b>	<b>373,672</b>
Expenditures	814,124
Transfers Out	-
<b>Total</b>	<b>814,124</b>
<b>Use of Reserves</b>	<b>(\$440,452)</b>

# Water Enterprises

# FY 2020-21 Water Enterprise Fund Summary

	Proposed Budget
Revenue	\$44,988,324
Transfers In	-
<b>Total</b>	<b>\$44,988,324</b>
O&M Expenditures	32,227,140
CIP Expenditures	13,390,000
Transfers Out	2,247,974
<b>Total</b>	<b>\$47,865,114</b>
<b>Use of Reserves</b>	<b>(\$2,876,790)</b>

# FY 2020-21 Wastewater Enterprise Fund Summary

	Proposed Budget
Revenue	\$69,785,661
Transfers In	-
<b>Total</b>	<b>\$69,785,661</b>
O&M Expenditures	12,020,997
CIP Expenditures	12,360,000
Transfers Out	49,056,405
<b>Total</b>	<b>\$73,437,402</b>
<b>Use of Reserves</b>	<b>(\$3,651,741)</b>

# FY 2020-21 SubRegional Wastewater Enterprise Fund Summary

	Proposed Budget
Revenue	\$20,191,995
Transfers In	47,050,247
<b>Total</b>	<b>\$67,242,242</b>
O&M Expenditures	60,094,882
CIP Expenditures	7,000,000
Transfers Out	-
<b>Total</b>	<b>\$67,094,882</b>
<b>Surplus</b>	<b>\$147,360</b>

# FY 2020-21 Storm Water Enterprise Fund Summary

	Proposed Budget
Revenue	\$2,774,574
Transfers In	-
<b>Total</b>	<b>\$2,774,574</b>
O&M Expenditures	2,650,409
CIP Expenditures	475,000
<b>Total</b>	<b>\$3,125,409</b>
<b>Use of Reserves</b>	<b>(\$350,835)</b>



# FY 2020-21 Water Fund Considerations

- Revenue reductions
  - Projections based on Great Recession
    - \$5.5M Water Fund
    - \$4.1M Wastewater Fund
    - Storm Water stable, possible losses expected later
  - Adjusting expenditures
  - Fund balances
  - Leaving positions vacant
  - Delay of Evergreen implementation
  - Reviewing Prioritization of projects

# FY 2020-21 Water Fund Considerations

## ➤ Customer Assistance

- Waiver of delinquent fees based on Shelter in Place Order
- Suspension of disconnection for non-payment
- Offering payment plans
- Evaluating sewer caps
- H2O customer assistance program modifications
- Monitoring State and Federal legislation assistance packages

# FY 2020-21 Operational Outlook

# City Council Goals

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 21<sup>st</sup> century city and organization.
10. Foster a strong downtown and overall economic development of the community.

# Tier 1 Priorities

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

# City Attorney's Office

**PENDING**

# Community Development & Engagement Portfolio

- Planning
- Building
- Development Services
- Economic Development
- Housing
- Homelessness
- Recreation
- Community Engagement



# FY 2020-21 Challenges

	Council Goals
<b>Ability to maintain services and operations in lieu of the shelter-in-place, financial crisis and associated hiring freeze caused by the COVID-19 pandemic</b> <ul style="list-style-type: none"> <li>➤ Maintaining service delivery performance for housing and business development.</li> <li>➤ Addressing ongoing housing crisis, increase in policy/legislative items and upcoming RHNA allocation.</li> <li>➤ Increased demand for development to support sales and property tax</li> <li>➤ Limits on programs, participation and revenue in Recreation, Community Engagement, Economic Development</li> <li>➤ Maintaining service level for rebuild while reducing cost and reliance on consultants</li> </ul>	1,2,3,4,5,6,7,10
<b>Identify resources to support businesses/economic recovery</b>	1, 2, 10
<b>Climate Action implementation through COVID-19 recovery</b>	3
<b>Additional resources needed for Homeless Services post COVID-19; shelter spacing, long-term housing</b>	3, 4, 5

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Fiscal Sustainability	Economic Recovery TF Items (Recovery Downtown Package, small business policies)	December 2020
Fiscal Sustainability	Business Attraction (start up, maker, industrial)	Ongoing
Fiscal Sustainability	Downtown Development/Enhancement/Vitality	Ongoing
Fiscal Sustainability	Update delivery model for recreation programs post COVID-19	December 2020
Fiscal Sustainability	Evaluate fiber deployment	July 2021
Fiscal Sustainability	Reactivation of revenue generating facilities and recreation programs aligned with post COVID-19 guidelines and timelines	2020-2021

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Comprehensive Housing Strategy	COVID-19 Rental Assistance Program	June 2020
Comprehensive Housing Strategy	Downtown Specific Plan	October 2020
Comprehensive Housing Strategy	Enhanced Infrastructure Finance Districts (EIFD)	December 2020
Comprehensive Housing Strategy	General Plan/Healthy Cities (3-year effort)	December 2023
Comprehensive Housing Strategy	Missing Middle housing policy	July 2021
Comprehensive Housing Strategy	Downtown housing / redevelopment projects (1 SR Ave., SMART, 420 Mendocino)	2021-2023
Comprehensive Housing Strategy	Growth Management Ordinance Update	December 2021

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Comprehensive Housing Strategy	Downtown Historic Resources Survey Update	July 2021
Comprehensive Housing Strategy	Mendocino Avenue Specific Plan	March 2022
Comprehensive Housing Strategy	Create / preserve affordable housing units- funding, tax credits, policies	Ongoing
Homelessness	Social distancing for shelters and interim encampments	May 2020
Homelessness	Intermediate shelter expansion	December 2020
Homelessness	Restore/ expand shelter capacity and housing first models	July 2021

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Climate Action Plan	Update Climate Action Plan	December 2023
Climate Action Plan	Climate Action Plan element prioritization and implementation	Ongoing
Recovery & Resilience	Complete rebuild of homes lost in the 2017 Tubbs/Adobe Fire	December 2022
Recovery & Resilience	Establish full virtual plan check, permitting, and inspection services	July 2020
Recovery & Resilience	Create a strategic community engagement plan of action	July 2021

# Operations & Transportation

- Water Department
- Transportation & Public Works

**PENDING**

# Fire Department



# FY 2020-21 Challenges

## Fire Department

## Council Goals

**Ability to maintain services and operations in lieu of the shelter-in-place, financial crisis and associated hiring freeze caused by the COVID-19 pandemic**

**1,2,5,6,9**

- Responding to public emergencies: fires, EMS calls, HazMats, PSPS events, public health emergencies (Coronavirus), homelessness, and large scales events
- Addressing adequate service levels in the event of a COVID-19 spike, causing a staffing shortage for wildland fire season, pandemic response as well as all calls for service
- Mutual aid during large scale events - both providing and receiving
- Non-reimbursable and regular overtime costs throughout the department
- Advancing Standards of Coverage and Staffing Study recommendations

# FY 2020-21 Challenges

## Fire Department

## Council Goals

Ability to maintain services and operations in lieu of the shelter-in-place, financial crisis and associated hiring freeze caused by the COVID-19 pandemic

1,2,5,6,8

- Recruitment for sworn and civilian positions. Recruitments take 6 to 9 months with a Fire Academy for safety positions. Several anticipated retirements this year.
- Development of Vegetation Management Program
- Supporting fire recovery/rebuild efforts with plan reviews and inspections
- The ability to provide meaningful Community Engagement

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Recovery & Resilience	Rebuild Fire Station 5	Ongoing
Recovery & Resilience	Continued support for COVID-19 response and recovery through operations and prevention divisions	Ongoing
Fiscal Sustainability	Pandemic Response Unit (PRU) down staffed	On hold, pending additional outbreak
Fiscal Sustainability	Relocation of Fire Station 8, addition of station 9	On hold, pending funding
Fiscal Sustainability	Implementing standards of coverage and staffing study recommendations	On hold, pending funding

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Fiscal Sustainability	Implement Community Wildfire Protection Plan (CWPP)	On hold, pending funding
Recovery & Resilience	Upgrade out dated Emergency Radio Equipment	Ongoing
Fiscal Sustainability	Ongoing funding for replacement of aging apparatus	On hold, pending funding
Fiscal Sustainability	Develop and implement a Vegetation Management education and inspection program for the Wildland-Urban Interface Fire Areas (WUI).	On hold, pending funding

# Police Department

# FY 2020-21 Challenges

	Council Goals
<b>Ability to maintain services and operations in lieu of the shelter-in-place, financial crisis and associated hiring freeze caused by the COVID-19 pandemic</b>	<b>1,5,6,9</b>
<ul style="list-style-type: none"><li>➤ Responding to public emergencies: fires, PSPS events, public health emergencies (Coronavirus), homelessness, and large scales events</li><li>➤ Addressing adequate service levels in the event of a COVID-19 spike, causing a staffing shortage, and compliance to health order</li><li>➤ Providing timely response to Calls for Service, specifically, priority 2 and 3 calls</li><li>➤ Overtime costs throughout the department</li><li>➤ Supporting fire recovery/rebuild efforts with patrols, dedicated beat projects, and investigations of property and environmental crime</li><li>➤ Capacity to conduct Community Engagement</li><li>➤ Continue to address compliance of SB1421/AB748 and new Racial Identify Profiling Act (RIPA goes into effect 2022)</li></ul>	

# FY 2020-21 Challenges

	Council Goals
<b>Ability to maintain services and operations in lieu of the shelter-in-place, financial crisis and associated hiring freeze caused by the COVID-19 pandemic</b>	<b>1,5,6,9</b>
<ul style="list-style-type: none"><li>➤ Recruitment for sworn and civilian positions. Recruitments take six months with an extended training program. Several anticipated retirements this year.</li><li>➤ Assignments in Special Services Division<ul style="list-style-type: none"><li>Proactive enforcement, collaboration with community partners and delay on clearance rates of crimes related to fentanyl, gangs, property, domestic violence, and sexual assaults</li></ul></li><li>➤ Assignments in Traffic Bureau delayed<ul style="list-style-type: none"><li>Traffic complaints, traffic and safety grants and school traffic safety programs</li></ul></li><li>➤ Continued staffing of a dedicated Downtown Enforcement Team<ul style="list-style-type: none"><li>Supporting housing, businesses, and downtown revitalization projects</li><li>Addressing homelessness, and collaborating with HCS Department and CBO's</li></ul></li><li>➤ School Resource Officers<ul style="list-style-type: none"><li>Capacity to serve Santa Rosa Unified School District and Roseland School District</li></ul></li></ul>	

# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Fiscal Sustainability	Reduce overtime and decrease response time through adequate staffing. Officer recruitments take up to six months. Training may take up to 12 months.	On hold pending funding
Fiscal Sustainability	Dedicated Teams to reduce overtime through adequate staffing (Gangs, SRO's, Narcotics, Property, Traffic, Domestic Violent & Sexual Assault, and DET). Impacts ability to solve crimes.	On hold pending funding
Fiscal Sustainability	Reduce overtime and decrease response time through adequate staffing. Dispatcher recruitments take six months. Training may take up to 14 months.	On hold pending funding



# FY 2020-21 Council Priority Objectives

Council Priority	Objective	Anticipated Delivery
Recovery & Resilience	Continue supporting fire recovery efforts through dedicated beat projects and patrols in burn areas.	Ongoing
Recovery & Resilience	Capacity to support COVID-19 response and recovery efforts through adequate staffing and beat projects.	Ongoing
Comprehensive Housing Strategy	Continued support and work with HOST and HCS to identify vulnerable population for housing. Housing, businesses, and downtown revitalization projects.	Ongoing
Homelessness	Addressing homelessness, and collaborating with City Departments, the County of Sonoma, neighborhood organizations, and Community Based Organizations.	Ongoing
Homelessness	Maintaining a Downtown Enforcement Team with the skillset and experience to work within the parameters of the injunction and the rapidly changing laws.	On hold pending funding

# Internal Services Portfolio

- Finance
- Communications & Intergovernmental Relations
- Human Resources & Risk Management
- Information Technology

# FY 2020-21 Challenges

	Council Goals
Forecast and plan for fiscal impacts due to COVID-19, future PSPS and wildfire events, and a recession of unknown depth or duration	1
Replenish and grow reserves to provide long-term fiscal stability during emergency events	1
Renew sales tax measures	1
Plan for future budget impacts from PERS rates	1
Maintain pace and demand of public information needs during a prolonged, evolving pandemic response	
Expand IT services and support to respond to new demands for virtual meeting spaces and effective work-for-home technology	
The HR Department has been responding to the changing regulations and compliance related to the recent emergencies and developing procedures and policy around employee safety and wellness, while ensuring compliance with local, state and federal legal requirements.	

# FY 2020-21 Council Priorities

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## Fiscal Sustainability

Develop and Present Fiscal Year-End General Fund Budget Review

Sept. 15

# Questions / Comments

# Citywide Capital Improvement Program FY 2020-21 Proposed Budget



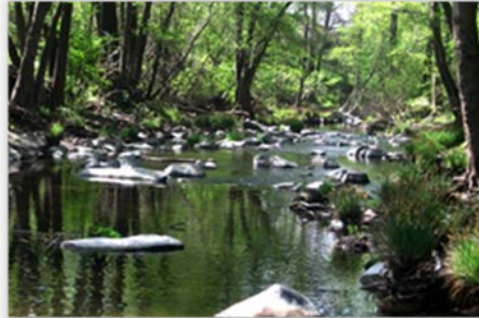


# Sample of Citywide Assets

## Total Value \$5 Billion



625 Miles of Water Mains  
29,033 Water Valves  
23 Reservoirs



339 Miles of Storm Drain  
17,620 City-maintained Structures  
67 Miles of Creeks



6,450 Hydrants



595 Miles of Sewer Mains  
12,335 Sewer Manholes  
17 Sewer Lift Stations



109 Parks (1,036 Acres)  
Playground Equipment,  
Picnic Tables, Grills



213 Traffic Signals  
76 Pedestrian Flashers



Miles of Road:  
509 Centerline Miles  
1,126 Lane Miles



116 City-Owned Facilities  
City Hall, Fire Stations, Public Safety  
Building, Finley Community Center



Laguna Treatment Plant

# Where do projects come from?

## Council-adopted Planning Documents

- General Plan
- Council Goals

## Master Plans

- Bicycle and Pedestrian Master Plan
- Water Master Plan
- Sanitary Sewer Master Plan
- City-wide Creek Master Plan
- Ground Water Master Plan
- Recreation & Parks Business and Strategic Action Plan
- Park Master Plans

## Area Plans

- Downtown Station Area Specific Plan
- North Station Area Plan
- Roseland Area/Sebastapol Road Specific Plan

## Climate Action Plan

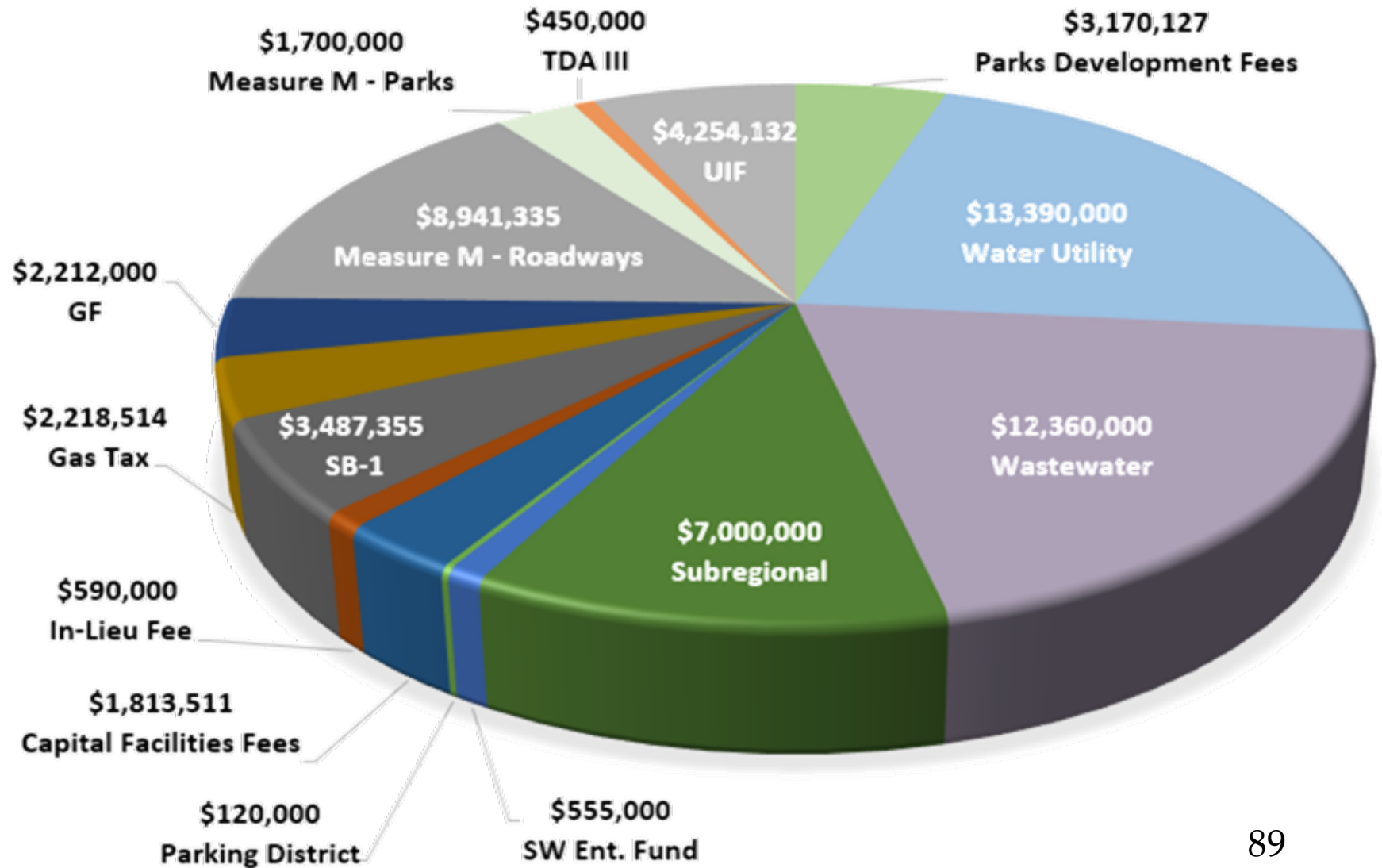
- Community Advisory Board (CAB)
- Community





# Citywide CIP 2020-21 Funding Sources

**Total**  
**\$62,261,974**



# FY 2020-21 Proposed Capital Improvements Projects

Fund Source	Department	Project Description		
General Fund	TPW	ADA Facilities Projects		\$1,200,000
		<i>Summerfield at Ahl Park Ct.</i>	\$50,000	
		<i>Franklin Community Park pathway</i>	\$275,000	
		<i>Northwest Community Park Pathway</i>	\$275,000	
		<i>Finley Pool Deck</i>	\$200,000	
		<i>Railroad Depot Restrooms</i>	\$200,000	
		<i>Rincon Valley and Coddington Libraries</i>	\$200,000	
General Fund	TPW	Pre Design Planning CIP		\$50,000
General Fund	TPW	Replace Wood Street Light Poles		\$300,000
General Fund	TPW	Roseland Pavement Maintenance		\$662,000
		<b>Total General Fund Investment</b>		<b>\$2,212,000</b>

# FY 2020-21 Proposed Capital Improvements Projects

Fund Source	Department	Project Description	
Capital Facilities Fees	Fire	Temporary Fire Station 5	\$132,599
Capital Facilities Fees	Fire	New Fire Station – South Santa Rosa	\$132,599
Capital Facilities Fees	Fire	Relocation of Fire Station 8	\$132,599
Capital Facilities Fees	SRW	Stormwater Drainage Improvement	\$267,192
Capital Facilities Fees	SRW	Cast-in-Place Storm Drain Repair/Replacement	\$50,000
Capital Facilities Fees	SRW	3 <sup>rd</sup> St SD Pump Coupling Replacement	\$20,000
Capital Facilities Fees	SRW	Storm Drain Master Plan	\$50,000
Capital Facilities Fees	TPW	Highway 101 Bicycle/Pedestrian Overcrossing	\$679,308
Capital Facilities Fees	TPW	Street Overlay- Various Locations	\$140,000
Capital Facilities Fees	TPW	Sidewalk Program	\$100,000
Capital Facilities Fees	TPW	Stony Point Rd Active Transportation Corridor	\$50,000
Capital Facilities Fees	TPW	CIP Traffic Circulation-Analysis- Citywide	\$49,214
Capital Facilities Fees	TPW	CIP Grant/Environmental Support	\$10,000
		<b>Total Capital Facilities Fee Investment</b>	<b>\$1,813,511</b>

**CFF - \$1.8M**

Fire dept.  
\$397,797

Storm Water  
\$387,192

TPW  
\$1,028,522

# FY 2020-21 Proposed Capital Improvements Projects

Fund Source	Department	Project Description	
Park Development Fees	TPW	Finley Aquatic Center – splash pad	\$269,173
Park Development Fees	TPW	A Place to Play – ball fields	\$269,172
Park Development Fees	TPW	South Davis Park Playground	\$200,000
Park Development Fees	TPW	Southwest Community Park – picnic & maint.	\$1,075,682
Park Development Fees	TPW	Roseland Creek Community Park – trails	\$1,000,000
Park Development Fees	TPW	Pearblossom Neighborhood Park – dog park	\$80,000
Park Development Fees	TPW	Franklin Park Play Area Improvements	\$189,457
Park Development Fees	TPW	Peter Springs Play Equipment	\$86,643
		<b>Total Park Development Fee Investment</b>	<b>\$3,170,128</b>

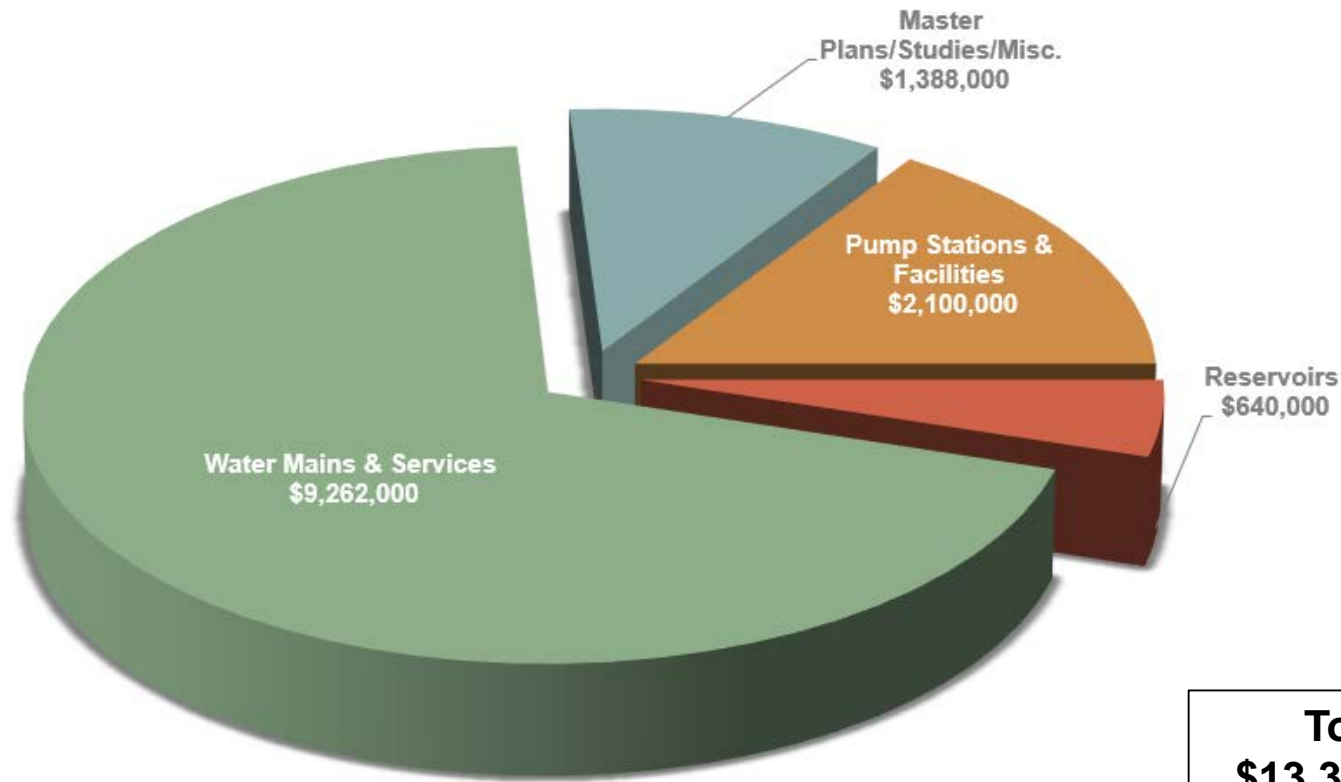
Zone 1 (NW)	Zone 2 (SW)	Zone 3 (NE)	Zone 4 (SE)
\$538,345	\$2,355,682	\$189,457	\$86,643

# FY 2020-21 Proposed Capital Improvements Projects

Fund Source	Department	Project Description	
Parking Fund	Parking	Garage 9 Lighting	\$120,000
		<b>Total Parking Enterprise Fund Investment</b>	<b>\$120,000</b>
Storm Water Enterprise	SRW	Storm Water Creek Restoration	\$50,000
Storm Water Enterprise	SRW	Lower Colgan Creek Restoration – Phase 2	\$250,000
Storm Water Enterprise	SRW	Colgan Creek Restoration – Phase 3	\$30,000
Storm Water Enterprise	SRW	Santa Rosa Creek Ecosystem Restoration	\$25,000
Storm Water Enterprise	SRW	Parker Hill – Paulin Creek Erosion	\$25,000
Storm Water Enterprise	SRW	Storm Drain Master Plan	\$175,000
		<b>Total Storm Water Enterprise Fund Investment</b>	<b>\$555,000</b>

# Santa Rosa Water 2020-21 CIP

## Proposed Water

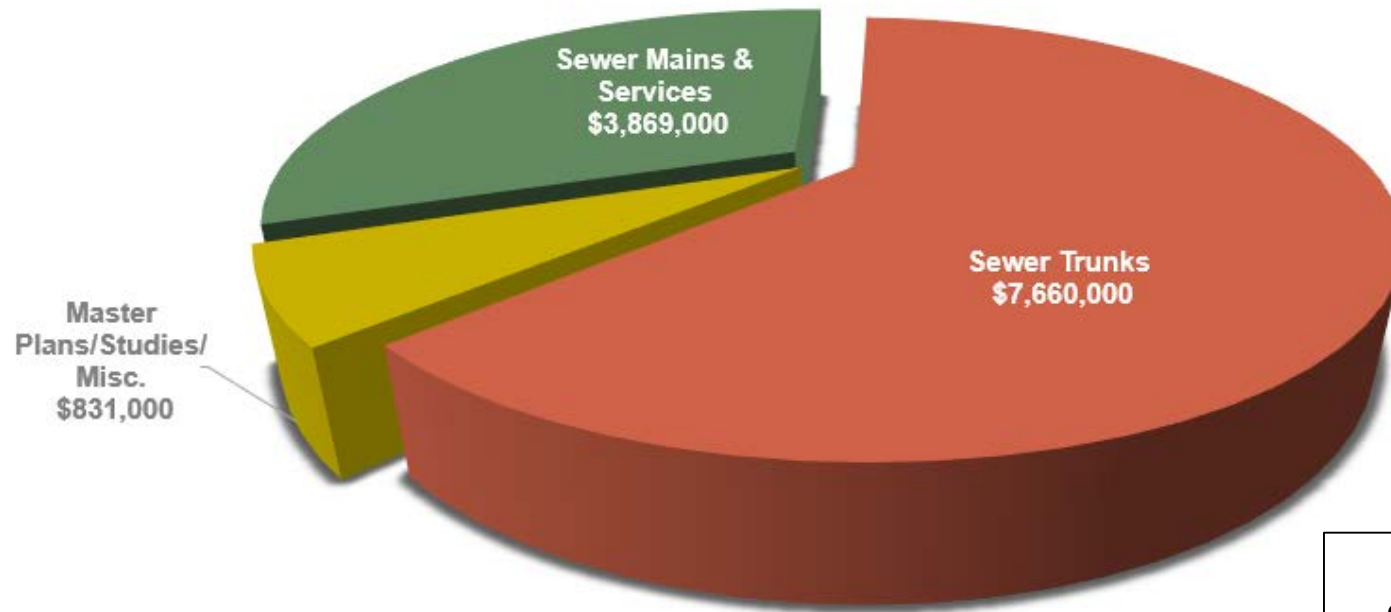


**Total**  
**\$13,390,000**



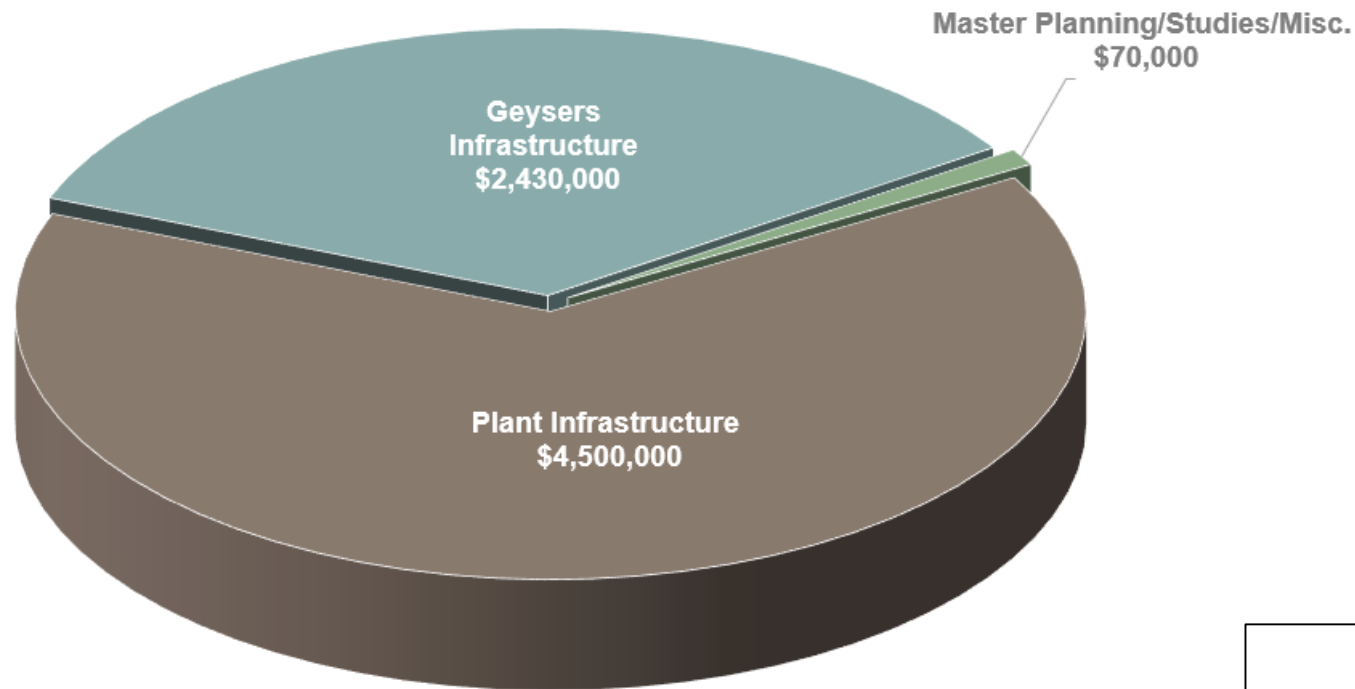


# Santa Rosa Water 2020-21 CIP Proposed Wastewater



**Total**  
**\$12,360,000**

# Santa Rosa Water 2020-21 CIP Proposed Subregional



**Total  
\$7,000,000**



# **Citywide Capital Improvement Program Existing Project Fund Balances**

# Tier 1 – FEMA Projects

Description	GF Balance	Status
Metal Beam Guardrail Repair	\$9,175	Complete
Coffey Park Debris Removal/Soil Remediation	\$3,129,647	In-Progress
Repair 3 Pedestrian Bridges	\$3,427	Complete
Fire Related Street Light Replacement	\$439,308	In-Process
Burned Asphalt Spot Repairs	\$141,307	Pending
Fountaingrove Streetlights Replacement	\$541,943	In-Process
Cross Creek Bridge Fence Repair	\$2,801	Design Phase
Fir Ridge Park Demo & Reconstruct	\$408,690	Design Phase
Nagasawa Park Demo & Reconstruct	\$268,830	Design Phase
Frances Nielsen Park Demo & Reconstruct	\$109,467	Design Phase

# Tier 1 – FEMA Projects (cont.)

Description	GF Balance	Status
Rincon Ridge Park Demo & Reconstruct	\$143,388	Design Phase
Rincon Ridge Open Park Demo & Reconstruct	\$48,863	Design Phase
Park Hill Multi-Use Pathway Demo & Reconstruct	\$137,924	In-Process
Coffey Park Irrigation Reconstruction	\$499,400	In-Process
Fir Ridge Park Irrigation Reconstruction	\$76,115	Design Phase
Nagasawa Park Irrigation Reconstruction	\$140,374	Design Phase
Frances Nielsen Park Irrigation Reconstruction	\$131,877	Design Phase
Rincon Ridge Irrigation Reconstruction	\$80,131	Design Phase
Coffey Roadway Irrigation Reconstruction	\$315,839	Design Phase
Fountaingrove Roadway Irrigation Reconstruction	\$5,556,753	Design Phase

# Tier 1 – FEMA Projects (cont.)

Description	GF Balance	Status
Fountaingrove Revegetation	\$266,073	Design Phase
City-Fire Recovery	\$3,250,685	Complete
Fire Damaged Street Tree Removal	\$178,120	Complete
Fire Damaged City Owned Tree Removal	\$400,162	Contract award pending
Fire Damaged Tree Removal Phase2	\$58,141	Design Phase
Stormwater Public Assistance Category C	\$20,009	Design Phase
Coffey Park Recovery	\$30,821	In-Process
<b>FEMA Project Subtotal</b>	<b>\$16,389,270</b>	
<b>Tier 1 Total Investment</b>	<b>\$26,662,454</b>	

# Tier 1 – Project Underway/Complete

Description	GF Balance	Status/Defunding Impact
Howarth Park Path Construction	\$50,000	Existing facilities have been removed
Sidewalk Reconstruction at City Offices – Santa Rosa Avenue & D Street	\$120,000	Existing facilities have been removed
Fire Engine Replacement	\$495,268	Fund spent by year end
Portland Loo Installation	\$133,696	Loo has been ordered; underground and foundation work in progress.
Samuel Jones Hall Roof	\$813,467	Final reconciliation
Courthouse Square Bollards	\$427,661	Key public safety project. Costs if defunded.
Financial System Upgrade	\$62,276	Complete. Funds for ongoing system support.
Communications System Upgrade	\$100,000	Critical public safety
Traffic Signal Battery Backup Power	\$1,413,126	Project incomplete. Reimbursable
<b>Project Underway/Complete Subtotal</b>	<b>\$3,615,494</b>	

# Tier 1 - Regulatory Compliance

Description	GF Balance	Status/Defunding Impact
MSCN Stockpile Pad Replacement	\$31,816	Project complete as required by RWQCB
City Hall Fireline Repair	\$276,617	Designed. Required to comply with Fire Code
Garage 9 - Groundwater Monitoring	\$67,389	Annual contract for contaminant plume monitoring per RWQCB
<b>Regulatory Compliance Subtotal</b>	<b>\$375,822</b>	

# Tier 1 - Donated/Dedicated Funds

Description	GF Balance	Status/Defunding Impact
Tennis Court Resurfacing	\$2,233	Donations from clubs, organization & citizens
Person Senior Center	\$48,506	Donations from private citizens for future capital improvements
Relocation of Fire Station 8	\$3,372,789	Roseland Annexation agreement from Roseland Fire District JPA
Roseland Pavement Maintenance	\$1,117,707	Roseland Annexation agreement
Roseland Annexation Storm Drain CCTV	\$312,139	Roseland Annexation agreement
Santa Rosa Creek Ecosystem Restoration Project	\$100,169	Funds from SCWA
Burn Area Street Reconditioning	\$1,328,325	Planning Phase. Direct payment from PG&E to resurface streets impacted by their recovery
<b>Donated/Dedicated Funds Subtotal</b>	<b>\$6,281,868</b>	

# Tier 2 - Project In-Process

Description	GF Balance	Status/Defunding Impact
Reconstruct Fire Station No. 5	\$1,000,000	Due diligence required for property acquisition
LBHG Cap Replacement	\$104,806	Design contract awarded
Corporation Yard Security	\$130,871	Design complete; construction
Colgan Bellevue Park	\$336,940	Can use PDI funds
LED Street Light Replacement Program	\$566,598	Electrical Section actively performing
<b>Tier 2 Total Investment</b>	<b>\$2,139,215</b>	



# Tier 3 – Accessibility Projects

Description	GF Balance	Status/Defunding Impact
Finley pool deck design	\$100,000	Design phase RFP to be released in May 2020. Would delay construction of splash pad project
Sonoma Ave Park & LBHG path repairs	\$350,000	Design in progress; constr. late 20-21
Miscellaneous park ADA repairs	\$200,000	Ability to respond to minor accessibility complaints through fiscal year
Courthouse Square Reunification	\$83,499	Response to ADA complaint on 4th Street
Howarth Park fishing pier access	\$75,000	Construction Fall 2020; fishing pier would remain closed
Rincon Valley Dog Park accessible pathways	\$150,000	Volunteers are anticipating these upgrades; design completed; construction Fall 2020.
<b>Tier 3 Total Investment</b>	<b>\$958,499</b>	

# Tier 4 – Immediately Available

Description	GF Balance	Status/Defunding Impact
Chipper Program HMG116	\$131,250	Denied HMGP Application
Wildfire Early Detection HMG287	\$250,000	Denied HMGP Application
Storm Drain Master Pln HMG290	\$350,000	Denied HMGP Application
Dam Flood Inundation Mapping HMG286	\$50,000	Denied HMGP Application
PSB Backup Generator HMG275	\$46,903	Denied HMGP Application
<b>Immediately Available Subtotal</b>	<b>\$828,153</b>	

# Tier 4 - No Current Activity

Description	GF Balance	Status/Defunding Impact
Reconstruct Fire Station No. 5	\$1,508,587	Set aside for design; 12-18 months away
Temp Fire Station 5	\$118,174	Project complete. Funds being held for additional site modifications.
Neighborhood Streets Initiative	\$10,262	No specific project. Complaint response
School Ped Safety Projects	\$20,300	No specific project. Complaint response
2-Way Radio Upgrades	\$106,100	Not immediately required
Pre Design Planning CIP	\$43,735	Support for Inter-department projects to off-set CPE overhead costs
Facilities Infrastructure	\$2,283,869	Projects have not yet been identified
Communications System Upgrade	\$370,167	Excess project funds
<b>No Current Activity Subtotal</b>	<b>\$4,461,194</b>	
<b>Tier 4 Total Investment</b>	<b>\$5,289,347</b>	

# Questions / Comments

# Concluding Comments

# Status of General Fund Reserves

	Amount	Reserve Percentage
<b>FYE 2019-20 Est. Unassigned Reserves</b>	<b>\$19.2M</b>	<b>11%</b>
FY 2020-21 Use of Reserves	-18.1M	
<b>FYE 2020-21 Est. Unassigned Reserves</b>	<b>\$1.1M</b>	<b>less than 1%</b>
<i>Policy-Mandated Reserve Requirement</i>	<i>\$26.6M</i>	<b>15%</b>
<b>Over/(Under) Council Policy</b>	<b>(\$25.5M)</b>	

# Closing the Gap in FY 2020-21

## Immediate Actions

➤ Freeze \$5M in vacant positions

➤ Reduce FY 2020-21 budget

- Conference & Trainings
- Community Promotions

➤ Reduce existing funding of CIP

- Immediately available
- No current activity

## Next 6-12 months

➤ Review FYE 2019-20 in Sept. 15, 2020

- Revisit revenue forecasts

➤ Reassess Staffing levels

➤ Possible Sales Tax ballot measures

# Questions / Comments



# **FY 2019-20 Achievements**

**TO NOTE: These slides are for reference. They will not be presented.**

# City Attorney's Office

# FY 2019-20 Achievements

	<b>Council Goals</b>
In response to coronavirus pandemic, provided ongoing guidance on evolving State and County orders, Federal regulations, and best practices for community and employee protection and economic recovery.	1, 2, 6
Joint representation in PGE litigation and CUPC proceedings, resulting in proposed \$117.8 million settlement to the City and enhanced wildfire safety protocols	1, 2
Legal support for efforts to streamline housing and incentivize downtown development, including density bonuses, Resilient City development measures, streamlined permit processing and Specific Plan updates.	3, 8, 10
Support for programs and initiatives to address homelessness, including response to litigation, partnership with Departments, and collaboration for regional solutions.	4
Support for Water programs and initiatives, including NPDES permit, emergency system repairs, and proposed regional organics processing facility.	5, 8
Representation of the City in more than 90 litigation matters, protecting the safety and well-being of our community and avoiding financial exposure to the City.	1, 6

# Community Development & Engagement Portfolio

- Planning
- Building
- Development Services
- Economic Development
- Housing
- Homelessness
- Recreation
- Community Engagement

# FY 2019-20 Achievements

Community Development & Engagement Portfolio	Council Goals
Adopted the Community Benefit District Enabling Ordinance; formed the Santa Rosa Downtown CBD; and pursuing second CBD in Railroad Square.	1, 9
Processed 288 permits for complete loss units to begin rebuild and finalized 613 permits for occupation in Tubbs Fire area; conducted 5,000 inspections monthly.	2, 3
Reviewed/approved 10 sets of improvement plans resulting in development of 511 housing units (407 single family / 104 multi-family)	3
Received 90 Accessory Dwelling Unit applications (34 rebuild/ 56 other)	3
Completed State compliance updates for accessory dwelling units, day care and supportive housing and adopted objective design standards for by right housing.	3

# FY 2019-20 Achievements

Community Development & Engagement Portfolio	Council Goals
Provided \$4.5M to affordable housing projects (205 units)	3, 4
Received HUD Region 9 Public Housing Director Award for Veteran's Affairs Supportive Housing Program of the Year; 424 VASH vouchers managed	3, 4
Over 300 persons housed, 1,250 sheltered, and 200 received housing assistance through City-funded homeless programs	4
Implemented the Neighborfest Pilot Program in Summer 2019, engaging 1,145 Santa Rosa residents in eight neighborhoods, involving 57 community organizations	2, 7
Added After-School site at Burbank Housing's Grays Meadow facility and opened youth services sites in the Roseland and Coddington neighborhoods	6, 7

# FY 2019-20 Achievements

<b>Community Development &amp; Engagement Portfolio</b>	<b>Council Goals</b>
Invested \$890,000 in community grants across 21 organizations to support and engage underserved populations with a focus on enhancing school readiness, street outreach & mediation, student engagement & truancy prevention, and workforce development opportunities through Measure O (2004)	6, 7
Referred 60 high-risk youth and families to the Guiding People Successfully (GPS) Multi-Disciplinary Assessment and Referral Team for intense case study, referrals to funded agencies, and wraparound coordination of services	6, 7
Operated Finley Community Center as a Warming Center and Emergency Evacuation Center during the 2019 PG&E PSPS events and the Kincade Fire; all Recreation staff completed Red Cross shelter management training	6, 9

# Operations & Transportation

- Water Department
- Transportation & Public Works



# FY 2019-20 Achievements

## Water department

## Council Goals

Responded to multiple Public Power Shutoff (PSPS) events ensuring water and sewer service was maintained and the wastewater treatment plant was operational

5,6

Successfully managed above average recycled water storage levels as a result of the Kincaid fire after damaged was caused to the electrical supply to the Geysers pipeline

2,5,6,8

Re-established water service for customers in the fire-impacted area, including processing 1,045 meter requests related to re-establishing water service and reviewed 402 building permits and processed 347 new water meter requests related to new development

2,5,6

Provided a sustained reduction rebate of \$101,629 to Amy's Kitchen, Inc. for their investment in a large water efficiency upgrade project at their Northpoint Parkway facility, resulting in average monthly water savings over one million gallons per month

6,7,8

Completed the Digester Gas Conditioning Improvement Project to more effectively use the Bio-Gas produced by the Laguna Treatment Plant

5,8

# FY 2019-20 Achievements

## Water department

## Council Goals

Laguna Treatment delivered 6 billion gallons of highly treated recycled water to the Geysers and Urban and Agriculture irrigation customers and collected and treated 16 million gallons of high strength waste

5,7,8

Coordinated the Creek Stewardship Program in partnership with Sonoma Water to raise awareness of creeks and improve water quality and remove trash and debris from waterways. Continued participation in the City-wide Homeless Encampment Assistance Program (HEAP) committee to minimize water quality issues associated with people living along creeks

7,8

Completed the required Water Supply Assessment as well as water and wastewater infrastructure studies for the Downtown Station Area Specific Plan Update.

3,10

Achieved outstanding Sanitary Sewer Overflow record with only two SSO's (State average is 36.6)

5,6,8

# FY 2019-20 Achievements

Traffic Engineering, Materials Engineering, Facilities Maintenance, Electrical & Signal Maintenance	Council Goals
Initiated the City's First Active Transportation Corridor – Stony Point Road – W. 3rd Street to Sebastopol Road (First Phase Project from Bike and Pedestrian Master Plan 2018)	5,8
Retrofit, replaced and rewired hundreds of fixtures in Fountaingrove relating to those lost in the Tubbs Fire and completed the conversion of 95% of the High-Pressure Sodium streetlight fixtures to energy efficient LED.	2,5,8
In-house signal technicians received certifications to install and splice fiber optics to migrate our traffic signal communications network from copper to fiber.	5,9
Designed and installed 1200 lineal feet of ADA compliant concrete sidewalk at Howarth Park and pathway on San Miguel to close pedestrian gaps for routes to school.	5,6
Saved substantial funds by refinishing the Finely Auditorium floors and replacing the majority of the overall flooring in the remaining Finely complex with our talented construction crew.	1,5
Continued to develop and collaborate with the University of California Pavement Research Center and University of Nevada, Reno a database of tests with our Asphalt Mixture Performance Tester (one of 16 nationwide) to help engineers throughout the nation more efficiently design hot mix asphalt.	5,9

# FY 2019-20 Achievements

Transit	Council Goals
Sustained upward trend in CityBus ridership and productivity: <ul style="list-style-type: none"> <li>• Through March 1, 2020, ridership up 4% year-over-year</li> <li>• Ridership on fare-free programs up 19% year-over-year</li> <li>• 10 of 14 routes exceeding 20 passengers/hour on average, with high-frequency routes averaging 30-35 passengers/hour</li> </ul>	5,8,10
Implemented service adjustments resulting in increase in CityBus on-time performance	5,8,10
Completed multi-operator needs assessment for transit fleet electrification in partnership with Sonoma Clean Power to guide zero emissions fleet transition.	5,8
Completed Sonoma County Transit Integration and Efficiency Study with partner bus operators and moving into implementation phase.	5,8,9,10
Initiated funding set-aside for capital program to ensure long-term financial sustainability	1,5,8

# FY 2019-20 Achievements

## Street, Park & Fleet Maintenance, Park Planning

## Council Goals

Purchased the City's first 10 Hybrid Police Patrol Vehicles and Converted Transit Fleet to Renewable Diesel Fuel.	5,8,9
Reduced the number of in-service vehicles that are not accounted for in the replacement program, typically referred to as "Ghost" vehicles.	1,5
Filled 4,774 potholes, removed 1,040 cubic yards of debris from the public right-of-way and removed over 4,150 graffiti tags	5,6,7,8
Council approval of Kawana Springs & Coffey Park Master Plans	5,7,8
Voter approved Measure M - Parks for All sales tax measure initiated with both short- and long-term expenditure strategies approved by Council.	1,5,6,7,8

# FY 2019-20 Achievements

## Capital Projects Engineering, Real Estate

### Council Goals

Forty-Three (43) projects completed or in process with an estimate value of \$50 million and All but 4 Tubbs Fire recovery projects in design or construction.

2, 5, 8

Completed construction of Farmers Lane Groundwater Well Facility and Pump Replacement Project for a total cost of \$2.6 million.

5,8

Reached 100% design of Hearn Avenue Interchange at US-101 Project. Currently in right-of-way acquisition phase and beginning construction once funding is identified.

5,8

Continued increase in Real Estate services

1,3,5,10

- Completed feasibility study with JLL for a Public Private Partnership in Downtown
- Completed 2 land sales for low income housing bringing in \$460,000 in revenue to the City
- Supported 3 Exclusive Negotiation Agreements to support Housing and Development
- Purchased and negotiated over 40 easements to support development and construction

# Police Department

# FY 2019-20 Achievements

## Police Department

## Council Goals

Completed Phase 1 of the Radio Infrastructure Upgrade Project

5, 6, 9

Identified funding, purchased equipment and began Phase 2 of the Radio Infrastructure Upgrade Project

5, 6, 9

Created a recruitment team and continued recruiting and hiring a diverse staff at all levels within the department

6, 9

Purchased first hybrid patrol vehicles for test program

5, 6, 8

Supported the response to the Kincadee fire

5, 6



# FY 2019-20 Achievements

## Police Department

## Council Goals

In compliance with SB 1421 and AB 748 created a Transparency website to provide public records

6

Supported response of and created procedures to respond to the Coronavirus Crisis to maintain public and employee safety

6

# Fire Department

# FY 2019-20 Achievements

Fire Department	Council Goals
Hired a Deputy Emergency Preparedness Coordinator and a Community Outreach Specialist to increase the bandwidth in the EOC.	6,7
Hired three new Firefighters and recruited an experienced lateral from another agency to fill vacancies and increase operational strength.	6
Worked with an outside consultant to complete a staffing study to review feasibility of utilizing alternative staffing models and presented results to Council.	6,9
Introduced a new Pandemic Response Unit to respond to calls involving high-risk patients and minimize potential department and community exposure to COVID-19.	6,9
Absorbed the Roseland Fire Protection District into the City and received \$3.4M in cash as part of the dissolution for the construction or relocation of Fire Station 8 in Roseland.	1,2,5,6

# FY 2019-20 Achievements

Fire Department	Council Goals
Placed an order for a new Type 1 Aerial Ladder Truck with a cost of \$1.4M.	5
Established an ongoing funding source for apparatus replacement by transferring apparatus lease payments into this fund as they expire. Will also start placing all new apparatus purchases in the City-wide replacement program to build fund for future purchases.	1,5
Continued to look at best locations for new/existing fire stations within the City to determine the best distribution and concentration of fire emergency services.	2,5
Received a FEMA grant of \$502k for (15) Monitor/EKG Defibrillators	1,5
Development of the draft Community Wildfire Protection Plan (CWPP) which included three community meetings	6,7

# FY 2019-20 Achievements

## Fire Department

## Council Goals

Implemented the “Know Your Way Out” evacuation planning campaign

6,7

Submitted Progress Evaluation Report to CalEPA following a 10-month audit by the State of our CUPA program

6,8

# Internal Services Portfolio

- Finance
- Communications & Intergovernmental Relations
- Human Resources & Risk Management
- Information Technology

# FY 2019-20 Achievements

## Finance Department

## Council Goals

Submitted, managed and received \$4.3 million in reimbursable costs from Cal OES and FEMA

1,2

Expanded residential parking zones to meet the needs of Santa Rosa citizens

7,10

Finalized draft of updated Purchasing Manual and policies for use throughout City in partnership with City Attorney's Office

9

# FY 2019-20 Achievements

## Communications and Intergovernmental Relations Office

## Council Goals

Managed the City's public information outreach during the PSPS, Kincade Fire, and COVID-19 incidents

Worked with the City's legislative partners to allow for state and federal financial relief to support City services and projects caused by emergency events

Developed a public information operation to alert citizens and city staff of important information through social media, emails, and video



# FY 2019-20 Achievements

## Information Technology

## Council Goals

Completed significant update to the City's Permitting and Inspection system

Flew aerial photography of the City for the GIS system

Implemented new Online GIS system and other web-based tools for the EOC

Implemented Adobe Sign

Upgraded UFO training room A/V system

Implemented easy-to-use remote gateway for city staff connecting at home equipment to work/office desktop PC

# FY 2019-20 Achievements

## Human Resources and Risk Management

### Council Goals

Assisted staff and Council with City reorganization, conflict resolution and staff development.

9

Created and implemented a new recruitment campaign and marketing strategy, with updated branding

9

Received an ICMA Talent Award for Recruitment/Attraction

9

Met new training standards under SB1343 on Prevention of Workplace Harassment including Elected Officials and a new requirement for Non-supervisory employees

9

Launched Police online (SROIIE) Supervisors report of injury or illness exposure

9

Negotiated savings in outside legal support for labor negotiations, utilizing in-house expertise in Human Resources and CAO

1

# FY 2019-20 Achievements

## Human Resources and Risk Management

## Council Goals

Conducted large-scale (Downtown complex) evacuation drill and after-action report

9

Created safety information and training materials including: an update to the Heat Illness Prevention Plan, Safe Sharps Handling flyer, and self-guided online Heat Illness Prevention

9

Presented revision of Citywide Injury and Illness Prevention Program (IIPP) to Executive Committee for review/approval

9

Wrote EOC Training Requirements Policy in response to Sonoma Fires After Action Report to support Emergency Manager

9

Negotiated cost savings on City benefit plans for LTD, STD and Life Insurance using the savings to enhance the Employee Assistance Program (EAP) and add a mental health app for public safety staff.

1