

February 14, 2019



Progress Report on Council Priorities Establish July 2018 And Potential New Priorities for Discussion in February 2019 *Includes Council's Pending List*

Description of the five tables that follow.

| Table Number | Priority Level | Explanation |
|--------------|-----------------|--|
| 1 | Near Term | items for immediate, short term attention |
| 2 | Tier 1 | Council's top priorities which will receive primary staff attention |
| 3 | Tier 2 | Projects which will be pursued as resources permit |
| 4 | Not yet defined | List of other possible priorities identified during Council interviews conducted in preparation for February 2019 workshop |
| 5 | Varies | Council pending list |

Table 1. Near-Term (Six Month) Priorities: July – December 2018

| Six Month Priorities (July – December 2018) | Progress Report |
|--|---|
| 1. FEMA Project sheet for reimbursement | <p>TPW continues to lead the Public Assistance recovery process in coordination with SRW, Fire, Rec & Park and EY.</p> <ul style="list-style-type: none"> • Water Quality Advisory Lifted in September 2018 • Water system components inside Advisory area replacement completed October 2018 • Water system components outside Advisory area replacement December 2018 • Temporary Fire Station #5 opened in December 2018 • Debris removal activities at Coffey Park initiated in January 2019 |

| Six Month Priorities (July – December 2018) | Progress Report |
|---|--|
| | <ul style="list-style-type: none"> • Traffic safety repairs are underway • Streetlight repairs are underway and some replacement equipment has been ordered, including 200 street lights and 30 globes for decorative light replacement. • Developed a White Paper supporting an appeal to FEMA regarding pavement and sidewalk damage. • Arborist report is underway and should be completed by late March. Hazardous tree removal project will follow completion of the arborist report. • Damaged water system components are currently in design with anticipation of moving to construction Summer 2019. <p>Additional coordination is occurring with private utilities to ensure the public facilities are restored upon completion of their projects. A new dashboard and associated webpage have been developed and made available to the public to document the current status of project funding obligation and delivery:</p> <ul style="list-style-type: none"> • FEMA Public Assistance Dashboard graphically offers both a summary overview and a detailed account by FEMA's category classification, the City's repair/recover project costs and Federal, State and Local reimbursement funding status for the public infrastructure damaged in the October 2017 wildfires. • FEMA Public Assistance webpages are a compliment to the dashboard by offering the information in a softer narrative format. The primary webpage provides a summary overview which includes the interactive map, while the secondary pages' focus on each of FEMA's category classifications by type of work with reimbursement funding status, links to repair/recover CIP project pages and rebuild resource links. <p>Finance has developed a tracking sheet for all funds obligated and received from FEMA and CalOES. As of January 2019, approximately \$17.9 million in federal and state funds have been obligated to the City, of which approximately \$4.5 million has been received. Of the funds received, \$3.5 million reimbursed the City's General Fund.</p> |
| 2. California Voting Rights Act/District elections | District based elections adopted by City Council on 4/17/18. |
| 3. Rebuild/build downtown and fire areas | Reached the half-way mark for homes that entered the rebuild process, supported by the Resilient Permit center that is maintaining full cost recovery though permit fees. Implemented policies and processes to support the rebuild effort. Downtown efforts, see update 1.4 below |
| 4. Budget process for FY 2018/19 | Finance, in conjunction with citywide departments and the City Manager's Office, has developed a plan to cut approximately \$6.9 million from the General Fund budget. This plan is based primarily on the elimination of over 49 vacant full-time equivalent (FTE) positions. The plan has been presented in a Council workshop in October and provided for Council action in January. The plan was also reviewed by the Long Term Financial Policy and Audit Subcommittee. |
| 5. Purchasing process policy review | CAO completed a review of the draft purchasing manual in October and Finance is currently completing work on the manual and associated policy changes that will be presented to City Council for review. The purchasing manual is expected to be published in February, depending on the amount of feedback from citywide stakeholders. |



| Six Month Priorities (July – December 2018) | Progress Report |
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| 6. Homelessness | <p>Completed the Homeless System of Care Redesign, provided police support to County for Roseland Village encampment; developed HEAP strategy, community meeting, and action plan to address Challenger Way and Doyle Park encampments; provided information for what has become the proposed settlement terms for Vannucci et. al. v County of Sonoma</p> <p>TPW has participated in several homeless services programs in coordination with HCS and Police departments, in addition to Catholic Charities: The Streets Maintenance team has performed the following activities:</p> <ul style="list-style-type: none"> • Water, sewer, and ADA upgrades at Sam Jones Hall (smoke/CO2 detectors, shower trailer, indoor shower and toilets, painting auditorium, etc.) • Readied/secured the Bennett Valley Senior Center for possible habitation. • Daily homeless cleanup/vandalism repairs around City facilities. • Began differentiating and tracking homeless-specific debris clean-up statistics in October 2018 (110 cubic yards, 8 events, 14 employees, 87 hours since then; 771 cubic yards since July 2017; 223 cubic yards since July 2018) • Large-scale encampment clean-ups at Camp Michaela, Apollo Way (122 cubic yards), Sixth Street Underpass, Homeless Hill (200 tons/1050 cubic yards of debris; labor and disposal \$76,193) • Regularly scheduled street/sidewalk cleanings at Sixth Street Underpass encampment. • Participation in weekly HEAP and HAT meetings. • Site visit to Berkeley. |

Table 2. Tier 1 Priorities – To Receive Primary Staff Attention (Established July 2018)

| Tier 1 Priorities | Progress Report |
|--------------------------------|---|
| 1.1 Recovery/rebuilding | <p>Selected Consulting Firm to conduct unmet needs assessment and support housing recovery efforts; secured CDBG-DR direct allocation, recommending activity for Mitigation Funds, seeking additional round of DR funding based on documented Un-met Needs; preparing for DR Notice of Funding Availability (NOFA) when Standard Agreement signed with State HCD; conduct review of responses, evaluate feasibility and make recommendations; close and monitor loan documents and DR commitments.</p> <p>Created the Renewal Enterprise District (RED) JPA to address housing on a regional basis. Established a number of housing and council policy's to address rebuilding and recovery. Continue to support the rebuild process through community engagement as issues arise and managing the rebuild center to support stated turn around goals. Created online tools (www.srcity.org.rebuild) for access to data to provide data and transparent to those that need information to make decisions on their recovery.</p> |



| Tier 1 Priorities | Progress Report |
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| 1.2 Comprehensive housing strategy | <p>Housing Action Plan for Department of HCS: 4k-ongoing with implementation of RED; 5a-Ongoing with Homeless Redesign; 5b Ongoing with Housing Authority annual NOFA; 5d-Council funded pilot program, on-going with Housing Authority annual NOFA; 5e-Completed Measure N; 5g Ongoing with Housing Authority annual NOFA; 5c-Ongoing with Housing Authority annual NOFA, October 2018 City joined CalPFA to participate in “middle income” housing program, January 2019 converted Parkwood Apartments from market rate to affordable; 5f Underway-legal review.</p> <p>Housing Action Plan for PED: Council adopted the Density Bonus Update ordinance (1d) on January 15, 2019. The Inclusionary Housing Ordinance Update (1b), as well as the commercial linkage fee (1e), is in process and is expected to be complete by the end of summer 2019. The main ADU ordinance amendments were completed in 2017, however, the ordinance was updated in September 2018 to reduce utility connection fees for new units that are 750 square-feet or smaller (2b). The Planning Process Improvements – entitlement streamlining – project (4e) continued, with staff working with the project consultant to complete review checklists, a universal entitlement application and changes to the noticing requirements for development projects; work on this project is expected to be complete by the end of summer 2019. Streamlining of the Design Review process (4g), as well as the Use Permit process, was completed within the City’s PDAs through the adoption of the Resilient City Development Measures in April 2018.</p> |
| 1.3 Open Government Task Force recommendations | <p>The OGTFI Subcommittee holds monthly meetings at various locations throughout the City of Santa Rosa. The draft sunshine ordinance is expected to be finalized from public input and subcommittee recommendations by April 2019. Once completed, the Subcommittee will continue to seek public input on the finalized draft through various engagement tools and make final amendments to the draft sunshine ordinance before presenting to Council.\</p> |
| 1.4 Downtown housing | <p>Put in place a comprehensive Downtown Housing initiative (UP Downtown) that included an express permitting option, streamlined design review, high density multifamily housing incentive program, evaluation of public properties for use as opportunity sites, positioned the City to take advantage of the downtown Federal Opportunity Zone, and received an \$800K grant from MTC to update the downtown specific plan which will focus on updating the document to ease regulations for housing in the downtown area, as well as associated amendments to address circulation, parking and infrastructure to help support increased density in the downtown area. The project commenced in January 2019 and is expected to be complete by the end of summer 2019. This policy package also garnered the 2018 Infill Champion of the Year from the Council of Infill Builders.</p> <p>Multiple key properties have changed hands and have started moving with two residential projects making significant progress (Pullman Lofts and 420 Mendocino)</p> |
| 1.5 Homelessness | <p>Conducting trainings for all Departments on Homeless Services Activities; supporting Homeless System of Care Redesign Leadership Council, including State Homeless Emergency Aid Funding; pending Council Action on Feb. 12th, implement State funding for the Samuel Jones Hall roof and former Bennett Valley Senior Center; review program proposals and make recommendations to Leadership Council; continue multiple program implementation to Housing First, seek additional State funding for the Homeless Emergency</p> |



Table 3. Tier 2 Priorities – Projects to Receive Attention As Resources Permit (Established July 2018)

| Tier 2 Priorities | Summary of Progress |
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| 2.1 Replenish reserves | Finance will be discussing various issues related to reserve replenishment during the annual budget cycle, commencing with the scheduled City Council meeting in April. The Long-Term Financial Policy and Audit Subcommittee has discussed various components of the reserve issue, including pension liabilities, infrastructure reserves, and reserves to allow the City to navigate an economic downturn without impacting service levels. |
| 2.2 Conduct emergency preparedness | <ul style="list-style-type: none"> • New EOC Software implementation and training will be completed by end of Q2 2019. Was purchased and installed in December 2018. • New Employee Notification System in place as of November 2018. • Working with County on uniform Alert/Warning and public messaging/information protocols and policies. • EOC Playbook training and system put in place for EOC staff since July 2018. • Added SR Water customer information to CodeRed database to improve alert and warning capabilities. • Developed Public Safety Power Shutoff EOC checklists and protocols. • Held 5 community meetings on Emergency Notification Tools and alert & warning systems. • Care & Shelter team (Rec & Parks) working with American Red Cross on better shelter MOUs and training for staff. • EM and Fire Prevention received a grant to update the Local Hazard Mitigation Plan with a Community Wildfire Protection Plan Annex. Plan will be updated by 2020. (Late 2019). • Brought in free TEEX/ICS 300 training, Sports and Special Event Evacuation Trainings. • “Know Your Alerts” campaign and flyer with PIOs • SRFD Nixle account to provide more info to community • EOC and Citywide After-Action Reports with list of improvements to be presented 3/26 |
| 2.3 Focus on employee morale and well-being | The City Manager’s Office has implemented monthly internal communication to employees through an electronic newsletter providing updates on important City news related to the budget, program areas, and disaster recovery efforts; staff recognition and award honors; and an “employee spotlight” video which features the City Manager recognizing a different employee or team of employees within the organization each month for exceptional work or a recent accomplishment. Additionally, to recognize the tremendous efforts of all City staff during the October 2017 wildfire response and the ongoing recovery, the City Manager’s Office organized staff Recognition and Appreciation events during the month of November 2018 for employees. During the events, proclamations were presented to each Department and every staff member was presented with a small keepsake in acknowledgement of their extraordinary service during crisis. All staff also had a chance to preview a screening of the City’s Wildfire Documentary Last October and tour the Museums of Sonoma County’s From the Fire: A Community Reflects and Rebuilds exhibit with their family members. The documentary, which captures the stories and experiences from staff throughout different departments in the city, will be finalized and released to the public in the near future so that those experiences may be preserved for historical record, shared as a learning tool for other organizations, and heard by communities near and far so that they will know our story. Both the video project and the appreciation events provided much needed opportunities for staff to share their personal experiences with each other and talk openly about what happened during the fires – a recognized need in the organization’s ongoing healing from the disaster. |



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| 2.4 Plan and implement the Southeast Greenway | The Southeast Greenway project was put on hold following the October 2017 fires, and while staff worked on various Housing Action Plan priorities. In November 2018 staff returned to working on the project. A Revised Draft EIR will be released for a 45-day public review period on January 28, 2019, concluding on March 13, 2019. A public hearing with the Planning Commission is scheduled for February 14, 2019. The project is expected to be scheduled for consideration by the Planning Commission in May 2019, followed by City Council in July 2019. |
| 2.5 Create a plan to address deferred maintenance throughout the community | <p>TPW completed a comprehensive Facilities Condition Assessment with Cannon Design and presented to Council on May 22, 2018. The Assessment demonstrated an annual maintenance deficit of approximately \$6 million over the 25-year planning horizon. Staff described that if current funding does not change, the total deferred maintenance will increase to over \$112 million by 2041.</p> <p>Council established a Housing & Infrastructure Financing Ad-Hoc Committee that was closed in September 2018. In July 2017, each Department presented the Ad-Hoc Committee with a report card of the infrastructure that they either maintain or occupy.</p> <p>TPW developed a 5-year capital improvement plan for pavement maintenance that incorporates SB-1 and Roseland funds. This plan will eliminate backlogged projects and allow for the development of proper prioritization program moving forward.</p> <p>TPW is in the process of developing an Infrastructure Report Card that would be shared with the Council as part of an annual state of the infrastructure update that would be delivered to Council in March. TPW staff will be working with the CFO to continue providing infrastructure updates to the Long-Term Finance Committee.</p> <p>The following is a list of additional activities TPW has been performing to create a plan to address deferred maintenance:</p> <ul style="list-style-type: none"> • Working with Asset Management on CityWorks Work Management System which will be used as the structural backbone for all TPW maintenance plans. • Advanced City-fleet initiatives to reduce fleet size and overall maintenance costs. • Analyzed core services and developed best-practice metrics in Streets, Electrical, and Fleet. • Completed several significant maintenance projects with In-house construction crew including: bathroom remodel, Sam Jones Hall upgrades, Senior Center moved to Steele Lane, Howarth Park, ADA. • Improving maintenance service contract efficiencies with Purchasing. • Creating service level agreements for Facilities Maintenance with specific departments. • Fill potholes – placed 748 tons of asphalt in 2018. 84 service requests since July 2018, but we probably do 10+ times that many locations proactively. <p>Finance will be exploring ways to fund deferred maintenance needs as part of the reserve strategy and overall annual budget process.</p> |
| 2.6 Implement the Climate Action Plan | On October 23, 2018, the Council received a study session on the status of both the Community and Municipal Climate Action Plans (MCAP and CCAP). City staff continues to implement both the MCAP and CCAP through City initiatives for municipal projects, as well as through private development (requiring applicants to complete the CCAP checklist to show compliance). |
| 2.7 Explore feasibility of a public bank | Finance has been tracking actions by a number of state and local agencies that are pursuing a public bank solution, including Oakland, Los Angeles, and San Francisco, and Santa Fe, NM. On October 11, Finance presented observations to the Long Term Financial Policy and Audit Subcommittee. There are sizable challenges in creating a public bank, including regulatory complexity and large capitalization requirements. |



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| | The Subcommittee agreed that the City should continue to monitor developments in this arena but that proceeding as an individual agency is not feasible at this time. |
| 2.8 Explore options for funding Roseland Library | |

Table 4. Other Priority Items of Interest Identified by Councilmembers in Pre-Workshop Interviews (December 2018)

1. Improve communication with residents
2. Promote affordable child care, streamlining processes
3. Improving accessibility to City meetings for families with children
4. Support the health, safety and well being of families
5. Support for the cannabis industry
6. Minimum wage
7. Expenditures of the ¼ cent sales tax
8. Planning before building in fire zone areas
9. Local preference for contracts
10. Fill potholes
11. Traffic calming, bike and pedestrian safety



Table 5. Council Pending List (as of 1/2/19)

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1. Rental inspection program (HCS)
 2. Citywide \$15 minimum wage measure
 3. All-electric ready ordinance and evergreen cost analysis (PED)
 4. Nondiscrimination housing ordinance (HCS)
 5. Real property transfer tax (RPTT) and its relation to affordable housing and homeless issues (Finance)
 6. Fire Department staffing study session (Fire)
 7. City and County public private partnership survey (PED) – went to Council on 1/29, approved for feasibility analysis
 8. Community Advisory Board (CAB) strategic plan (OCE)
 9. After action plan (CMO)
 10. Reserve needs analysis and policy update (Finance)
 11. Travel and training policy (CMO)
 12. Direct review ordinance process (CAO)
 13. Community Homeless Assistance Program review and update (HCS/PED) – went to Council on 2/12 as study session, direction given by Council
 14. Bennett Valley Senior Center use as shelter or safe haven – went to Council on 2/12 as study session, Council showed support in moving forward
 15. City Council/Santa Rosa School Board joint meeting
 16. Status report on Open Government Task Force implementation (OCE)
 17. Purchasing process and policy review (Finance/CAO)
 18. Approval of a patent license agreement (Finance)



ATTACHMENT

Council's Multi-Year Goals and Aspiration Statements

| GOAL | ASPIRATION STATEMENT |
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| ❖ 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. |
| ❖ 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. |



