

Operations and Maintenance Budget

Fiscal Year 2024-25

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Natalie Rogers

Vice Mayor

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Council Members

Eddie Alvarez

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

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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 by balancing revenues and expenditures and prioritizing community interests.

DOCUMENT ORGANIZATION

The document is organized into sections separated by tabbed pages that provide quick identification of its 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 and outlining 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 year, the Council meets to develop its goals for the coming 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 Public Safety and Prevention Tax budget (Santa Rosa's quarter cent sales tax to fund the Public Safety and Violence Prevention program), a description of the budget process, and a 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.
- City Debt Schedule: This schedule computes the legal debt limitation which is not to exceed the total assessed valuation of taxable property within the City boundaries. Additionally, it reflects the City's debt obligation outstanding and associated bond rating as of the end of the fiscal year.
- 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 four 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.

Guide to the Document

- 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.
- 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 the 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 also 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 funds (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 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) 2024-25 Operating and Capital Budget is \$508.8 million across all funds and is comprised of \$458.2 million of operational funding and \$50.6 million of capital project funding. This represents a total decrease of (\$28.2) million or (5.3%) less than the FY 2023-24 adopted budget. Operations are decreasing by (\$3.9) million or (0.9%) and the Capital Improvement Program (CIP) is decreasing by (\$24.2) million or (32.4%), as shown in the following table.

FUND TYPE	FY 2023-24 ADOPTED BUDGET <i>(in millions)</i>	FY 2024-25 ADOPTED BUDGET <i>(in millions)</i>	\$ Dollar Increase/ (Decrease) <i>(in millions)</i>	% Percent Increase/ (Decrease)
General Fund	\$201.6	\$220.2	\$18.6	9.2%
Enterprise Funds (Operating)	150.6	158.3	7.7	5.1%
Enterprise Funds (CIP)	38.6	24.6	(14.0)	(36.2%)
Other Funds (CIP)	36.3	26.0	(10.3)	(28.3%)
Special Revenue Funds	25.7	19.5	(6.2)	(24.0%)
Other Funds	5.5	5.3	(0.1)	(2.8%)
Housing Authority	75.7	51.6	(24.1)	(31.9%)
Successor Agency to RDA	3.0	3.3	0.3	9.2%
TOTAL	\$537.0	\$508.8	(\$28.2)	(5.3%)
Operations (net of CIP)	\$462.1	\$458.2	(\$3.9)	(0.9%)
CIP only	\$74.8	\$50.6	(\$24.2)	(32.4%)

General Fund

The City of Santa Rosa’s FY 2024-25 General Fund budget is not balanced, with revenues and transfers equaling \$13.3 million less than expenditures and transfers out. Due to inflation and the current market, sales tax is projected to remain flat.

The FY 2024-25 General Fund expenditure budget of \$220.2 million increased by \$18.6 million or 9.2% from the prior fiscal year. Expenditures can be broken down into three broad categories – Salaries and Benefits, Services & Supplies, and Operating Projects. The Salaries and Benefits category represents \$168 million or 76% of the total General Fund budget. Services and Supplies account for another \$50 million or 23% of the total, with the remaining \$2.2 million, or 1%, 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: Salaries increased by \$8.1 million or 8.9% and benefits increased by \$6.2 million or 9.8% from the FY 2023-24 adopted budget. All bargaining units enter new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits. There has also been an increase of 18.65 FTE positions. The increase in benefits is primarily related to the increasing costs of healthcare, worker’s compensation insurance, and health administrative costs.

Budget Overview

General Fund Services and Supplies: Increase of \$4.9 million or 11% from the FY 2023-24 adopted budget. The additions in this broad category include increases in Vehicle Expenses, Information Technology costs, and Liability and Property insurance costs. Vehicle Expenses have increased due to rising gasoline, service, and maintenance costs. Information Technology costs increased as the City shifted towards more employees working remotely and the cost of online permitting software.

General Fund Operating Projects: Decreased by (\$500K) or (18.5%) from the FY 2023-24 adopted budget. The operating projects vary year over year depending on the individual project timelines.

FY 2024-25 General Fund revenues are estimated at \$213 million, an increase of \$11.1 million or 5.5% over the FY 2023-24 adopted budget. Sales tax is projected to remain flat. Sales tax is the largest revenue source for the City's General Fund, accounting for 36% of the total General Fund revenue. Many other revenues are projected to increase at a modest increase including Business tax, building and development permit revenue, and recreation revenue. In FY 2024-25 Property tax is expected to increase by 7.6% from FY 2023-24 adopted budget.

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

General Fund Conclusion

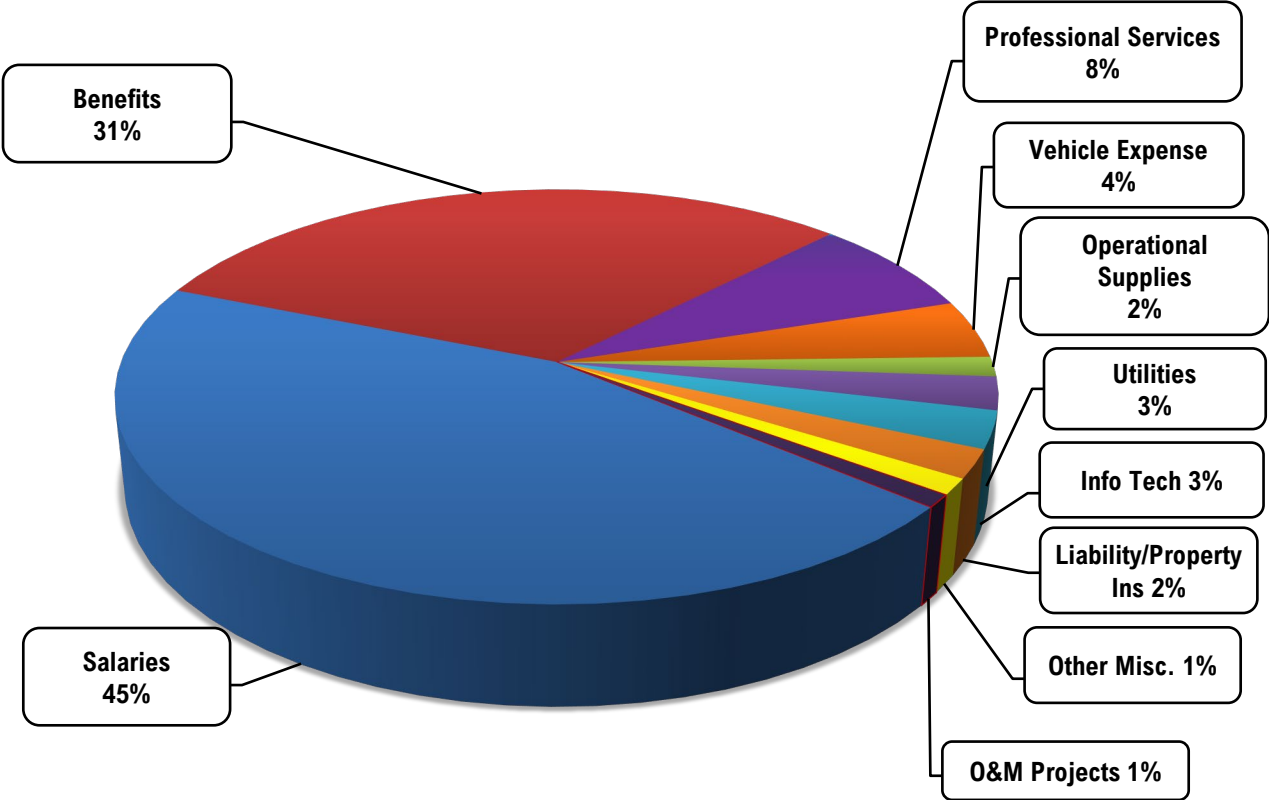
In FY 2023-24, sales tax revenues were anticipated to continue to rise however, inflation has shifted consumption of goods impacting sales tax. FY 2024-25 sales tax collection predictions have been estimated more conservatively and remain flat. The FY 2024-25 General fund is a deficit budget, with revenues and transfers \$13.3M less than expenditures and transfers out. Going forward, the City has considerable work to do to balance growing expenditures to on-going revenue. Currently, the City is taking a conservative approach to appropriate expenditures with ongoing implications that may be difficult to sustain in the long run.

Budget Overview

FY 2024-25 General Fund Budgeted Expenditures

CATEGORY	EXPENDITURES <i>(in millions)</i>
Salaries	\$99.2
Benefits	68.8
Professional Services	16.8
Vehicle Expense	10.0
Operational Supplies	3.4
Utilities	5.7
Information Technology	6.4
Liability/Property Insurance	4.9
Other Miscellaneous	2.8
Capital Outlay	0.0
O&M Projects	2.2
TOTAL	\$220.2

FY 2024-25 General Fund Expenditures – % by Category



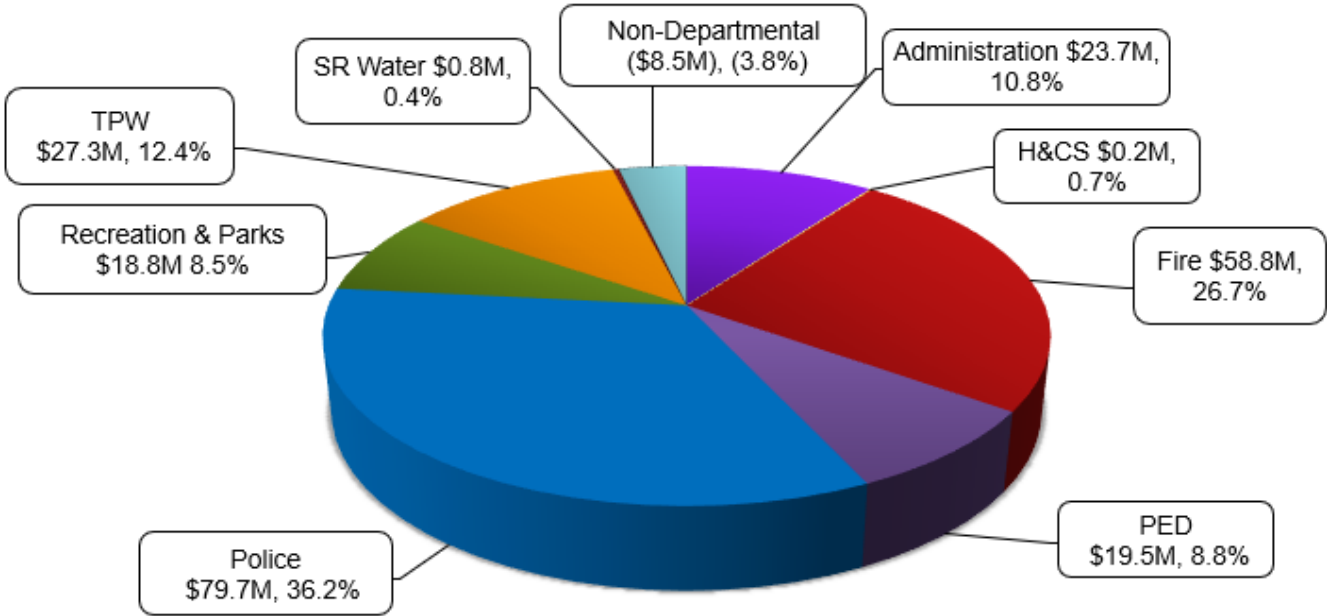
Budget Overview

FY 2024-25 General Fund Budgeted Expenditures

DEPARTMENT	EXPENDITURES <i>(in millions)</i>
Administration*	\$23.7
Housing & Community Services	0.1
Fire	58.8
Planning & Economic Development	19.5
Police	79.7
Recreation & Parks	18.8
Transportation & Public Works	27.3
Water	0.8
Non-Departmental	(8.5)
TOTAL	\$220.2

*Administration departments include City Attorney, City Council, City Manager, Communications & Intergovernmental Relations Office, Finance and Human Resources.

FY 2024-25 General Fund Expenditures – % by Department



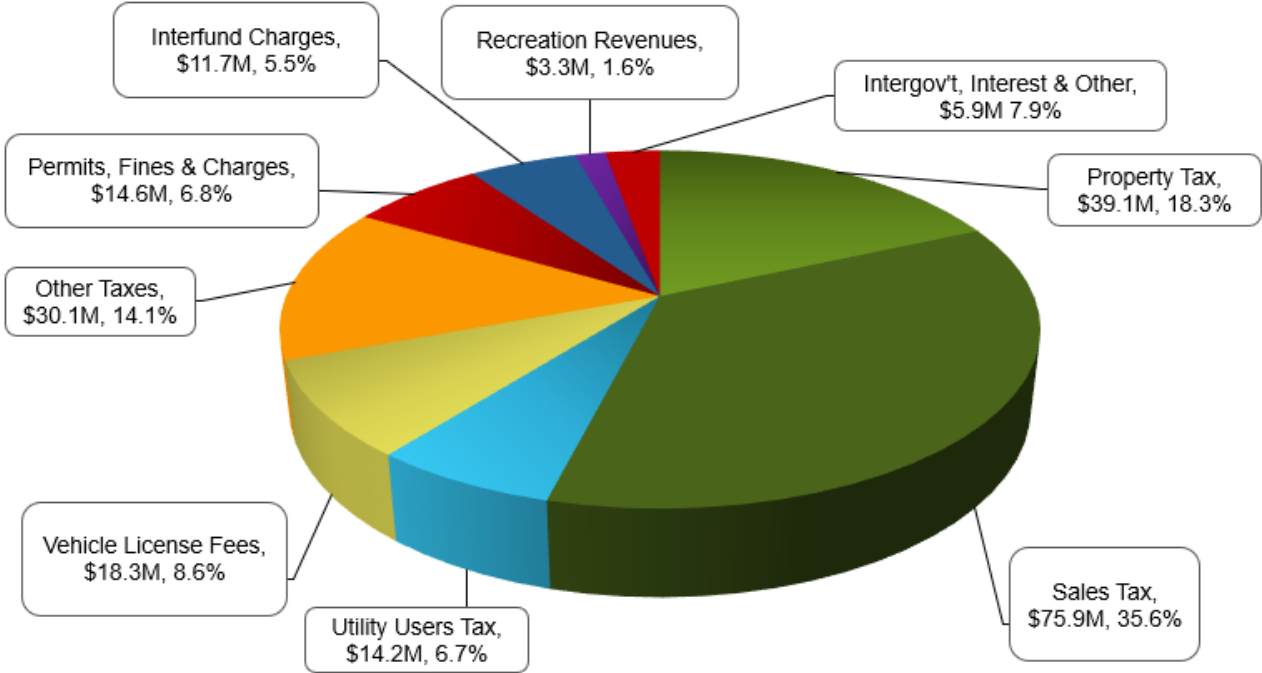
Budget Overview

FY 2024-25 General Fund Budgeted Revenues

SOURCE	REVENUES <i>(in millions)</i>
Property Tax	\$39.1
Sales Tax	75.9
Utility Users Tax	14.2
Other Taxes	29.9
Vehicle License Fees	18.5
Permits, Fines and Charges	14.5
Recreational Revenue	3.3
Interfund Charges	11.7
Intergovernmental, Interest & Misc.	5.9
TOTAL	\$213.0

FY 2024-25 General Fund Revenues – % by Source

General Fund Revenues by Category



Budget Overview

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, \$158.3 million and \$24.6 million respectively. The Water Enterprise Funds (Water, Local Wastewater, and Subregional Wastewater) make up the vast majority, \$159.1M of the \$182.9M total Enterprise funds budgets. The Enterprise Funds FY 2024-25 budgeted expenditures is comprised of the following:

- \$ 0.8 million - Golf Funds
- \$ 5.8 million - Parking Funds
- \$ 17.2 million - Transit Funds
- \$ 3.9 million - Storm Water Funds
- \$ 52.4 million - Water Funds
- \$ 17.3 million - Local Wastewater Funds
- \$ 85.5 million - Subregional Wastewater Funds

Special Revenue Funds

The FY 2024-25 Special Revenue Funds budget of \$19.5 million is comprised of the following:

- \$12 million - Public Safety and Prevention Tax (formerly known as Measure O) Funds
- \$ 2.1 million - Measure M
- \$ 3.7 million - Homeless Shelter Operations & Mobile Home Rent Stabilization Funds
- \$ 0.5 million - Santa Rosa City Tourism BIA Fund
- \$ 0.2 million - Art-in Lieu Fund
- \$ 0.2 million - Federal and State Narcotics Asset Forfeiture
- \$ 0.8 million - All other funds

Other Funds

Total Other Funds FY 2024-25 budget of \$31.3 million includes Capital Improvement Program Funds with a budget of \$26 million the non-enterprise Debt Service Funds with a budget of \$4.7 million, Trust and Agency Funds with a budget of \$0.4 million, and the Special Assessment Funds with a budget of \$0.2 million.

Housing Authority & Successor Agency to the Redevelopment Agency

The Housing Authority's FY 2024-25 budget is \$51.6 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 2024-25 budget has a total staffing count of 1,308.15 Full-Time Equivalents (FTE) across all funds. Staffing levels increased by 18.65 FTEs or 0.9% 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.

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 the upcoming fiscal year, which comprises the Capital Budget for Council approval.

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 while other sources, such as Capital Facilities Fees, have specific, legally restricted uses.

Each project proposal is scrutinized from a variety of approaches before it is included in the CIP. Projects are initially identified by department staff using the following criteria:

- input from regulatory agencies associated with proactive or retroactive compliance;
- consistent with the City Council's adopted goals;
- input from the community received at neighborhood meetings during the year;
- input from the City Council on needs that develop or are identified during the year;
- City Council approved master plans, specific plans, and specific rehabilitation programs;
- staff-identified projects based on critical need due to safety issues, to comply with new regulations or mandates or as identified through the city's asset management systems based on condition, age, and maintenance history.

All projects are first reviewed and prioritized by the responsible operating departments. Each project is scored, ranked, re-prioritized within the applicable funding source allotments, and reviewed again by operating departments to ensure priority and urgent projects are properly categorized. The primary project selection consideration is the maintenance or improvement of City assets to keep facilities and infrastructure functional, safe, and contributing towards the City's long-term goals. The City Charter requires that the Community Advisory Board (Section 10.b) review the CIP priorities for each district. The current CIP Prioritization Program scores projects by the following:

- Priority 1
 - Grant funded
 - Disaster recovery related
 - Public Safety
 - Environmental
 - Mandated/Required
 - Fully funded
- Priority 2
 - Fully funded or nearly funded
 - Staff resources are available
- Priority 3
 - Not fully funded
 - No staff resource availability

Also, in compliance with the City Charter (Section 28.b), the City Council holds a Budget Priorities Hearing during the first quarter of each calendar year to solicit general budget priorities from the community. This year, the public hearing was held on January 9, 2024. The City Council, City Manager, and staff utilized the public input to further evaluate proposed projects.

Capital Improvement Program (CIP)

After the Budget Priorities Hearing, the City Council and Executive Team hold a workshop with the community to discuss and establish City Council Goals. On February 6, 2024, the City Council held their Goal Setting Workshops and established the following seven goals for FY 2024-25:

- Promote Citywide Economic Development
- Achieve and maintain fiscal sustainability
- Create an environment that supports staff and operational excellence
- Invest in the development and maintenance of the City’s infrastructure
- Plan for and encourage housing for all and reduce homelessness
- Address Climate Change
- Foster a safe, healthy, and inclusive community

Prior to the Budget Study Session on May 7 and 8, 2024, the proposed CIP was reviewed by the Finance Department, City Manager, and the Board of Public Utilities as it relates to water, local wastewater, and regional projects. In addition, the CIP budget was reviewed by the Planning Commission for General Plan consistency and an environmental review, prior to final consideration and approval by Council at the June 18, 2024, budget hearing.

CIP projects are mostly funded by specific sources and planned in accordance with the funds available. As such, the City of Santa Rosa’s operating budget is not significantly affected by fluctuations in available capital funding. Of the General Fund’s \$220.2M expenditure budget, only \$2.2M is for capital projects.

Project List by Department

The table below lists the projects being funded in FY 2024-25. For more information on any of the CIP projects, please refer to the FY 2024-25 Capital Improvement Program budget document. It includes detailed information about each project and information on funding sources. Copies of the FY 2024-25 CIP document are available online at the Finance Department page on srcity.org.

Project Number / Title	2024 - 2025 Request
Department: Fire Department	
05050 - Fire Training Center Improv	\$255,815
05054 - New Fire Station-SoSanta Rosa	\$255,816
Fire Department Total	\$511,631
Department: Recreation and Parks	
09532 - Doyle Park Renovation	\$380,348
09556 - South Davis Park	\$479,062
09578 - A Place to Play	\$173,145
09596 - Kawana School/Park Acquisition	\$1,035,000
09608 - Southeast Community Park	\$2,000,000
09747 - LBHG Cap Replacement	\$30,000
09748 - MeasureM Park Amentes Cap Repl	\$38,576
09768 - Peter Springs Park	\$569,383
09786 - Southeast Greenway Project Ini	\$1,439,074
09787 - Zone 3 Park Fees Downtown Proj	\$256,348
Recreation and Parks Department Total	\$6,400,936

Capital Improvement Program (CIP)

Department: SR Water

54001 - Storm Water Drainage Improve	\$307,634
54004 - Storm Water Creek Restoration	\$50,000
54030 - Colgan Creek Restore Phase3	\$750,000
55420 - W Supply PIng-Urban W Mgmt PI	\$200,000
55505 - Warranty Punchlist - Water	\$25,000
55511 - Pre-Design - Water	\$60,000
55527 - Water Peak Reduction	\$150,000
55574 - Water CIP Contingency	\$1,000,000
55747 - FarmrsLnTrtmtPlantRehabPhase2	\$3,473,705
55783 - RockCrkMatanzasWaterRplmnt	\$1,760,000
55804 - CalistogaRdWtrMainsServices	\$1,800,000
55821 - 2024 H2OSystemBulk VFDRReplace	\$1,000,000
70516 - Sewer Master Plan	\$100,000
70677 - SewerTrunkLiningDesignBuild	\$2,300,000
70714 - SMR:OakmontTreatmentPlant	\$200,000
70778 - SRCreekAtFultonLiningRepair	\$270,000
70808 - RockCrkMatanzasSewerRplmnt	\$440,000
86572 - LTP ElectricalInfrstrctreRepl	\$8,000,000
86594 - ManholeRehabInfluentPipes	\$500,000
86602 - SlpOutRepairPineFitRdMayacmas	\$400,000
86629 - LTPCathodicProtectionImproveme	\$300,000
86630 - ProcessBoiler2Replacement	\$800,000
86656 - GeysersPumpStaElectricUpgrades	\$500,000
86658 - ReclamPmpSta E-BuildingUpgrade	\$500,000
Water Department Total	\$24,886,339

Department: Transportation and Public Works

09708 - ADA Settlement-Facilities Project	\$1,200,000
17014 - Slurry Seal Selected Streets	\$1,000,000
17015 - Sidewalk Program	\$90,000
17109 - Sign Replacements	\$25,000
17116 - Slurry Seal Prep & Traffic Control	\$575,000
17134 - Traffic Safety Projects	\$80,000
17238 - Pavement Markings - Various Lo	\$100,000
17293 - Cast In-Place SD Repair/Replac	\$100,000
17305 - Temporary Traffic Calming Devi	\$25,000
17325 - Bridge Repairs/Cal Trans Recmdn	\$200,000
17336 - Audible Pedestrian Signal Head	\$25,000
17377 - Farmers Lane at Fourth Street	\$165,000
17450 - Contract Pvmt Preventive Maint	\$1,565,416
17476 - Insp Bridge Assets-Strct X	\$50,000
17477 - Pre Design Planning CIP	\$250,000
17479 - Piner Creek Crossing-HAWK	\$800,000
17508 - Signal Battery Backup	\$26,000

Capital Improvement Program (CIP)

17546 - Signal Bike Veh Detect Various	\$100,000
17573 - Roseland Pavement Maintenance	\$662,000
17579 - Survey Equipment Replacement	\$20,000
17582 - Santa Rosa Creek Trail Phase 3	\$200,000
17612 - CalistogaRdRecons-Montec-Hwy12	\$4,596,103
17613 - B Street High-Traffic Slurry	\$1,000,000
17638 - Stony Point Rd Transport Corridor	\$250,000
17643 - SR Ave-Bellevue Traffic Signal	\$650,000
17649 - TPW CIP Contingency	\$1,568,799
17654 - Low Impact Development at MSCN	\$200,000
17655 - PGE Hopper Ave Fire Recovery	\$1,944,380
17671 - Hwy101HearnMultiUsePathRehab	\$500,000
17678 - Bicycle Facilities	\$377,586
54057 - McMinn Ave Storm Drain Replace	\$150,000
54059 - Storm Drain Repairs On-call	\$300,000
Transportation and Public Works Department Total	\$18,795,284

Total FY 2024-25 CAPITAL BUDGET REQUEST	\$50,594,190
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Conclusion

As in recent years, the FY 2024-25 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 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 provide City residents and visitors with an unmatched quality of life. The region offers residents, businesses, and visitors distinctive experiences, that include a vibrant downtown, breathtaking open space, creeks, 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, and budgetary and 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.

Annually and early in the calendar year, the City Council and Executive Team meet to establish the Council goals and priorities at the City Council Goal Setting Workshop. The 2024 workshop took place on February 6, 2024. The City Council identified seven priorities for FY 2024-25 which are listed in order below:

Strategic Goal	Strategies
<p>Promote Citywide Economic Development</p> <p><i>Sustain a diverse and thriving economy that benefits Santa Rosa residents and businesses and contributes to the community's economic health while preserving historical and cultural integrity.</i></p>	<ul style="list-style-type: none"> • Implement Business Attraction/Retention/Expansion Strategies • Adopt/Codify Resilient City Development Measures • Adopt/Implement Downtown Enhanced Infrastructure Financing District • Adopt South Santa Rosa Priority Development Specific Plan • Continue Annexation Discussions with County of Sonoma
<p>Achieve and Maintain Fiscal Sustainability</p> <p><i>Sustain fiscal health by maintaining reserves, forecasting impacts of budget choices, monitoring revenue trends, maintaining competitive salaries for employees, and creatively leveraging other funding sources.</i></p>	<ul style="list-style-type: none"> • Ensure that the Budget Is Fiscally and Programmatically Balanced • Consider the Complete Comparative Context of all the City's Responsibilities, Needs, and Liabilities When Allocating Resources • Develop Plans to Fully Fund All Liabilities • Develop Plans to Fully Fund All Reserves • Develop a Financial Position in Which On-Going Revenue Exceeds On-Going Expenses
<p>Create an Environment that Supports Staff and Operational</p> <p><i>Create a high-performing organization that pursues excellence, efficiency, and engagement; is fiscally sound; promotes diversity, equity, and inclusion; and reliably delivers outstanding services to the community.</i></p>	<ul style="list-style-type: none"> • Conduct Organizational Assessment • Develop/Deploy Public Dashboards • Adopt Comprehensive Zoning Code Update

City Council Goals

Strategic Goal	Strategies
<p>Invest in the Development and Maintenance of the City's Infrastructure</p> <p><i>Invest in and maintain infrastructure that supports environmental sustainability, multi-modal transportation options, and a vibrant City.</i></p>	<ul style="list-style-type: none"> • Implement Capital Projects Planning System • Break Ground on Hearn Community Hub • Develop/Carry Out Cybersecurity Plan • Continue Storm Drain Master Plan/Santa Rosa Creek Flood Study • Initiate Water and Sewer Rate Study/Rate Schedule • Emergency Operations Center Rehabilitation
<p>Plan for and Encourage Housing for All and Reduce Homelessness</p> <p><i>Pursue housing options for residents of all income levels; partner with key stakeholders to offer housing and support services to the unsheltered and address the issues and causes of homelessness.</i></p>	<ul style="list-style-type: none"> • Advance the Homeless Strategic Plan and Manage the Impacts of Encampments • Pursue Partnerships/Programming to Reduce Homelessness • Develop a Housing Authority/Affordable Housing Strategy • Assess Manufactured Parks Overlays to Protect Senior Housing • Adopt General Plan Update and Certify Environmental Impact Report
<p>Address Climate Change</p> <p><i>Pursue carbon neutrality and environmental education for all.</i></p>	<ul style="list-style-type: none"> • Adopt Climate Action Strategies Consistent with the General Plan • Develop a City-Wide Electrification Master Plan • Update 2018 Bicycle and Pedestrian Master Plan • Investigate Artificial Turf Ban • Strive for Carbon Neutrality By 2030
<p>Foster a Safe, Healthy, and Inclusive Community</p> <p><i>Promote public safety, engage residents with policy issues, and use a broad range of proactive approaches to reduce racism and inequality in our community.</i></p>	<ul style="list-style-type: none"> • Implement Violence Prevention Strategic Plan • Reduce Violence and Impacts of Crime • Pilot Graffiti Abatement Program

Public Safety and Prevention Tax 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. On November 8, 2022, voters approved Measure H, which extended the existing quarter-cent tax for an additional twenty years, until March 31, 2045. To avoid confusion the Committee updated the name to Public Safety And Prevention Tax. Revenue generated by the sales tax has averaged \$9.7M annually for the last ten years. Revenues for FY 2024-25 are budgeted at \$12.6M.



Public Safety and Prevention Tax 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 funding for youth and violence prevention and intervention programs. The funding provides leadership, coordination, and resources to the Santa Rosa Violence Prevention Partnership and a 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. The passage of Measure H, the original permissible uses stated in Chapter 3-26 of the City Code to now include mental health services. For more information on Public Safety and Prevention Tax, please visit <https://www.srcity.org/PSAPCommittee>

To ensure the proper use of the Public Safety and Prevention Tax 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 2024-25 Public Safety Special Tax 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 salaries, benefits, and retirement costs also are on the rise in FY 2024-25. Public Safety Special Tax authorized positions for FY 2024-25 totaled 36.0 FTE; 10.0 in the Fire department, 17.0 in the Police department and 9.0 in Violence Prevention.



Public Safety and Prevention Tax

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

Fire: In FY 2024-25, Salaries and Benefits budgeted expenditures increased by a combined \$8K, due to merit and step increases, rising benefits costs, and offset by the reduction of contract overtime. Services and Supplies increased by \$98K largely due to the addition of the implementation of two programs: the SRFD Diversity Strategic Plan as well as the Fire Explorer program. Administrative Overhead decreased by (\$1K). The planned purchase of two transport capable squad units also increased budgeted expenditures by \$500K.

Police: FY 2024-25, the Police department's budget decreased by (\$2.5M), primarily due to the budgeted purchase for the Roseland Substation last year which was \$2.6M. Salaries and Benefits increased by \$127K due to merit increases and the increasing costs of benefits. Services and Supplies decreased (\$21K) overall, Administrative Overhead decreased by (\$1K).

Violence Prevention: Violence Prevention has a decrease of (\$13K) in Salaries and Benefits for FY 2024-25. Services and Supplies increased by \$83K to support the supplies needed for the implementation of new programs. The Violence Prevention CHOICE Grants Program decreased by (\$115K) to use funds on other VPP programs.

Public Safety and Prevention Tax

FIRE - PSAP:	FY 2023-24	FY 2024-25	
	Adopted	Adopted	
	Budget	Budget	Change
Salaries	2,228,033	2,216,105	(11,928)
Benefits	1,481,950	1,501,427	19,477
Services and Supplies	154,642	252,958	98,316
Administrative Overhead	120,325	119,592	(733)
Total Operating	3,984,950	4,090,082	105,132
Vehicle Purchase	-	500,000	500,000
Debt Service - Fountaingrove Fire Station	367,727	275,795	(91,932)
TOTAL FIRE - PSAP	4,352,677	4,865,877	513,200

POLICE - PSAP:	FY 2023-24	FY 2024-25	
	Adopted	Adopted	
	Budget	Budget	Change
Salaries	2,381,058	2,431,474	50,416
Benefits	1,761,841	1,838,518	76,677
Services and Supplies	467,326	445,848	(21,478)
Administrative Overhead	120,325	119,592	(733)
Department Substation	2,600,000	-	(2,600,000)
Total Operating	7,330,550	4,835,432	(2,495,118)
TOTAL POLICE - PSAP	7,330,550	4,835,432	(2,495,118)

VIOLENCE PREVENTION PSAP:	FY 2023-24	FY 2024-25	
	Adopted	Adopted	
	Budget	Budget	Change
Salaries	982,472	957,968	(24,504)
Benefits	461,998	473,520	11,522
Services and Supplies	161,947	245,566	83,619
Grants Program	914,884	800,000	(114,884)
Administrative Overhead	60,162	59,796	(366)
Total Operating	2,581,463	2,536,850	(44,613)
TOTAL VIOLENCE PREV - PSAP	2,581,463	2,536,850	(44,613)

TOTAL - PSAP FUNDS	14,264,690	12,238,159	(2,026,531)
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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, the Budget and Financial Planning staff begin 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 detailed 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 is provided to Council members and City staff prior to the Council Goal setting process and the development of the City's budget. The City encourages public participation through 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 make adjustments as needed. The proposed budget requests are reviewed by the full Council during a study session in 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 hearings in mid-June and generally adopts the Operations and Maintenance and Capital Improvement Program budgets at the end of the hearings. The final budget document is then printed and distributed.

Around mid-year, the Budget and Financial Planning staff present 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, the 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 the 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 community outreach events • Participate in Mid-Year Financial update 	<ul style="list-style-type: none"> • Receive input at budget priorities public hearings and community outreach events • Receive information from Mid-Year Financial Update, offer guidance and feedback • Participate in City Council goal-setting session 	<ul style="list-style-type: none"> • Receive input at public hearings and community outreach events for use in the preparation of the 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 an online budget comment form. 	<ul style="list-style-type: none"> • Review and refine each department's budget request for the 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 during 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 the 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



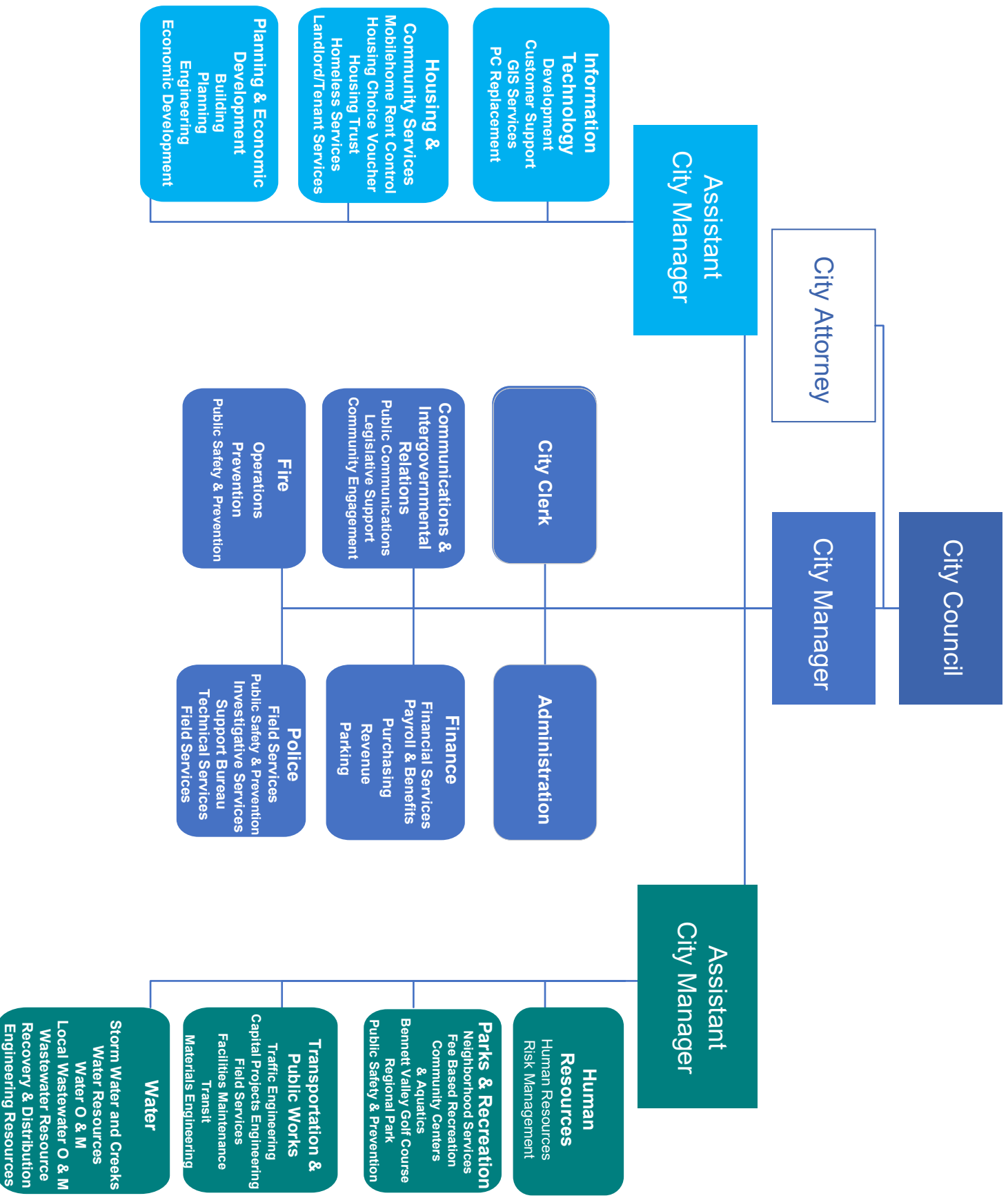
We are committed to a creative process that develops mutual respect and pride in ourselves and the community.

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 425 Sonoma County wineries and many 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 at Courthouse Square, featuring music and an array of booths with food, agricultural products, arts, and crafts.

Santa Rosa is known as one of the top cycling destinations in the world and in the past has hosted a stage, start or finish of the Amgen Tour of California. The Amgen Tour was the only event on the top-level World Tour in the United States, and it drew large crowds and visitors to the area. The City has also hosted Levi's GranFondo, started by former professional cyclist Levi Leipheimer, which benefits local communities and charities.



In addition to being a top cycling destination Santa Rosa has hosted the Santa Rosa Marathon with a start and finish at the Old Courthouse Square in downtown. The race offers a 5K and 10K distances as alternatives to the full marathon.

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

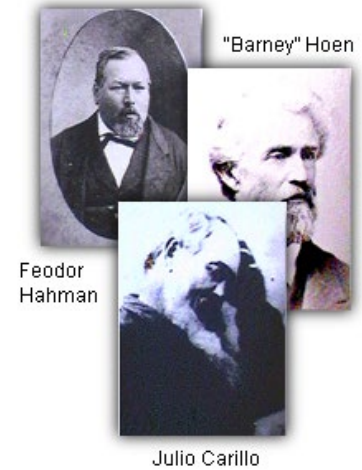
City at a Glance

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.

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.

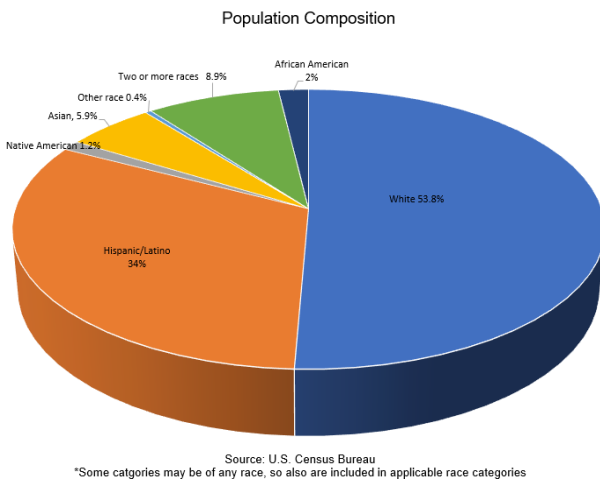
City Profile and Demographics

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 28th largest city in the state.



According to the latest US Census Bureau 2018-2022, there are approximately 2.56 persons per household, the median age is 40.4 and the median household income is \$92,604. The homeownership rate was 55.7% with a median value of \$661,700 for owner-occupied homes. Regarding the education of Santa Rosa residents, the survey states 85.4% are high school graduates and 34.7% have a bachelor's degree or beyond. The gender distribution is 51.2% female and 48.8% male. Approximately 10.0% of the City of Santa Rosa's population lives below poverty level.

Source: US Census Bureau, 2018-2022 American Community Survey 5-Year Estimates

The US Census Bureau estimates the City of Santa Rosa population at 177,181 (2022). The unemployment rate, provided by The U.S. Bureau of Labor Statistics, was 4.2% (March 2024).

The table to the right displays Santa Rosa's major employers.

Major Employers (2023)	
Employer	Employees
County of Sonoma	4,284
Kaiser Permanente	3,371
Santa Rosa Junior College	2,975
St. Joseph Health System	2,409
Keysight/Agilent Technologies	1,700
Santa Rosa School District	1,691
City of Santa Rosa	1,279
Sutter Medical Center of Santa Rosa	1,196
Safeway	796
Medtronic/Arterial Vascular	682
Total	20,383

Source: City of Santa Rosa ACFR; all figures approximate

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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 for 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 2024-25

	GENERAL FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	OTHER FUNDS	HOUSING AUTHORITY	SUCCESSOR AGENCY	TOTAL ALL FUNDS
ESTIMATED RESERVES- JUNE 30, 2024	53,000,000	266,100,000	91,200,000	12,100,000	7,300,000	-	429,700,000
REVENUES:							
Property Tax	39,068,300	-	-	-	-	3,268,453	42,336,753
Sales Tax	75,866,735	-	12,509,000	-	-	-	88,375,735
Utility Users Tax	14,200,000	-	-	-	-	-	14,200,000
Other Taxes	48,375,700	-	-	-	-	-	48,375,700
Licenses & Permits	3,181,000	10,831	2,200,000	-	-	-	5,391,831
Charges for Services	26,279,400	146,531,144	4,118,161	4,915,018	3,025,960	-	184,869,683
Intergovernmental Revenue	1,903,424	38,317,373	14,034,461	-	40,506,960	-	94,762,218
Fines & Forfeitures	1,610,900	-	-	-	10,000	-	1,620,900
Investment Earnings	600,000	1,310,304	23,000	355,000	65,000	-	2,353,304
Contributions from Private Parties	-	-	189,000	-	-	-	189,000
Miscellaneous	1,911,000	834,293	972,100	-	5,605,315	-	9,322,708
TOTAL REVENUES	212,996,459	187,003,945	34,045,722	5,270,018	49,213,235	3,268,453	491,797,832
TRANSFERS IN	2,321,153	63,247,194	7,523,233	27,019,730	1,100,000	-	101,211,310
TOTAL REV & TRNSFS IN	215,317,612	250,251,139	41,568,955	32,289,748	50,313,235	3,268,453	593,009,142
EXPENDITURES:							
General Government	23,694,613	5,825,207	-	360,000	-	3,268,453	33,148,273 *
Housing & Community Svcs	161,000	-	3,675,685	-	51,565,357	-	55,402,042
Fire	58,787,381	-	4,590,082	511,631	-	-	63,889,094
Planning & Economic Dev.	19,469,107	-	840,300	-	-	-	20,309,407
Police	79,673,668	-	5,548,432	-	-	-	85,222,100
Recreation & Comm Engagement	18,778,367	805,610	4,848,963	6,533,354	-	-	30,966,294
Transportation & Public Works	27,326,861	17,854,202	-	18,795,284	-	-	63,976,347 **
Water	798,969	158,425,767	-	344,634	-	-	159,569,370 ***
Non-Departmental	(8,461,454)	-	-	4,735,516	-	-	(3,725,938)
TOTAL EXPENDITURES	220,228,512	182,910,786	19,503,462	31,280,419	51,565,357	3,268,453	508,756,989
TRANSFERS OUT	8,384,015	66,248,200	26,508,689	70,406	-	-	101,211,310
TOTAL EXP & TRNSFS OUT	228,612,527	249,158,986	46,012,151	31,350,825	51,565,357	3,268,453	609,968,299
SURPLUS / (DEFICIT)	(13,294,915)	1,092,153	(4,443,196)	938,923	(1,252,122)	-	(16,959,157)
ESTIMATED RESERVES- JUNE 30, 2025	39,705,085	267,192,153	86,756,804	13,038,923	6,047,878	-	412,740,843

General Government includes: City Attorney, City Council, City Manager, Finance, Human Resources, Communications and Intergovernmental Relations Office, and Information Technology.

* Total General Government = \$85,580,575 (includes Insurance Internal Service Fund \$41,599,701 & Information Technology Internal Service Funds \$10,832,601).

** Total Transportation & Public Works = \$87,202,467 (includes Equipment and Repair Replacement Internal Service Fund \$21,704,714 & a portion of internally allocated Administration Fund \$1,521,406).

***Total SR Water = \$174,952,460 (includes internally allocated Utilities Administration Fund \$15,383,090).

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 nine 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 2024-25

	GOLF FUND	PARKING FUND	TRANSIT FUND	STORM WATER FUNDS	WATER FUND	LOCAL WASTEWTR FUND	SUBREG. WASTEWTR FUND	TOTAL ENTERPRISE FUNDS
ESTIMATED RESERVES- JUNE 30, 2024	600,000	11,100,000	100,000	4,700,000	71,600,000	81,400,000	96,600,000	266,100,000
REVENUES:								
Property Tax	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-
Utility Users Tax	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	10,831	-	-	-	-	-	10,831
Charges for Services	118,735	3,895,050	1,018,540	3,168,319	55,642,000	78,638,500	4,050,000	146,531,144
Intergovernmental Revenue	-	-	16,175,433	96,000	-	724,234	21,321,706	38,317,373
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Earnings	-	-	-	-	571,662	453,642	285,000	1,310,304
Contributions from Private Parties	-	-	-	-	-	-	-	-
Miscellaneous	186,875	5,000	-	-	109,477	402,941	130,000	834,293
TOTAL REVENUES	305,610	3,910,881	17,193,973	3,264,319	56,323,139	80,219,317	25,786,706	187,003,945
TRANSFERS IN	500,000	1,584,712	30,000	-	-	-	61,132,482	63,247,194
TOTAL REV & TRNSFS IN	805,610	5,495,593	17,223,973	3,264,319	56,323,139	80,219,317	86,919,188	250,251,139
EXPENDITURES:								
General Government	-	5,825,207	-	-	-	-	-	5,825,207
Housing & Community Svcs	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-
Planning & Economic Dev.	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-
Recreation & Comm Engagement	805,610	-	-	-	-	-	-	805,610
Transportation & Public Works	-	-	17,223,973	630,229	-	-	-	17,854,202
Water	-	-	-	3,253,322	52,446,930	17,345,227	85,380,288	158,425,767
Non-Departmental	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	805,610	5,825,207	17,223,973	3,883,551	52,446,930	17,345,227	85,380,288	182,910,786
TRANSFERS OUT	-	121,338	-	50,000	3,185,532	62,891,330	-	66,248,200
TOTAL EXP & TRNSFS OUT	805,610	5,946,545	17,223,973	3,933,551	55,632,462	80,236,557	85,380,288	249,158,986
SURPLUS / (DEFICIT)	-	(450,952)	-	(669,232)	690,677	(17,240)	1,538,900	1,092,153
ESTIMATED RESERVES- JUNE 30, 2025	600,000	10,649,048	100,000	4,030,768	72,290,677	81,382,760	98,138,900	267,192,153

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 2024-25

	EQUIPMENT REPAIR & REPLACEMENT FUND	INSURANCE FUND	INFORMATION TECHNOLOGY FUND	TOTAL INTERNAL SERVICE FUNDS
ESTIMATED RESERVES- JUNE 30, 2024	19,500,000	36,300,000	3,200,000	59,000,000
REVENUES:				
Property Tax	-	-	-	-
Sales Tax	-	-	-	-
Utility Users Tax	-	-	-	-
Other Taxes	-	-	350,000	350,000
Licenses & Permits	-	-	-	-
Charges for Services	14,874,250	47,250,000	10,483,247	72,607,497
Intergovernmental Revenue	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Earnings	-	-	-	-
Contributions from Private Parties	-	-	-	-
Miscellaneous	-	1,523,334	-	1,523,334
TOTAL REVENUES	14,874,250	48,773,334	10,833,247	74,480,831
TRANSFERS IN	-	-	-	-
TOTAL REV & TRNSFS IN	14,874,250	48,773,334	10,833,247	74,480,831
EXPENDITURES:				
General Government	-	41,599,701	10,832,601	52,432,302
Housing & Community Svcs	-	-	-	-
Fire	-	-	-	-
Planning & Economic Dev.	-	-	-	-
Police	-	-	-	-
Recreation & Comm Engagement	-	-	-	-
Transportation & Public Works	21,704,741	-	-	21,704,741
Water	-	-	-	-
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	21,704,741	41,599,701	10,832,601	74,137,043
TRANSFERS OUT	-	-	-	-
TOTAL EXP & TRNSFS OUT	21,704,741	41,599,701	10,832,601	74,137,043
SURPLUS (DEFICIT)	(6,830,491)	7,173,633	646	343,788
ESTIMATED RESERVES- JUNE 30, 2025	12,669,509	43,473,633	3,200,646	59,343,788

Fund Use by Department

The following matrix shows the funds within each department:

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	√						
Communications & Intergovernmental Relations	√						
Finance	√	√				√	√
Fire	√		√				√
Housing & Community Services	√		√		√		
Human Resources	√			√			
Information Technology				√			
Planning & Economic Development	√		√				
Police	√		√				
Parks & Recreation	√	√	√				√
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
 Public Safety Special Tax
 Development Impact Fees Fund
 Homeless Shelter Operations Fund
 Santa Rosa Tourism BIA Fund
 Mobile Home Rent Stabilization 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
 Emergency Housing Voucher Program

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

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City Revenues

General Fund

Description:	2023-24 Adopted Budget	2024-25 Proposed Budget	Dollar Change	Percent Change
Tax Revenue Detail				
Property Taxes	\$ 36,325,000	\$ 39,068,300	\$ 2,743,300	7.6%
Sales Taxes	75,866,735	75,866,735	-	0.0%
Utility Use Taxes	11,641,100	14,200,000	2,558,900	22.0%
Motor Vehicle License Fees	17,478,677	18,495,000	1,016,323	5.8%
Franchise Fees	11,123,600	12,230,700	1,107,100	10.0%
Cannabis Industry Tax	1,800,000	1,900,000	100,000	5.6%
Business Licenses	4,605,752	4,750,000	144,248	3.1%
Real Property Transfer Tax	4,250,000	4,000,000	(250,000)	(5.9%)
Transient Occupancy Tax	6,000,000	7,000,000	1,000,000	16.7%
Total Tax Revenues	\$ 169,090,864	\$ 177,510,735	\$ 8,419,871	5.0%
Other Revenue Detail				
Licenses and Permits	\$ 3,075,000	\$ 3,181,000	\$ 106,000	3.4%
Charges for Services	23,151,558	26,279,400	3,127,842	13.5%
Intergovernmental Revenue	1,893,693	1,903,424	9,731	0.5%
Fines and Forfeitures	1,710,900	1,610,900	(100,000)	(5.8%)
Investment Earnings	600,000	600,000	-	0.0%
Miscellaneous Revenues	2,370,000	1,911,000	(459,000)	(19.4%)
Total Other Revenues	\$ 32,801,151	\$ 35,485,724	\$ 2,684,573	8.2%
Total General Fund Revenues	\$ 201,892,015	\$ 212,996,459	\$ 11,104,444	5.5%

General Fund

The General Fund revenues for FY 2024-25 reflect a relatively stable economy with little to no concern of a recession on the horizon. Revenue amounts for FY 2024-25 project a slight increase of 5.5% overall. Due to a stable economy being projected for FY 2024-25, most revenue categories are proposing a very modest increase except for Sales Tax. Sales Tax is the General Fund's largest portion of revenue, over the past few years it has slowed in growth and is held flat in FY 2024-25. Overall, the FY 2024-25 General Fund is forecasted at a total of \$213M, a 5.5% or \$11.1M increase from FY 2023-24.

Property tax is projected at \$39.1M for FY 2024-25, a \$2.7M or 7.6% increase from the previous fiscal year. Property values of homes continue to rise across the county, despite volume of sales slowing due to high interest rates.

Sales Tax is the General Fund's largest portion of revenue, over the past few years it has slowed in growth and is projected to be held flat in FY 2024-25. Included in the total projected Sales Tax amount is Measure Q and Proposition 172 proceeds. In November 2020, the voters approved Measure Q (the combination of Measure P/N and Measure O-Temporary Fire Relief). Measure Q is a fifty-cent sales tax measure that expires in June 2030. Prop. 172 sales tax is based on a per-capita allocation.

City Revenues

Utility Users Tax (UUT) is a usage tax on electricity, gas, cable, and telecommunications. We expect to see a 22% increase in these taxes, or \$2.6M, for total revenue of \$14.2M. This increase is mostly due to rising PG&E costs.

Motor Vehicle License Fees are projected to increase by \$1M or 5.8% in FY 2024-25. These fees usually fluctuate with the annual assessed property valuation and grow with the property tax trend.

Franchise Fees are forecasted at \$12.2M, an increase of \$1.1M from the previous fiscal year. As in the prior year, Franchise Fee revenue for garbage disposal is the largest component of this revenue source at a projected \$8M, 65.4% of the total franchise fee revenues. The other franchise fees for PG&E, cable TV, and construction combined for a total of \$4.2M of anticipated revenue.

Cannabis Industry Tax revenue is forecasted at \$1.9M in FY 2024-25, a small increase over the prior fiscal year. Cannabis Industry Tax has seen significant growth since its inception two years ago, but the City assumes little to no new businesses in the next year.

Business Tax revenue is projected to increase by \$144K or just 3.1% for FY 2024-25. Business tax revenue is collected annually based on the prior year's receipts and has appeared to stabilize post-pandemic.

Real Property Transfer Tax (RPTT) is projected to decrease by (5.9%) from the FY 2023-24 adopted budget. This tax is collected based on the sale of homes in Santa Rosa. The high interest rates have reduced the amount of home sales and this impacts FY 2024-25 revenues. The estimated total decrease is (\$250K), for a total revenue of \$4M in FY 2024-25.

Transient Occupancy Tax (TOT) revenue is projected to increase by \$1M or 16.7% for FY 2024-25. The City of Santa Rosa passed a Short-Term Rental tax that took effect in 2021. FY 2022-23 was the first full year this additional revenue was received. In FY 2024-25, TOT is projecting an increase due to tourism continuing to rebound.

Licenses and Permit Revenues are projected to increase by 3.4% or \$106K, for a total of \$3.2M for FY 2024-25. Like the prior year, building permit fees and encroachment permits are driving the increase in this revenue. The Planning & Economic Development Department passed a new fee schedule effective July 1, 2024, which will also contribute to the anticipated growth.

Charges for Services are forecasted at \$26.3M, an increase of \$3M or 13.5% in FY 2024-25. Most of the Charges for Services include Interfund charges (the General Fund charging other funds for services) of \$11.7M, Planning and Economic Development fees of \$5.2M, Fire Engineering & other miscellaneous Fire fees of \$4.4M, and Recreation fees of \$3.3M.

Intergovernmental Revenues are received from grant funds and other government entities. This revenue is expected to decrease significantly due to a one-time receipts of State Grants funding in the prior year. The remaining Intergovernmental Revenue is mostly collected from the County of Sonoma for the Roseland Annexation; \$662K is dedicated to spending on road improvements in the Roseland area and the Crime Impact Fees from the Graton Casino.

Fines and Forfeitures are expected to decrease by (\$100K) or (5.8%). Parking Violation revenue makes up most of this category at \$1M and has yet to reach pre-pandemic levels. Investment Earnings are projected at \$600K. Miscellaneous Revenues are budgeted at \$1.9M for FY 2024-25; a (\$612K), or (24.3%), decrease from the previous year. This decrease is primarily driven by the Wildfire Strike Team reimbursements of \$1M.

City 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 are budgeted at \$56.3M, an increase of about \$426K from the prior year, or 0.8%. The Water Utility's main source of revenue is rates, which make up 89.1% of the total revenue. With the Santa Rosa receiving substantial rainfall in the past year and no longer considered in a drought, water usage is anticipated to rebound by citizens. Water sales are expected to increase by 5% in FY 2024-25, which is driving most of the overall increase in Water Utility revenues.

Local Wastewater Fund

Total revenues for the Local Wastewater Utility increased by just 1.9% to \$80.2M in FY 2024-25. Rate revenue comprises 90.6% of the projected revenue for the upcoming year and is budgeted at \$72.7M.

Regional Wastewater Fund

The Regional Wastewater fund is estimating \$25.8M total revenue for FY 2024-25, a \$955K or 3.8% increase from the last fiscal year. For the current fiscal year, 82.7% comes from the local partners and is based on their proportionate share of the costs to run the system. Santa Rosa is the largest user of the system, although the City's share, at \$37.8M, is not included in the total revenue. Instead, 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.

Golf Course Fund

The Bennett Valley Golf Course has had a new operator for over a year, repairs and improvements are underway at the facility. Currently, budgeted revenues for the Golf Course are \$306K, a decrease of (\$215K) from the previous year, in accordance with a decrease in Capital Improvement Fees.

Parking Fund

Parking revenues reflect a decrease of just (0.3%) or (\$12K) a total of \$3.9M FY 2024-25. The City operates 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.

Transit Fund

Transit revenues increase by \$651K, or 3.9%, for a total of \$17.2M in FY 2024-25. \$16.2M, or 94% of total Transit revenue is derived from state and federal grant revenue, which accounts for the majority of the year over year revenue increases. With sales and fuel taxes recovering from the COVID-19 economic crisis, a correlating increase is expected in grant funds available. Budgeted transit fare revenues from ridership are projected to decrease by (0.1%) to \$1M in the coming year, mostly due to projected decreases in bus passes sales.

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Multi-Year Revenue Summary – All Funds

FUND	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
GENERAL FUND REVENUES:					
Property Taxes	32,097,520	33,689,779	35,721,102	36,325,000	39,068,300
Sales Tax	65,523,209	71,236,600	73,294,985	75,866,735	75,866,735
Utility Users Tax	11,467,876	12,107,856	14,056,527	11,641,100	14,200,000
Other Taxes	41,488,932	45,350,744	45,793,431	45,258,029	48,375,700
Licenses and Permits	3,200,753	3,439,656	3,017,502	3,075,000	3,181,000
Charges for Services	23,755,375	25,438,733	23,298,732	23,151,558	26,279,400
Intergovernmental Revenue	10,099,290	8,872,065	5,713,016	1,893,693	1,903,424
Fines and Forfeitures	1,048,970	1,633,099	1,944,475	1,710,900	1,610,900
Investment Earnings	2,043,092	(4,466,736)	2,159,669	600,000	600,000
Contributions from Private Parties	7,643	3,967	86,900	-	-
Miscellaneous	101,189,340	2,937,080	4,692,060	2,370,000	1,911,000
	291,922,000	200,242,843	209,778,399	201,892,015	212,996,459
ENTERPRISE FUND REVENUES:					
Golf Fund	736,433	459,018	172,761	443,553	305,610
Parking Fund	2,521,710	3,964,780	3,695,696	3,923,655	3,910,881
Transit Fund	11,894,664	14,482,838	13,406,408	16,543,231	17,193,973
Storm Water Funds	2,820,807	2,690,858	2,947,053	3,116,048	3,264,319
Water Fund	53,058,373	47,764,451	50,761,042	54,394,880	56,323,139
Local Wastewater Fund	70,269,267	83,472,163	74,805,583	78,719,169	80,219,317
Subregional Wastewater Fund	23,571,712	17,453,903	25,725,043	24,832,148	25,786,706
TOTAL ENTERPRISE FUND REVENUES	164,872,966	170,288,011	171,513,586	181,972,684	187,003,945
SPECIAL REVENUE FUND REVENUES	34,108,425	37,107,098	62,419,179	37,504,351	34,045,722
OTHER FUNDS REVENUES	30,643,004	34,191,800	38,721,577	5,195,511	5,270,018
HOUSING AUTHORITY REVENUES	38,788,817	52,111,866	66,222,350	69,575,628	49,213,235
SUCCESSOR AGENCY TO THE REDEV. AGENCY	3,127,501	2,949,805	3,083,406	3,022,314	3,268,453
TOTAL REVENUES	563,462,713	496,891,423	551,738,497	499,162,503	491,797,832

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

Multi-Year Expenditure Summary – All Funds

FUND	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
GENERAL FUND EXPENDITURES:					
City Attorney	3,497,188	3,621,164	3,723,529	4,069,687	4,328,229
City Council	820,275	887,756	1,180,338	934,174	1,557,693
City Manager	1,751,379	1,948,588	2,347,505	3,029,775	3,390,185
Comms & Intergov Relations	1,097,992	1,234,980	1,447,655	1,901,762	1,999,064
Office of Community Engagement	-	-	-	-	-
Finance	15,465,736	8,876,069	6,902,709	7,186,371	7,703,289
Human Resources	2,763,991	3,747,155	3,572,325	4,262,083	4,716,153
Subtotal - General Government	25,396,561	20,315,712	19,174,061	21,383,852	23,694,613
Housing & Community Services	303,033	255,275	151,982	101,000	161,000
Fire	47,297,737	48,132,095	49,671,126	53,450,873	58,787,381
Planning & Economic Development	17,874,047	17,085,721	19,024,325	17,604,609	19,469,107
Police	62,222,250	67,566,494	69,747,494	72,913,865	79,673,668
Parks & Recreation	8,460,608	8,962,361	11,507,857	17,956,694	18,778,367
Transportation & Public Works	27,551,803	30,633,686	29,387,959	27,007,860	27,326,861
Water	618,248	832,005	796,012	804,466	798,969
Non-Departmental	(7,912,126)	(7,155,879)	(7,494,126)	(9,590,573)	(8,461,454)
TOTAL GENERAL FUND EXPENDITURES	181,812,161	186,627,470	191,966,690	201,632,646	220,228,512
ENTERPRISE FUND EXPENDITURES:					
Golf Fund	1,001,647	1,007,223	1,349,744	669,988	805,610
Parking Fund	6,715,428	6,146,043	6,015,047	5,578,028	5,825,207
Transit Fund	14,511,417	14,605,719	20,009,632	16,573,231	17,223,973
Storm Water Funds	2,095,169	1,895,089	2,488,429	3,098,941	3,883,551
Water Fund	56,462,047	48,593,698	50,995,575	55,021,529	52,446,930
Local Wastewater Fund	37,906,433	29,980,268	29,510,233	27,560,198	17,345,227
Subregional Wastewater Fund	140,737,863	75,206,015	104,574,961	80,743,019	85,380,288
TOTAL ENTERPRISE FUND EXPENDITURES	259,430,004	177,434,055	214,943,621	189,244,934	182,910,786
SPECIAL REVENUE FUND EXPENDITURES	14,363,329	14,906,528	22,317,778	25,654,476	19,503,462
OTHER FUNDS EXPENDITURES:					
Capital Improvement Program (CIP) Fund	22,485,726	28,269,879	38,133,399	36,262,501	26,015,485
Debt Service Funds	29,902,216	33,806,813	37,842,297	4,832,467	4,735,516
Special Assessment Funds	20,306	55,822	108,655	181,379	160,168
Trust Funds	271,425	343,700	383,506	439,250	369,250
TOTAL OTHER FUNDS EXPENDITURES	52,679,673	62,476,214	76,467,857	41,715,597	31,280,419
HOUSING AUTHORITY EXPENDITURES	35,931,700	58,735,726	75,009,006	\$75,723,351	\$51,565,357
SUCCESSOR AGENCY TO THE REDEV. AGENCY	3,055,093	3,049,630	3,046,653	3,022,314	3,268,453
TOTAL EXPENDITURES	547,271,960	503,229,623	583,751,605	536,993,318	508,756,989

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

City Debt

Computation of Legal Debt Margin as of June 30, 2024

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 \$12,590,000 of debt subject to the limit and a legal debt limit of \$1,149,216,640 the City is not at risk of exceeding its legal debt limit.

<u>Computation of Legal Debt Margin</u>	
Assessed Value	\$30,981,510,390
Debt Limit (3.75% of Assessed Value)	1,161,806,640
Less Net Debt Applicable to Limit	(12,590,000)
Legal Debt Margin	\$1,149,216,640

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 6/30/2024	Bond Rating	Principal Outstanding
Wastewater Bonds	AA	162,090,162
Wastewater Loans	N/A	-
Water Bonds	AA+	7,420,000
Golf Course Bonds	AA-	2,325,000
Redevelopment Bonds	AA	24,775,000
Courthouse Square Project and Building Acquisition Certificates of Participation	AA-	8,960,000
Pension Obligation Bonds	AA	3,630,000
Financed Purchased Obligations	NR	270,549
Interfund Loans	NR	<u>1,479,071</u>
		210,949,782

City Debt

Annual Debt Service Requirements

		2025	2026	2027	2028	Thereafter	Total
Wastewater Bonds (Capital project funding)	Principal	13,868,891	14,045,588	14,241,779	14,469,765	105,464,139	162,090,162
	Interest	13,075,798	12,894,779	12,699,365	12,472,306	73,550,742	124,692,990
	Total Debt Service	26,944,689	26,940,367	26,941,144	26,942,071	179,014,881	286,783,151
Water Bonds (Capital Project funding)	Principal	345,000	365,000	380,000	395,000	5,935,000	7,420,000
	Interest	362,375	344,625	326,000	306,625	1,775,625	3,115,250
	Total Debt Service	707,375	709,625	706,000	701,625	7,710,625	10,535,250
Golf Course Bonds (Capital Project funding)	Principal	285,000	300,000	315,000	330,000	1,095,000	2,325,000
	Interest	104,461	90,679	76,054	60,578	80,432	412,204
	Total Debt Service	389,461	390,679	391,054	390,578	1,175,432	2,737,204
Redevelopment Bonds	Principal	2,045,000	2,120,000	2,195,000	2,285,000	16,130,000	24,775,000
	Interest	970,453	895,692	813,189	716,095	1,876,900	5,272,329
	Total Debt Service	3,015,453	3,015,692	3,008,189	3,001,095	18,006,900	30,047,329
Courthouse Square Project and Building Acquisition Certificates of Participation	Principal	400,000	415,000	435,000	455,000	7,255,000	8,960,000
	Interest	327,200	310,900	293,900	276,100	1,859,650	3,067,750
	Total Debt Service	727,200	725,900	728,900	731,100	9,114,650	12,027,750
Pension Obligation Bonds	Principal	3,630,000	-	-	-	-	3,630,000
	Interest	99,771	-	-	-	-	99,771
	Total Debt Service	3,729,771	-	-	-	-	3,729,771
Financed Purchased Obligations (Fire Station and Equipment Lease)	Principal	270,549	-	-	-	-	270,549
	Interest	5,246	-	-	-	-	5,246
	Total Debt Service	275,795	-	-	-	-	275,795
Interfund Loans	Principal	393,100	129,865	134,768	139,879	681,459	1,479,071
	Interest	64,367	56,019	51,116	46,005	121,472	338,979
	Total Debt Service	457,467	185,884	185,884	185,884	802,931	1,818,050
Citywide	Principal	21,237,539	17,375,453	17,701,547	18,074,644	136,560,598	210,949,782
	Interest	15,009,671	14,592,694	14,259,623	13,877,708	79,264,821	137,004,517
	Total Debt Service	36,247,211	31,968,147	31,961,170	31,952,352	215,825,419	347,954,299

FTE Staffing Summary

In fiscal year (FY) 2024-25, the City's proposed authorized Full-Time Equivalent (FTE) position count is 1,308.15, an increase of 18.65 FTEs or 1.4% from last fiscal year's budget. FTE position count by department and detailed additions/eliminations are shown 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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	change	FY 2024-25	% change
City Attorney	15.90	15.90	15.90	15.90	-	15.90	-
City Manager	8.00	9.00	11.00	11.00	-	11.00	0.0%
Communications & Intergovernmental Relations *	7.00	7.00	7.00	9.00	-	9.00	0.0%
Finance	92.85	89.60	62.60	62.60	-	62.60	0.0%
Fire	151.00	148.00	157.00	157.00	12.00	169.00	7.6%
Housing & Community Services	24.00	24.00	27.00	27.00	-	27.00	0.0%
Human Resources	21.00	21.00	22.00	23.00	-	23.00	0.0%
Information Technology	29.00	30.00	31.00	33.00	-	33.00	0.0%
Planning & Economic Development	69.00	68.00	74.00	74.00	4.50	78.50	6.1%
Police	260.00	256.00	259.00	264.00	-	264.00	0.0%
Recreation & Parks	42.00	42.00	44.00	74.00	2.15	76.15	2.9%
Transportation & Public Works	287.00	288.00	292.00	261.00	-	261.00	0.0%
Water	247.50	248.50	276.00	278.00	-	278.00	0.0%
Total FTE Positions	1,254.25	1,247.00	1,278.50	1,289.50	18.65	1,308.15	1.4%

FTE Staffing Summary

Detail Full-Time Equivalent Position Change

Dept.	Position Title	FTE
HR	Principal HR Analyst	-1.00
HR	HR Technician	-1.00
HR	HR Analyst	2.00
Human Resources		0.00
Finance	Accounting Aide	-0.60
Finance	Accounting Assistant	0.60
Fire Department Total		0.00
Fire	Firefighter	12.00
Fire Department Total		12.00
IT	Cyber Security Manager	1.00
IT	Program Analyst	-1.00
Information Technology Total		0.00
PED	Limited Term HCS Tech	1.00
PED	Limited Term Community Outreach Specialist	0.50
PED	Limited Term Code Enforcement Office	1.00
PED	Limited Term HCS Tech	2.00
PED	Admin Secretary	-1.00
PED	Admin Analyst	1.00
PED	Limited Term Senior Administrative Assistant	2.00
PED	Admin Analyst	1.00
PED	Limited Term Senior Planner	-2.00
PED	Limited Term City Planner	-1.00
PED	Civil Engineer Tech	-1.00
PED	Administrative Tech	1.00
Planning & Economic Development Total		4.50
R&P	Administrative Analyst	-1.00
R&P	Research & Program Coordinator	1.00
R&P	Senior Admin Assistant	-1.00
R&P	Administrative Secretary	1.00
R&P	Community Outreach Specialist	1.00
R&P	Limited Term Assistant Parks Planner	1.00
R&P	Limited Term Recreation Coordinator	0.15
Total Change Recreation & Parks Total		2.15
Water	Department Application Specialist	-1.00
Water	Water Reuse Supervisor	1.00
Water	Skilled Maintenance Worker	-1.00
Water	Compliance Inspector III	1.00
Water	Department Technology Coordinator	-1.00
Water	Technology Application Specialist	1.00
Total Change SR Water Total		0.00

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.

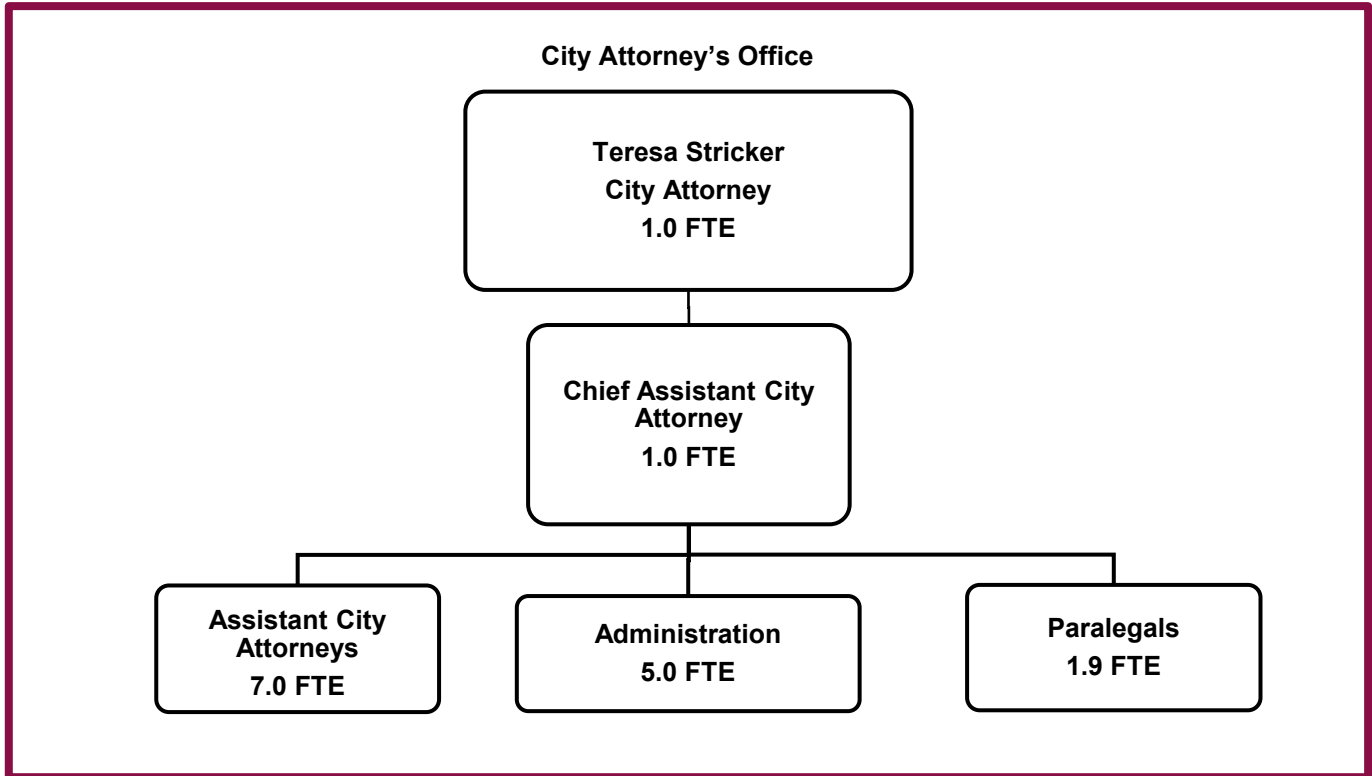
The City Attorney's Office (CAO) represents the City in legal proceedings and provides comprehensive legal support to the Council, boards, commissions, and City staff on a full range of municipal matters.

The CAO advises on municipal procedures, including the Brown Act, Public Records Act, Political Reform Act, elections, and public finance, and provides legal support in transactional and legislative matters. The CAO reviews all City Council, Planning Commission, Housing Authority and Board of Public Utilities' agenda items for legal compliance and sits with those Brown Act bodies (and others) during public meetings. The CAO works closely with the Council, the City Manager, and the City's Departments, providing legal services on key issues facing the City, including housing initiatives, homelessness, economic development, environmental protection, 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 matters. The CAO reviews and revises proposed local legislation and policies, reviews and approves – and at times negotiates and drafts – all contracts, and reviews and approves surety bonds.

The CAO reviews, evaluates, and recommends the disposition of claims made against the City and represents the City in litigation, providing full service from the initial claims stage through final appeals. The CAO's representation includes both prosecution of claims on behalf of the City and defense against claims brought against the City. The CAO's litigation practice includes matters involving civil rights, personal injuries, eminent domain, inverse condemnation, environmental violations, land use matters, personnel disputes, challenges to City ordinances or policies, and allegations of dangerous conditions of public property. The CAO also prosecutes City code violations, abates public nuisances, and represents the City in administrative hearings, weapons confiscation matters, dangerous animal petitions, and Pitchess motions.

City Attorney's Office

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

The CAO provides legal support for nearly every program and initiative developed to implement Council Goals and Objectives.

Emerging Issues:

- Assist City Departments in responding to rapidly evolving state and federal law, policy and opportunities regarding housing and homelessness. **5**
- Provide legal support related to economic development and fiscal sustainability initiatives. **1, 2**
- Continue to facilitate greater efficiencies and innovation in City procurement procedures and the delivery of legal services. **2, 3, 4**
- Foster and facilitate regional approaches to key issues, including housing, homelessness, emergency response and climate change. **2, 5, 6, 7**
- Continue to support staff in promoting public safety. **3, 7**
- Continue to work closely with Human Resources and regional partners to further diversity, equity, inclusion and belonging in the community and within our City government. **3, 7**

Ongoing Council Priorities:

- Provide continuing advice and legal support regarding comprehensive housing policies and programs, economic development, and development and maintenance of the City's infrastructure. **1, 2, 4, 5**
- Provide continuing advice and legal support regarding enhanced policies and programs to reduce homelessness. **5, 7**
- Provide continuing advice and legal support regarding policies and programs to address climate change and promote resilience. **2, 6, 7**

City Attorney's Office

- Provide continued legal support to Departments on initiatives to promote sustainable infrastructure, economic vitality and core City services. **All**
- Enhance collaboration with our public entity partners in regional efforts to address housing, homelessness, emergency response, climate change and other issues of regional concern. **All**

Foundational responsibilities:

- Provide skilled and effective defense of all claims and lawsuits filed against the City of Santa Rosa. **2, 3, 7**
- Enforce environmental and consumer protection laws and aggressively pursue violations. **6, 7**
- Enforce the City Code with a focus on highest health and safety risks. **1, 7**
- Provide timely review of contracts, resolutions and proposed ordinances. **2, 3, 4**
- Provide advice and legal support in state and federal legislative and regulatory initiatives. **All**
- Provide effective and solution-oriented transactional legal services. **All**
- Provide professional, timely and effective legal advice to the Council, City Manager, City Departments and City boards and commissions throughout our work. **All**

Major Budget Changes

The FY 2024-25 City Attorney's Office (CAO) budget is \$4.3M, an increase of \$258K, or 6.35%, over the prior year's adopted budget. Salaries & Benefits increased by \$183K, or 7.84%, primarily due to merit increases and increase of benefit costs, additionally all bargaining units enter new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits for \$258K.

Budget Summary

Expenditures by Program				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Legal Services	\$3,621,164	\$3,723,529	\$4,069,687	\$4,328,229
Total	\$3,621,164	\$3,723,529	\$4,069,687	\$4,328,229

Expenditures by Category				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Salaries	\$2,221,428	\$2,295,642	\$2,335,668	\$2,518,884
Benefits	\$1,100,364	\$1,166,274	\$1,257,135	\$1,332,461
Professional Services	\$121,318	\$81,180	\$278,800	\$276,800
Utilities	\$1,034	\$1,168	\$1,400	\$1,500
Operational Supplies	\$10,359	\$12,753	\$16,000	\$14,000
Information Technology	\$94,928	\$101,357	\$96,584	\$113,066
Other Miscellaneous	\$71,733	\$65,155	\$84,100	\$71,518
Total	\$3,621,164	\$3,723,529	\$4,069,687	\$4,328,229

City Attorney's Office

Expenditures by Fund				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Fund	\$3,621,164	\$3,723,529	\$4,069,687	\$4,328,229
Total	\$3,621,164	\$3,723,529	\$4,069,687	\$4,328,229

Performance Measures

- Litigation and Administrative Proceedings:** As of April 15, 2024, the CAO had 28 active litigation matters and 19 additional claims under review. The Office estimates that it is likely to receive a total of 35 lawsuits and 32 claims by the end of the fiscal year. Several cases are matters filed by the City itself to recover damages or monies owed. Ten existing cases are currently scheduled for trial in the coming months. When fully staffed, the CAO handles the vast majority of this litigation in-house to minimize outside counsel costs when possible. In addition to lawsuits and claims, by the end of FY 2023-24, the CAO will have represented the City in connection with approximately 29 weapons confiscation petitions, 10 vicious animal complaints, and 23 Pitchess Motions. Additionally, the CAO will have represented the City's interest in numerous code enforcement and nuisance abatement matters, with at least 7 ongoing proceedings in Superior Court or advisory boards.

- Advisory and Transactional Legal Support:** The CAO continues to provide legal services in connection with almost every City policy, program, ordinance and transaction, from day-to-day operations to new programmatic initiatives to implement Council's Goals and Objections. The CAO works closely and collaboratively with staff of all Departments to provide on-going legal guidance and proactive, effective and solutions-oriented legal support. The CAO sits with, advises and reviews agendas for the City Council, Planning Commission, Housing Authority, Board of Public Utilities and other Brown Act bodies. The CAO has reviewed approximately 970 agenda items to be presented to Council and other Boards and Commissions. Additionally, the CAO has provided support to the City Clerk's Office in the review of the more than 1,079 Public Records Act requests the City received to date this fiscal year.

Contracts: By the end of FY 2023-24, CAO will have reviewed and approved more than 896 contracts and has developed or is in the process of refining new procurement templates, including for Design-Build, Progressive Design Build, Project Labor Agreement and others.

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Nearly every initiative implementing Council's Goals and Objectives involved significant CAO contributions. Some highlights:

- Roseland Park Master Plan 1, 5, 7
- Drug house abatements and other code enforcement efforts 1, 5, 7
- Implementation of SB 9, enabling lot splitting and additional ADUs 5
- Various zoning amendments to promote housing and address emergency rebuild efforts 1, 5, 7
- Adoption of Housing Element 1, 5
- Safe Parking Program 5, 7
- Ordinances addressing vacant properties, hazardous vegetation management, short-term rentals, and gas station ban 1, 5, 6, 7

City Attorney's Office

- Successfully defended the City against lawsuits and claims, including those involving catastrophic injuries, civil rights and high-value contract disputes 2, 3
- Prosecuted sideshow organization and participation, and weapons destruction and dangerous animal petitions 3, 7
- First Responders Advance Life Support agreement with County Fire District 7
- New agreements with school district partners 1, 7
- Greenhouse Gas Reduction Strategy 7
- Strengthened water waste regulations 7
- "Our Water Future" water supply study 4, 7
- Façade Grant Improvement Program 1, 4
- Establish Public Finance Authority for Downtown Santa Rosa Business Corridor 1, 2, 3, 4
- Project Labor Agreement Program 1, 4, 7
- Progressive Design-Build delivery approach for Llano Trunk Line Project 4
- Agreement with Tesla for charges in City garages 1, 4, 6

Looking Ahead

This will be a year of continued transition for the City Attorney's Office, as updated recruitments for the vacant Chief Assistant City Attorney and two vacant Assistant City Attorney positions are all underway. We can expect a period of adjustment and growth as new personnel arrive and integrate, new assignments taken and expanded, and new systems and processes are implemented.

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 top objectives. Our efforts are wide-ranging and will include working closely with staff to address Council's Goals and Objectives, ensuring that the City remains ready and resilient in the face of emergencies, and working closely with staff in strategies to stabilize City finances, to enhance essential infrastructure, and to promote economic development. We will work in close collaboration with the Council, the City Manager, and the Departments in moving forward in our collective evolution toward an organization and community that celebrates diversity and embraces equity, inclusion and belonging.

CAO anticipates continued partnership with all Departments in significant new and on-going initiatives, including the General Plan Update, climate change policies, new proposed housing initiatives, new City and regional homeless initiatives, new efforts to support local businesses and promote economic development, innovative Water programs and policies, and complex real estate transactions to facilitate development.

Litigation will continue to absorb much of our time. In particular, CAO is currently engaged in significant personal injury and civil rights lawsuits, all of which are moving forward quickly and are time intensive. We also anticipate that litigation will continue to surround our efforts to address homelessness, with a trial later in this year.

As always, the CAO's day-to-day work will continue. Claims are defended. The City Code is enforced. Agenda items are reviewed. Ordinances, resolutions and policies are drafted or revised. Contracts and other legal documents are reviewed and drafted. Advice is provided to staff on a myriad of issues, large and small. Broad on-going legal support is provided to the Council and each of its Boards and Commissions.

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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.



Natalie Rogers
Mayor
District 7



Mark Stapp
Vice Mayor
District 2



Eddie Alvarez
Council Member
District 1



Victoria Fleming
Council Member
District 4



Dianna MacDonald
Council Member
District 3



Jeff Okrepkie
Council Member
District 6



Chris Rogers
Council Member
District 5

City Council

Annually and early in the calendar year, the City Council and Executive Team meet to establish Council goals and priorities at the City Council Goal Setting Workshops. For the 2024-25 budget year, the City Council identified seven priorities from which goals would be identified and prioritized. The seven priorities, in order, are:

Priorities
<p>1. Promote Citywide Economic Development</p> <p>Sustain and develop a diverse and thriving economy that benefits Santa Rosa residents and businesses and contributes to the community’s economic health while preserving historical and cultural integrity.</p>
<p>2. Achieve and Maintain Fiscal Sustainability</p> <p>Sustain fiscal health by maintaining reserves, forecasting impacts of budget choices, monitoring revenue trends, maintaining competitive salaries for employees, and creatively leveraging other funding sources.</p>
<p>3. Create an Environment that Supports Staff and Operational Excellence</p> <p>Create a high-performing organization that pursues excellence, efficiency, and engagement; is fiscally sound; promotes diversity, equity, and inclusion; and reliably delivers outstanding services to the community.</p>
<p>4. Invest in the Development and Maintenance of the City’s Infrastructure</p> <p>Invest in and maintain infrastructure that supports environmental sustainability, multi-modal transportation options, and a vibrant City.</p>
<p>5. Plan for and Encourage Housing for All and Reduce Homelessness</p> <p>Pursue housing options for residents of all income levels; partner with key stakeholders to offer housing and support services to the unsheltered and address the issues and causes of homelessness.</p>
<p>6. Address Climate Change</p> <p>Take proactive steps toward carbon neutrality and environmental education for all.</p>
<p>7. Foster a Safe, Healthy, and Inclusive Community</p> <p>Ensure the public’s safety by engaging residents and using a broad range of proactive approaches that reduces racism and inequality in our community.</p>

Major Budget Changes

The City Council's total budget for FY 2024-25 is \$1.6M, an increase of \$623K over prior fiscal year. This increase is due to the addition of \$600K for elections this year.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
CIP and O&M Projects	\$12,248	\$29,834	\$0	\$0
Administration	\$875,371	\$739,200	\$934,174	\$957,693
Elections	\$137	\$411,304	\$0	\$600,000
Total	\$887,756	\$1,180,338	\$934,174	\$1,557,693

Expenditures by Category				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Salaries	\$71,332	\$107,987	\$132,960	\$132,960
Benefits	\$90,708	\$93,413	\$135,038	\$152,890
Professional Services	\$351,619	\$631,186	\$395,565	\$920,565
Utilities	\$4,350	\$6,111	\$1,589	\$6,589
Operational Supplies	\$1,824	\$3,447	\$11,728	\$7,000
Information Technology	\$152,880	\$133,910	\$128,591	\$143,636
Other Miscellaneous	\$202,795	\$174,450	\$128,703	\$194,053
CIP and O&M Projects	\$12,248	\$29,834	\$0	\$0
Total	\$887,756	\$1,180,338	\$934,174	\$1,557,693

Expenditures by Fund				
Funding Source	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Fund	\$887,756	\$1,180,338	\$934,174	\$1,557,693
Total	\$887,756	\$1,180,338	\$934,174	\$1,557,693

Performance Measures

The City Council's service indicators remain relatively the same year after year. In FY 2023-24, the City Council held their annual Council Goals Session and adopted the updated priorities. The City Council held 27 meetings and made 65 appointments to various Boards and Commissions. Council Members all serve on various Boards and Committees.

Council Meetings: The City Council meets no less than two times a month on Tuesdays, at 4:00 p.m., but meetings may begin earlier in the afternoon to accommodate study sessions. Agendas are made available online at srcity.org.

City Council

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: Board of Public Utilities (BPU) Liaison, Climate Action Subcommittee, Downtown Subcommittee, Economic Development Subcommittee, Violence Prevention Partnership – Steering Committee, Open Government Task Force Implementation Subcommittee, 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: Association of Bay Area Governments (ABAG), Health Action Council, Library Advisory Board, League of California Cities (LOCC) North Bay, Home Sonoma County Leadership Council, Ground Water Sustainability Agency, 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 Joint Powers Agreement (JPA), Sonoma County Transportation Authority/Regional Climate Protection Authority, Zero Waste Sonoma (formerly known as Sonoma County Waste Management Agency, Zero Waste Sonoma), and Renewal Enterprise District (RED).

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 2023-24 Accomplishments

- Engaged with more than 100 stakeholders
- Launched Clean Santa Rosa
- Adopted Project Labor Agreement
- Distributed Employee Appreciation Awards
- Developed Round Table

Looking Ahead

The City Council is looking to refine its goals and implement programs to make Santa Rosa a vibrant, sustainable, and livable City.

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.

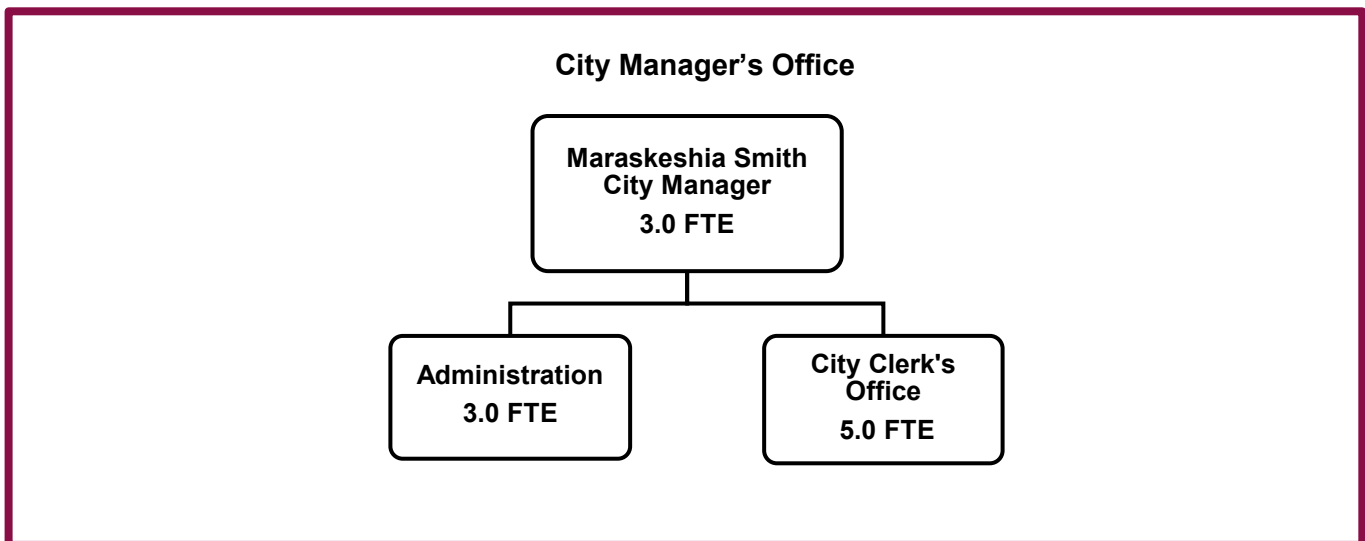
Department Description

The City Manager's Office is comprised of two programs: Administration and the City Clerk's Office.

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.

FTE by Program



City Manager's Office

Major Budget Changes

The Fiscal Year 2024-25 City Manager's Office budget is funded by the General Fund. The Homeless Shelter Operations Fund moved back to the Housing & Community Services Department in 2023-24.

The City Manager's Office budget for FY 2024-25 is \$3.4M, an increase of \$360K, or 11.9% over last fiscal year. Salaries and benefits increased by \$514K or almost 22.5%. Part of this increase is due to the fact that bargaining units entered new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits in the amount of \$117K. Also, 1.0 FTE Climate Action Manager is being added to the City Manager's Office increasing salary and benefits by \$225K. The City Manager's Office also moved \$150K from their professional services budget to the Human Resource Department to fund Employee Relation Programs.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Administration	\$1,867,749	\$2,361,470	\$2,948,519	\$3,308,929
City Clerk	\$80,814	\$79,489	\$81,256	\$81,256
Homeless Services	\$3,272,163	\$487,866	\$0	\$0
CIP and O&M Projects	\$237,744	\$181,546	\$0	\$0
Total	\$5,458,470	\$3,110,371	\$3,029,775	\$3,390,185

Expenditures by Category				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Salaries	\$1,407,488	\$1,379,575	\$1,537,406	\$1,855,892
Benefits	\$658,650	\$658,289	\$746,117	\$942,099
Professional Services	\$227,272	\$178,064	\$458,261	\$308,261
Utilities	\$2,504	\$5,492	\$2,845	\$2,845
Operational Supplies	\$14,657	\$57,633	\$27,998	\$22,520
Information Technology	\$147,072	\$145,667	\$165,083	\$161,025
Other Miscellaneous	\$79,694	\$112,479	\$92,065	\$97,543
Subrecipient Funding	\$2,653,852	\$395,000	\$0	\$0
CIP and O&M Projects	\$237,744	\$181,546	\$0	\$0
Indirect Costs	\$29,537	-\$3,374	\$0	\$0
Total	\$5,458,470	\$3,110,371	\$3,029,775	\$3,390,185

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Fund	\$1,948,588	\$2,437,505	\$3,029,775	\$3,390,185
Homeless Shelter Operations	\$3,509,882	\$672,866	\$0	\$0
Total	\$5,458,470	\$3,110,371	\$3,029,775	\$3,390,185

City Manager's Office

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23	FY 2023 - 24	FY 2024 - 25
Full-Time Equivalent	8.00	9.00	11.00	11.00	11.00

Looking Ahead

The City Manager's Office is effectively managing the City, including fiscal accountability and implementation of the Council goals.

The City Clerk's Office will continue the facilitation of Council meetings with multiple platforms for participation by the public and continue efforts with Information Technology staff to implement a trusted system and develop a records and information management policy for citywide records.

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Communications & Intergovernmental Relations

Mission

To streamline and centralize the dissemination of accurate, timely and pertinent information to the public, media and other governmental agencies.

Department Description

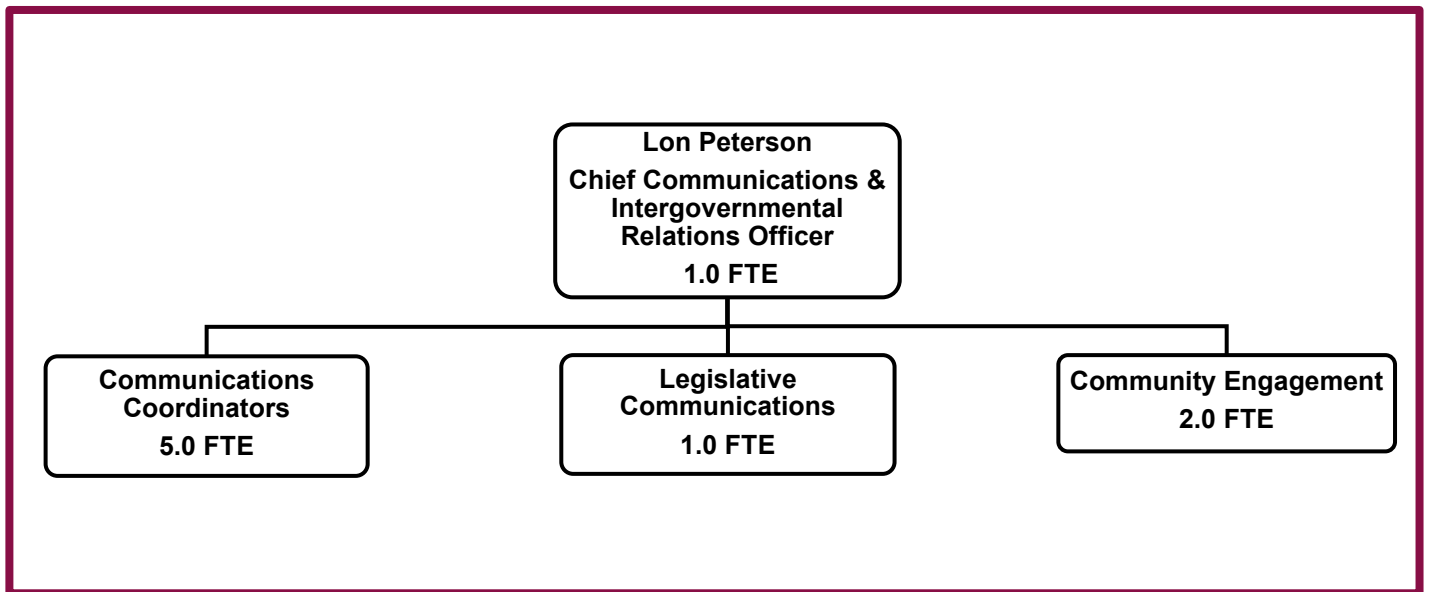
The Communications & Intergovernmental Relations Office (CIRO) is the centralized hub for communication, engagement, and legislative activities within the City of Santa Rosa. CIRO plays a vital role in disseminating public information and outreach, fostering community engagement, and supporting revenue-generating programs across various City departments. Additionally, CIRO coordinates the City's involvement in key local, state, and federal government policies and activities along with strategic funding opportunities, in coordination with the Council's legislative platforms.

CIRO - A core responsibility of CIRO is overseeing the City's external messaging, ensuring consistency in branding, and effectively communicating the City's vision and initiatives, which involves developing, designing, and distributing digital, print, and video communication collateral. CIRO also works collaboratively with media representatives and establishes collaborative relationships with key stakeholders to enhance the City's visibility and engagement efforts. CIRO facilitates neighborhood connectedness through the Community Improvement Grant program and works in partnership with the Community Advisory Board to gather community feedback on issues of concern. Working in close partnership with the City Manager's Office and all departments, CIRO upholds the principles of accuracy, accessibility, equity, and transparency in all messaging efforts. The department maintains an open government approach to information, particularly during times of emergency, to provide timely and relevant updates to the public. Through its dedicated efforts, CIRO ensures that the City's communications are effective, informative, and aligned with the community's needs.

Community Engagement – Within CIRO, Community Engagement supports and organizes civic engagement opportunities with residents of Santa Rosa, including connecting community members and various groups with their local government to strengthen the public involvement process in local government decision-making. Community Engagement is responsible for implementing City-wide community engagement strategies based on recommendations from the Mayor's Open Government Task Force Report to help create an inclusive, transparent, participatory, and collaborative relationship with the community in the City's decision-making processes. Community Engagement facilitates neighborhood connectedness through the Community Improvement Grant program and works in partnership with the Community Advisory Board (CAB) to gather community feedback on issues of concern to City residents and Capital Improvement Program priorities. Community Engagement also oversees the Community Empowerment Plan and the implementation of recommendations outlined in the Community Empowerment Plan Listening Sessions Final Report.

Communications & Intergovernmental Relations

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at right show relation to City Council Goals; see Council Goals Section)

CIRO

- Rebrand the City of Santa Rosa to reflect a modern, thriving city of the future. This will include the City's website, newsletter and other print and digital assets. Continue to get organized by using Project Planner to improve internal communications and collaboration amongst staff. **4**
- Monitor grant opportunities with the City's Grants Committee. **5, 6**
- Engage with policymakers at the federal and state levels to enact the Council's policy priorities. **6**
- Increase awareness and community engagement by bringing together all departments to provide a cohesive annual community events and engagement calendar accessible to staff and the public. **6**
- Develop a communication, engagement, and legislative strategic plan to align resources with City Council priorities. **6**
- Develop an internal newsletter in collaboration with Human Resources. **6**

Community Engagement

- Develop a definition, guiding principles, and citywide best practices for community engagement. **6**
- Curate a citywide list of engagement opportunities **6**
- Provide coordination and guidance of outreach activities across the City. **4**
- Develop specific communication and outreach strategies to reach diverse population throughout the community. **6**
- Continue to support the Community Advisory Board (CAB). **6**

Communications & Intergovernmental Relations

- Develop CAB’s annual workplan, including an event list and an issue tracking spreadsheet. **6**
- Continue to manage and coordinate the DEIB-Mini Spaces and Community Improvement grants. **6**
- Supporting and collaborating with internal DEIB initiatives, including VIBE committee. **6**

Major Budget Changes

The Communications and Intergovernmental Relations Office’s (CIRO) FY 2024-25 budget is \$2.0M, an increase of \$97K, or 5.1%, over the prior year’s adopted budget. This increase was almost entirely due to salaries and benefits as all bargaining units entered new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Comms & Intergov Relations	\$1,234,980	\$1,379,162	\$1,866,762	\$1,964,064
CIP and O&M Projects	\$0	\$68,493	\$35,000	\$35,000
Total	\$1,234,980	\$1,447,655	\$1,901,762	\$1,999,064

Expenditures by Category				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Salaries	\$655,682	\$705,917	\$956,125	\$1,019,387
Benefits	\$348,853	\$432,717	\$556,269	\$599,293
Professional Services	\$47,216	\$51,162	\$102,818	\$102,818
Vehicle Expenses	\$315	\$438	\$240	\$240
Utilities	\$2,281	\$3,523	\$2,920	\$2,920
Operational Supplies	\$17,433	\$27,465	\$15,880	\$15,880
Information Technology	\$56,874	\$57,803	\$81,375	\$81,248
Liab/Property Insurance	\$223	\$0	\$0	\$0
Other Miscellaneous	\$106,103	\$94,979	\$146,135	\$142,278
Subrecipient Funding	\$0	\$5,158	\$5,000	\$0
CIP and O&M Projects	\$0	\$68,493	\$35,000	\$35,000
Total	\$1,234,980	\$1,447,655	\$1,901,762	\$1,999,064

Expenditures by Fund				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Funding Source				
General Fund	\$1,234,980	\$1,447,655	\$1,901,622	\$1,999,064
Total	\$1,234,980	\$1,447,655	\$1,901,622	\$1,999,064

Communications & Intergovernmental Relations

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23	FY 2023 - 24	FY 2024 - 25
Full-Time Equivalent	7.00	7.00	7.00	9.00	9.00

Performance Measures

- Write, code, and publish approximately 50 City Connections email newsletters each year.
- Develop multiple articles, interviews, or mentions in local/regional media outlets.
- Write and distribute multiple press releases and/or media advisories each year.
- Conduct surveys or assessments to measure the community's input and understanding of key city programs, initiatives, programs, projects or policies.
- Host and promote approximately 10 community events each year.
- Host and facilitate approximately 11 Community Advisory Board meetings each year.
- Host and facilitate approximately 4 Open Government and Community Engagement Subcommittee meetings each year.
- Advocate for specific policy initiatives in Sacramento and Washington, D.C.
- Host policymakers and agencies in Santa Rosa to showcase certain projects and departments.
- Propose funding priorities to agencies and elected officials to bring strategic dollars to Santa Rosa.

Prior FY 2023-24 Accomplishments

- Wrote, coded, and published approximately 50 City Connections email newsletters each year.
- Developed multiple articles, interviews, or mentions in local/regional media outlets.
- Wrote and distributed multiple press releases and/or media advisories each year.
- Conducted surveys or assessments to measure the community's input and understanding of key city programs, initiatives, programs, projects or policies.
- Hosted and promoted approximately 10 community events each year.
- Hosted and facilitated approximately 10 Community Advisory Board meetings each year.
- Hosted and facilitated approximately 2 Open Government and Community Engagement Subcommittee meetings each year.
- Advocated for specific policy initiatives in Sacramento and Washington, D.C.
- Hosted policymakers and agencies in Santa Rosa to showcase certain projects and departments.
- Proposed funding priorities to agencies and elected officials to bring strategic dollars to Santa Rosa.

Looking Ahead

The Communications & Intergovernmental Relations Office (CIRO) serves as the centralized hub for all communication, engagement, and legislative activities. As we move into the future, CIRO is excited to share our vision and goals for fostering effective communication, robust community engagement, and legislative activities.

Communications & Intergovernmental Relations

At CIRO, we understand the significance of disseminating public information, connecting with our diverse community, and supporting revenue-generating programs across various city departments. Our mission is to ensure that the community and staff are well-informed about city initiatives, services, and events, and that all voices are heard in shaping the future of Santa Rosa.

One of our core responsibilities is to oversee the City's external messaging, maintaining consistency in branding and effectively communicating all the great things the City is doing. We are dedicated to developing, designing, and distributing digital, print, and video communication collateral that resonates with the community and staff. Additionally, we will continue to work collaboratively with media representatives and foster relationships with key stakeholders to enhance the visibility of Santa Rosa and increase community engagement.

CIRO operates in close partnership with the City Manager's Office and all departments, upholding the principles of accuracy, accessibility, equity, and transparency in all our messaging efforts. We firmly believe in an open government approach, particularly during times of emergency, ensuring timely and relevant updates to keep the public well-informed.

CIRO will also administer the DEIB Spaces Mini-Grant Program during the upcoming fiscal year, including building a grant review team and selecting applications to fund. Additionally, we will continue to support the Community Advisory Board and its Charter requirements, including the Community Improvement Grant Program and engaging residents from all seven Council Districts. Finally, we will determine the next steps for the work of open government and the Community Empowerment Plan.

Looking ahead, we have set ambitious goals for the future of communication and engagement in Santa Rosa. We aim to enhance citizen participation by implementing strategies that encourage active involvement. We will strengthen our digital presence, redesigning our website and Intranet, in partnership with IT, to provide accessible, up-to-date information.

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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 wide range of financial and support services to the City organization, as well as the business community and the public. The Department is divided into six programs in addition to the department's Administration section: Financial Services, Payroll & 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, Revenue and Budget and Financial Planning.** Together, the Financial Services sections ensure the proper use of public funds. Financial Services is responsible for preparing and producing several mandated reports including 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 and financial reporting services for an array of activities. Financial Reporting manages the annual financial audit contract. 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. The Revenue section includes Revenue and Collections, and is responsible for the collection of various City taxes (Cannabis, Utility Users, Transient Occupancy, Real Property Transfer, Property, Sales and Use) and Business Tax Administration. It 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, C&D debris box, towing, taxicab), receipting payments for all taxes and money received, provide collection duties for delinquent accounts, and enforcement work on unregistered entities. 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 and runs the Citywide cost allocation plan contract.

Payroll and Benefits maintains the City's payroll and timekeeping systems and produces all payments for various employee benefit programs. This requires producing both 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 program are the management of the City's deferred compensation program, the coordination of various uniform programs, tracking and billing for leaves of absence, performing labor costing analysis, and preparing the Citywide labor and benefits budget.

Purchasing - The Purchasing section includes the Central Warehouse and its staff and offers contract management services for Citywide agreements and purchase orders. The program provides centralized procurement for all goods and general services per City Code and grant/funding requirements, review of sole sourcing, design build projects, minor public works, Request for Proposal (RFP) oversight and assistance, surplus disposal, purchasing card administration, fuel management, procurement training, public requests for information, warehousing of requested inventory, and City-wide training and support. Centralized contracts and purchase orders are also monitored for adherence to City insurance

Finance

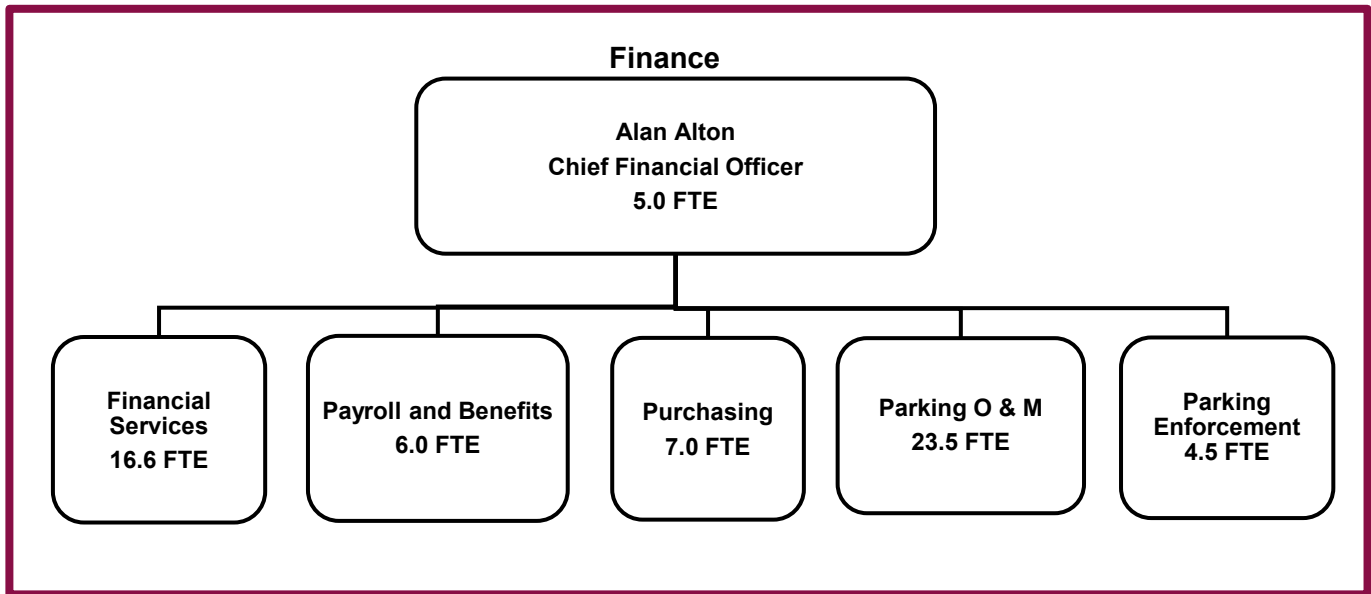
requirements. Purchasing staff oversees City-wide contract/PO performance management and facilitates remedies when issues occur.

Purchasing staff are all vital members of the City's emergency response team, coordinating logistical needs, facilitating exigent emergency procurement of rental equipment, procurement card transactions, and compliance with terms and conditions for federal reimbursement. They also assist in audit requests for documentation following a disaster response. The Purchasing Agent is also the designated Disadvantaged Business Liaison (DBELO) for other departments that receive Federal funding.

Parking Operations & Maintenance - The Parking Operations section 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 eight residential parking permit zones.

Parking Enforcement - Parking Enforcement monitors and regulates parking meters, time zones, and other restricted parking areas in the Downtown Central Parking District and Railroad Square Parking Meter Zone, as well as eight 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 2024-25

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Administration

- Increase the continuity of staff resources focused on grants 2
- Ensure the City’s procurement process remains exceptional by providing monthly training classes held by the Purchasing division. 3
- Investigate potential automation while increasing process improvement through talent development. 3

Financial Services

- Contribute to the financial health and operational efficiency of the City by ensuring timely and accurate processing of invoices, payments, and expenses. 2

Payroll and Benefits

- Serve our employees, by providing reliable, responsive, and timely processing of all payroll transactions, while adhering to the City’s guidelines and MOUs as well as federal regulations. 3

Revenue

- Refine processes to create more efficiency. 3

Parking Enforcement

- Encourage turnover in on-street parking areas in Downtown and Railroad Square allowing for more visitors’ “short-term trips” and provide safe, secure, long-term parking in peripheral garages that allow for employees, visitors, and residents space to park. 1
- Ensure capacity in garages will be sufficient after the impacts of new developments and the elimination of parking minimums are realized. 1

Parking Operations & Maintenance

- Make changes to support Economic Development goals and ensure they can be sustainable over the next 5-10 years. 1
- Be the leader in EV implementation by working directly with PG&E, Sonoma Clean Power, Tesla and MTC. 6
- Be an engaged member of both the Climate Action Subcommittee and the Local Government EV partnership to ensure surrounding agencies are sharing information. 6

Major Budget Changes

The FY 2024-25 Finance Department’s total budget is approximately \$13.9M, an increase of \$794K, or 6.1% from the prior year. The Finance Department has two primary funding sources: The General Fund and the Parking District Fund.

The General Fund Finance operations increased by \$517K overall. The General Fund Salaries & Benefits increased overall by \$519K, or 9.7%. This Salaries & Benefits increase is primarily due to merit increases and various benefit increases, as well as all bargaining units entered new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits for \$274K. Additionally, Services & Supplies decreased by a total of (\$2K), or (0.1%), to help offset the General Fund deficit.

The Parking District Fund budget is \$5.8M in FY 2024-25, an increase of \$247K, or 4.4% over the prior year’s budget. Overall, Parking’s operational budget reflects conservative budgeting to maintain services despite continued revenue loss as the result of the COVID pandemic and free parking initiatives for the Downtown area. The bargaining units entering new labor agreements beginning FY 2024-25 impacts the Parking District Fund as well. An increase for an estimated cost of living adjustment has impacted

Finance

both salaries and benefits for \$151K. Parking's Services & Supplies saw a modest increase of \$131K. \$144K of this increase was due to increases in the IT cost allocation charge, and Property & Liability Insurance. There was also a \$38K increase in Parking permit management software and \$14K increase in Electricity. These increases were partially offset with \$47K decrease in Supplies, (\$33K) decrease in Equipment rental, and (\$35K) decrease in Citywide Overhead.

Finally, the Pooled Investment Fund budget is \$360K in FY 2024-25, an increase of \$30K, or 9.1%. This \$30K increase is to better align with past actuals of the PFM investment advisory services fees.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$1,900,032	\$1,911,717	\$1,815,206	\$2,796,239
Purchasing	\$1,238,763	\$1,285,135	\$1,314,720	\$1,329,641
Financial Services	\$2,688,751	\$2,731,479	\$2,907,023	\$3,072,414
Revenue	\$2,540,241	\$622,324	\$646,652	\$0
Payroll and Benefits	\$661,245	\$687,240	\$832,770	\$864,995
Parking Services O&M	\$3,888,201	\$3,525,298	\$4,285,894	\$4,255,401
Parking Enforcement	\$852,995	\$1,014,214	\$1,292,134	\$1,569,806
CIP and O&M Projects	\$1,541,294	\$1,082,860	\$0	\$0
Total	\$15,311,522	\$12,860,267	\$13,094,399	\$13,888,496

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$5,661,211	\$4,613,825	\$5,257,994	\$5,751,001
Benefits	\$3,326,119	\$2,986,361	\$3,422,524	\$3,599,245
Professional Services	\$2,402,215	\$1,994,169	\$1,989,755	\$2,012,676
Vehicle Expenses	\$134,773	\$136,432	\$150,622	\$179,890
Utilities	\$81,490	\$78,779	\$83,813	\$94,832
Operational Supplies	\$509,935	\$281,716	\$394,594	\$370,289
Information Technology	\$962,425	\$978,846	\$931,183	\$961,294
Debt Service	\$4,597	\$4,879	\$0	\$0
Liab/Property Insurance	\$124,567	\$178,964	\$181,535	\$311,556
Other Miscellaneous	\$178,179	\$152,599	\$245,779	\$205,927
Indirect Costs	\$334,717	\$346,729	\$436,600	\$401,786
Capital Outlay	\$50,000	\$24,108	\$0	\$0
CIP and O&M Projects	\$1,541,294	\$1,082,860	\$0	\$0
Total	\$15,311,522	\$12,860,267	\$13,094,399	\$13,888,496

Finance

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$8,876,069	\$6,902,709	\$7,186,371	\$7,703,289
ARPA Federal Stimulus	\$25,645	\$37,823	\$0	\$0
Capital Improvement Fund	\$720	\$540	\$0	\$0
Parking District Fund	\$6,078,917	\$5,580,278	\$5,578,028	\$5,825,207
Pooled Investment Fund	\$330,171	\$338,917	\$330,000	\$360,000
Total	\$15,311,522	\$12,860,267	\$13,094,399	\$13,888,496

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	92.85	89.60	62.60	62.60	62.60

Performance Measures

Revenue & Collections

INDICATORS:	FY 2022-23	FY 2023-24 Est.
Total Amount Billed	56,050,820	55,000,000
HdL – Business Tax Certificates Issued	10,903	11,000
Invoices Issued	2,705	2,700
Utility User’s Tax files	237	240
Alcohol Sales Permit Fee files	446	450
Transient Occupancy Tax files	354	360
City Tourism BIA files	354	360
County Tourism Business Improvement Area (BIA) files	22	22
Franchise Fees	32	32
Calls received	1305	1,300
Electronic payments received	21	21
Mail (Phone) payments received	8360	8375
Counter payments received *	371	380
Dollar amounts sent to collections	179,345	200,000

* 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

Finance

Parking Operations

INDICATORS:	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 Estimate
Number of monthly parking permits issued	16,921	16,525	13,912	15,200
Number of hourly parking garage patrons served	195,300	360,100	370,658	386,344
Number of metered parking transactions	894,232	1,233,400	1,267,068	1,107,068
Number of residential parking permits issued	1,279	1,460	1,849	1,855

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Administration created the Section 115 Trust for PEMCHA unfunded liability to address rising costs. **6**
- Administration increased financial forecasting detail to support future strategic planning. **6**
- To date, Administration has filled 8 open positions including 2 internal promotions. **6**
- Revenue and Collections processed over 2,700 invoices for other departments. **6**
- The Cannabis Tax program holds 83 active files with recovery of \$70,000 from 10 audits to date. **6**
- Purchasing managed 43 citywide contracts and 75 Blanket Purchase orders. **6**
- Purchasing implemented a new “ticketing” process to increase efficiency of internal requests. To date, 376 tickets have been addressed. **6**
- The Central Warehouse team managed goods and inventory worth hundreds of thousands of dollars and fuels management required by City teams. **6**
- Accounts Payable provided vendor and contract oversight and issued 10,000 payments in the past year. **6**
- Parking worked towards fiscal sustainability and avoided potential costs by using in-house maintenance staff for janitorial and landscaping services and on local parking projects. **6**
- Parking renewed an agreement for solar monitoring and tracking for the panels in city garages to ensure Greenhouse Gas (GHG) reductions and performance. **7**
- Parking developed new community art projects, increased lighting, and improved community maps in parking facilities. **6**

Looking Ahead

Finance Department staff will continue to play an integral role to ensure the fiscal stability of the City’s operating funds. Finance staff will work with the City Manager and other departments to develop creative strategies to fund priority projects. Finance staff will continue to monitor closely the financial condition of the General Fund and update the General Fund Long Range Financial Forecast as revenue and expenditure trends dictate. Department managers will continue to look for ways to modernize processes to provide efficient and cost-effective services to the community and the City organization. Staff will continue to monitor the Parking Enterprise to identify new parking revenue trends post-pandemic and strategize ways to correct the structural deficit that exists in the fund.

Fire

Mission

The Santa Rosa Fire Department proudly safeguards our community as a professional organization protecting lives, property, and the environment through all-risk service and engagement.

Department Description

The Fire Department has four major programs: Administration, Prevention, Operations, and Public Safety Special Tax (formerly known as 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/Emergency Operations Center (EOC) management 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 Prevention Bureau administers several programs such as plan review, inspections, fire investigations, Certified Unified Program Agency (CUPA), hazardous materials, weed abatement, community outreach, and management of the Community Wildfire Protection Plan (CWPP) and vegetation management program within the City of Santa Rosa.



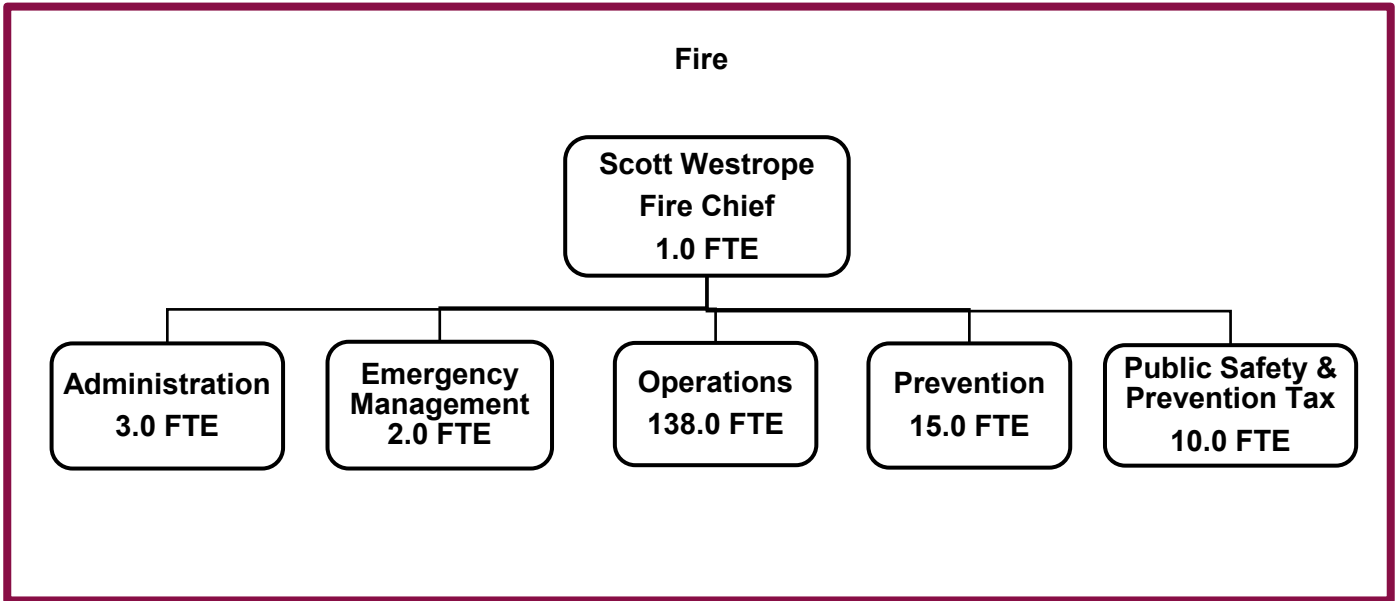
Fire Operations - Responds to and mitigates emergency incidents within the City of Santa Rosa. Major services to the community include paramedic and emergency medical care, extinguishment of fires, technical rescue, mitigation of the effects of natural disasters, and hazardous materials containment. Training and safety programs are provided to all personnel to deliver services safely and proficiently to the citizens of Santa Rosa.

Public Safety and Prevention Special Tax (formerly known as Measure O) - Is an extension of the Fire Operations Bureau that funds nine (9) personnel in Fire Operations, paramedic incentive pay for fifteen (15) paramedics, one Training Captain, and partial funding (25%) for the Emergency Medical Services Division Chief. The Public Safety Special Tax also funds the construction of future fire stations and helps purchase necessary fire apparatus and specialized equipment. This funding provides for an entire engine company to be staffed (three personnel per engine on three shifts) and allows three engine companies and two truck companies to be staffed with paramedics.



Fire

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Enhance services delivery to best possible response to the residents and visitors of our community. 3, 5, 7
- Enhance the existing ambulance contract with the county fire district by implementing initiatives aimed at improving response times, patient care quality, and community outreach. 3, 5, 7
- Enhance programmatic needs to reduce wildfire risk and support development to provide additional housing units. 1, 4, 5, 6
- Implement Sonoma County Measure H Sales Tax Measure. 2, 3, 4

Major Budget Changes

The Fire Department’s programs consist of Administration, Prevention, Operations, and Public Safety and Prevention Tax (formerly known as Measure O, which is funded by its own revenue source). Overall, Fire’s FY 2024-25 budget increased by \$5.2M, or 9.0% when compared with the FY 2023-24 adopted budget.

Within the General Fund, total salaries and benefits combined increased by \$3.6M, or 8.6% due to the addition of twelve firefighters that were added for the SAFER Grant, merit increases, and the increasing cost of benefits as well as all bargaining units entering into new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits for \$2.2M. Another significant contributor to Fire’s rising budget is vehicle expenses, the fire apparatus in the Replacement Program continues to raise significantly increasing by \$873K or 27.4%. Professional Services increased by \$205K due to a contract increase for dispatch services. Lastly, Administrative Cost Plan costs increased by \$344K.

The FY 2024-25 Public Safety and Prevention Special Tax expenditures increased by \$605K, or 15.2%. Professional services increased \$79K for the implementation of two programs within PSAP: the startup for the Fire Explorer Program as well as funding for the Recruitment and Diversity Strategic Plan. Capital Outlay increased for the purchase of two transport capable vehicles.

Finally, CIP and O&M project expenditures decreased in the amount of (\$660K) or (56.3%) for a total of \$512K.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Administration	\$5,478,362	\$5,858,912	\$6,379,390	\$9,094,857
Fire Prevention	\$2,588,802	\$3,012,623	\$3,218,167	\$3,309,251
Fire Operations	\$39,373,425	\$40,226,982	\$43,365,406	\$45,742,188
Public Safety and Prevention - Fire	\$3,684,713	\$4,060,314	\$3,984,950	\$4,590,082
CIP and O&M Projects	\$7,106,025	\$2,894,499	\$1,659,551	\$1,152,716
Total	\$58,231,327	\$56,053,330	\$58,607,464	\$63,889,094

Expenditures by Category				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
Salaries	\$26,446,870	\$25,865,910	\$27,341,575	\$29,006,002
Benefits	\$16,480,380	\$17,698,671	\$18,712,610	\$20,680,148
Professional Services	\$1,810,386	\$1,730,147	\$1,873,276	\$2,158,004
Vehicle Expenses	\$1,410,143	\$1,894,298	\$3,269,490	\$4,149,474
Utilities	\$35,873	\$44,310	\$39,945	\$34,617
Operational Supplies	\$367,913	\$368,520	\$247,289	\$315,376
Information Technology	\$888,641	\$950,317	\$1,019,065	\$1,099,178
Liab/Property Insurance	\$31,094	\$43,782	\$52,090	\$64,840
Other Miscellaneous	\$223,168	\$373,801	\$319,310	\$312,068
Indirect Costs	\$112,486	\$121,620	\$120,325	\$119,592
GF Admin Cost Plan	\$3,315,743	\$3,605,867	\$3,952,938	\$4,297,079
Capital Outlay	\$2,605	\$461,588	\$0	\$500,000
CIP and O&M Projects	\$7,106,025	\$2,894,499	\$1,659,551	\$1,152,716
Total	\$58,231,327	\$56,053,330	\$58,607,464	\$63,889,094

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 25 Budget
General Fund	\$48,132,095	\$49,671,126	\$53,450,873	\$58,787,381
Public Safety and Prevention - Fire	\$3,684,713	\$4,060,314	\$3,984,950	\$4,590,082
Capital Improvement Fund	\$6,414,519	\$2,321,890	\$1,171,641	\$511,631
Total	\$58,231,327	\$56,053,330	\$58,607,464	\$63,889,094

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	151.00	151.00	148.00	157.00	169.00

Fire

Performance Measures

Indicators	2021	2022	2023
Budgeted Sworn Personnel	136	142	153
Population	178,488	177,586	176,527
Number of Incidents	28,115	29,250	29,308
Number of EMS/Rescue Incidents	18,026	19,108	19,392
Percentage of EMS/Rescue Calls	64.10%	65.3%	66.2%
Fire Loss	\$4,447,505	\$6,391,045	\$9,442,014
Number of Fires with Loss	165	165	166
On Scene within 5 Min. (Goal 90%)	59.45%	59.3%	60.20%
Weed Abatement Inspections	11,501	10,933	10,986
Engine Company Annual Inspections	2,656	2,472	1,693
Fire Prevention Annual Inspections	589	529	514
CUPA Annual Inspections	452	424	321
Plan Reviews	3,100	2,143	1,881
Plan Review Inspections	2,283	1,865	1,850
	* Some changes were made to previous years to reflect amounts more accurately.		

Prior FY 2023-24 Accomplishments

(Numbers at the right show relation to FY 2023-24 City Council Goals)

- Awarded SAFER Grant for \$7.08M to hire twelve additional firefighter-paramedics to staff ALS squads in high demand service areas. 3
- Successfully negotiated and implemented new FRALS agreement. 3
- Developed Sonoma County Measure H 3
- Completed new Strategic Planning Process 3
- Implemented new technology to provide business and operational efficiencies. 6
- Implemented new Vegetation Management Ordinance. 3, 7
- Improved efficiency to plan review turnaround time. 1
- Implemented education, outreach, and grant funding to residents in and around the WUI to mitigate wildfire risk. 3, 7

Looking Ahead

Enhance service delivery to best possible response to the residents and visitors of our community.

The Fire department will revitalize the department's workforce through innovative recruitment strategies to maximize organizational effectiveness. Enhance overall technological readiness and communication infrastructure of the fire department to ensure efficient emergency response and personnel safety. Receive, outfit, and put into service new fire engines on order through our capital fleet replacement program and other funding mechanisms. These newer engines will allow the department to minimize vacating of districts when apparatus must be taken to get maintenance services. Implement dynamic deployment strategies, to outfit, train and strategically position ALS response squads in areas with the highest likelihood of emergencies.

Enhance the existing ambulance contract with the Sonoma County Fire District by implementing initiatives aimed at improving response times, patient care quality, and community outreach.

The City Council approved the First Responder Advanced Life Support Agreement with the Sonoma County Fire District on January 9, 2024. Since then the Fire Department has worked to implement a comprehensive system that allows enhanced control of City resources for deployment to EMS and fire response, cost recovery that sustains the paramedic program for the long term, allows opportunities to expand EMS service within City limits, allows better coordination with our partner agencies, and transparent data sharing and stakeholder input through data access.

Enhance programmatic needs to reduce wildfire risk and support development to provide additional housing units.

In addition to providing mandated and essential services, the Fire Prevention Bureau will develop a long-term plan to support the new Hazardous Vegetation and Fuel Reduction (Vegetation Management) Ordinance and ongoing efforts associated with Community Wildfire Protection Plan (CWPP). During this time, staff will also work to increase the use of technology and evaluate the effectiveness of professional services agreements to support the demands of development for additional housing units and commercial construction.

Implement Sonoma County Measure H Sales Tax Measure.

Operationalize funding from Sonoma County Measure H (Fire Service Sales Tax Measure) allocation plan to begin the processes required for hiring additional personnel and constructing fire stations. Continuing to develop the short-, medium- and long-term plans and goals of the sales tax funding and financial accountability.

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Housing & Community Services

Mission

We build community and improve the quality of life for all Santa Rosa residents.

Department Description

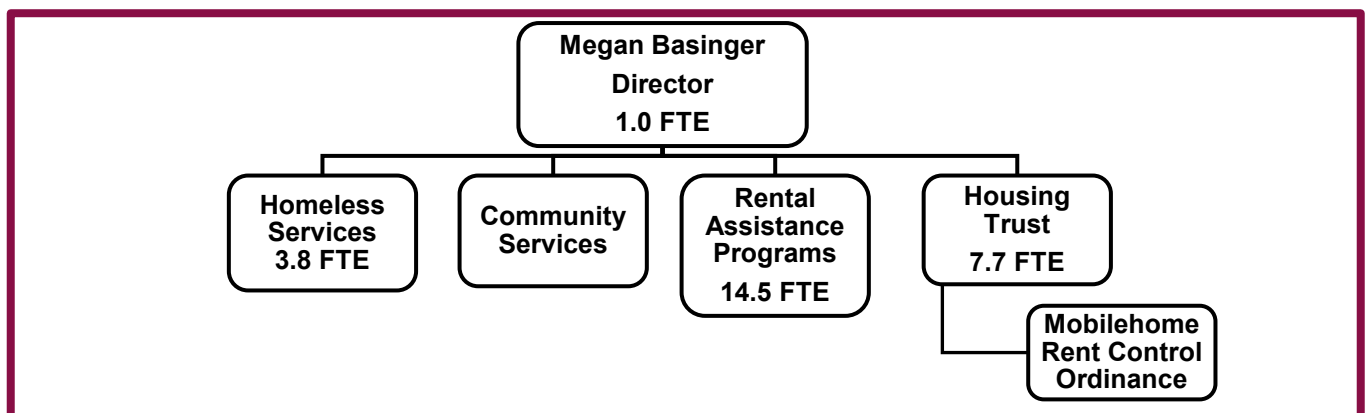
The Department of Housing and Community Services (HCS) is comprised of two entities, the City entity, and the Housing Authority. HCS staff support the Housing Authority as noted on the FTE by Program below. Information regarding the Housing Authority is in its own section. Under the City entity, HCS manages tenant/landlord services contracts, affordable housing grant programs, the Mobilehome Rent Control Ordinance which governs mobilehome space rent, and homeless services which provides programs and initiatives for residents experiencing homelessness and related community support.

Homeless Services - Provides essential support to address homelessness in our community as part of the City's Homelessness Solutions Strategic Plan (2023-2027) and the broader goal of "Housing for All." Funding is provided in five key areas – day services, street outreach and encampment resolution, housing-focused emergency shelter, housing support, and community-based solutions. These 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 the Sonoma County Homeless Coalition

Mobilehome Rent Control Ordinance - Enforces the Ordinance, enacted in 1993 and most recently amended in 2023, which regulates mobilehome space rents in 16 mobile home parks in the City. The City assists residents and owners with mediation.

Community Services - Oversees contracts for non-profit organizations to provide services for income-qualifying tenants and landlords and assist un-documented residents.

FTE by Program Housing & Community Services



Housing & Community Services

Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Administer homeless service contracts for the Samuel L. Jones Hall Homeless Shelter, Caritas Family Center, Caritas Drop-In Center, Living Room, Homeless Outreach Services Team (HOST), YWCA, Season of Sharing, and Safe Parking; continue support to the Community Homeless Assistance Program (CHAP). 5
- Support efforts to solve homelessness through continued coordination of services among City departments including the City’s Encampment Team, collaboration with regional partners through the Sonoma County Homeless Coalition, and implementation of the City’s Homelessness Solutions Strategic Plan. 5
- Continue to administer services contract with non-profit service provider for tenant/landlord services and grant to non-profit service provider for services to undocumented residents. 5
- Continue to administer the self-sustaining Mobilehome Rent Control Ordinance by working with the City’s mobilehome owners/residents and mobilehome park owners/operators. 5
- Continue to administer grants and loans for affordable housing, market rate housing and infrastructure projects for the Infill Infrastructure Grant and Homekey programs. 5

Major Budget Changes

The General Fund portion of HCS’s budget increased from \$101K to \$161K, or 59.4% as a portion of the tenant/landlord services contract was previously funded with one-time CARES Act Community Development Block Grant (CDBG-CV) but there are no more funds available.

The Mobile Home Fund’s salaries, benefits, and indirect costs budget only increased by \$5K, or 1.8% over the previous fiscal year due to merit increases and standard benefit increases.

Homeless Services Operations moved back to HCS from the City Manager’s Office in fiscal year 2023-24. Homeless Services Operations increased \$3.1M over the previous fiscal year as the one-time American Rescue Plan Act (ARPA) funds that paid Homeless Services expenses in FY 2022-23 and 2023-24 have been exhausted.

Overall, the budget decreased (\$2.6M) year-over-year, primarily due to ARPA funds being expended in FY 2023-24.

Budget Summary

Expenditures by Program				
	2021 - 22	2022 - 2023	2023 - 24	2024 - 2025
	Actual	Actual	Budget	Budget
Administration	\$1	-\$1	\$0	\$0
Community Services	\$84,581	\$104,564	\$51,000	\$111,000
Homeless Services Operations	\$0	\$487,866	\$301,800	\$3,396,953
Mobile Home Rent Control Ord.	\$13,893	\$102,427	\$263,982	\$268,732
CIP and O&M Projects	\$170,693	\$4,434,411	\$5,808,144	\$60,000
Total	\$269,168	\$5,129,267	\$6,424,926	\$3,836,685

Housing & Community Services

Expenditures by Category				
	2021 - 22 Actual	2022 - 2023 Actual	2023 - 24 Budget	2024 - 2025 Budget
Salaries	\$4,920	\$47,212	\$68,582	\$633,108
Benefits	\$2,709	\$28,101	\$43,607	\$367,521
Professional Services	\$2,063	\$49,898	\$100,000	\$108,000
Utilities	\$0	\$686	\$0	\$2,420
Operational Supplies	\$0	\$39,272	\$0	\$9,811
Information Technology	\$0	\$0	\$0	\$27,566
Other Miscellaneous	\$0	\$0	\$0	\$18,974
Subrecipient Funding	\$84,581	\$499,564	\$352,800	\$2,486,921
Indirect Costs	\$4,202	\$30,123	\$51,793	\$122,364
CIP and O&M Projects	\$170,693	\$4,434,411	\$5,808,144	\$60,000
Total	\$269,168	\$5,129,267	\$6,424,926	\$3,836,685

Expenditures by Fund				
	2021 - 22 Actual	2022 - 2023 Actual	2023 - 24 Budget	2024 - 2025 Budget
General Fund	\$255,275	\$151,982	\$101,000	\$161,000
Homeless Shelter Operations	\$0	\$672,866	\$301,800	\$3,406,953
ARPA Federal Stimulus	\$0	\$4,201,992	\$5,758,144	\$0
Mobilehome Rent Stabilization	\$13,893	\$102,427	\$263,982	\$268,732
Total	\$269,168	\$5,129,267	\$6,424,926	\$3,836,685

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23	FY 2023 - 24	FY 2024 - 25
Full-Time Equivalent	24.00	24.00	27.00	27.00	27.00

Housing & Community Services

Performance Measures

Indicators	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 Estimates
Number of persons sheltered at Samuel L. Jones Hall Homeless Shelter (SJH)	622	542	662	600
Number of persons exited to housing from SJH	60	46	68	60
Number of persons sheltered at Caritas Family Center	245	362	426	400
Number of persons exited to housing from Caritas Family Center	112	90	148	125
Number of persons served at Caritas Drop-In Center	2,929	1,072	1,400	1,400
Number of persons served under the Homeless Outreach Services Team (HOST)	270	504	627	600
Number of persons placed into safe shelter or housing (temporary or permanent) under HOST	127	208	398	300
Number of persons served at Safe Parking (new in 21/22)	n/a	131	170	150
CHAP sites receiving City funding	2	2	2	2
Number of mobilehome parks under rent control	16	16	16	16
Number of mobilehome spaces under rent control	1,636	1,723	1,864	1,888
Number of low-income tenants received legal educations about their rights	295	489	538	500
Number of low-income tenants received legal advocacy related to an eviction	226	258	412	375
Number of tenants remaining in current housing as result of Legal Aid intervention	98	121	138	125
Number of low-income tenants received assistance with habitability issues related to condition of housing	40	69	72	70
Number of low-income landlords received counsel and assistance with pleadings	26	13	24	20

Housing & Community Services

Prior FY 2023-2024 Accomplishments

(Numbers at right show relation to FY 2023-24 City Council Goals)

- Implemented the amendment to the Mobilehome Rent Control Ordinance effective January 6, 2023. 1
- Administered the California Department of Housing and Community Development's Infill Infrastructure Grant fund program for affordable and market rate housing, and infrastructure associated projects located within the greater downtown area. 1
- Developed the 2024-2027 Consolidated Plan which identifies how the City will utilize its federal funds, including Community Development Block Grant, HOME Investment Partnership, and Housing Opportunities for Persons With Aids program funds. 1
- Developed a 2024 Fair Housing Plan to affirmatively further the policies and purposes of the federal Fair Housing Act. 1
- Coordinated the City's Encampment Team, a multi-disciplinary proactive team that addresses encampments. The team visits approximately 12 encampments each week, resolving an average of 35 encampments each month. 1
- Created and managed the City's Encampment Map which provides location, estimated size, status, and data regarding the City's resolution efforts. The map includes data for 200+ locations throughout Santa Rosa where there have been encampments within the last 2 years. 1
- Implemented State Encampment Resolution Fund (ERF) grant (\$3.8 million) to provide comprehensive services for individuals residing in encampments. 1
- Awarded Federal HOME Investment Partnerships – American Rescue Plan (HOME-ARP) funds (\$2.3 million) to two agencies to provide supportive services for vulnerable populations. 1
- Completed the first year of the Homelessness Solutions Strategic Plan (2023-2027). 1

Looking Ahead

With the expiration of one-time pandemic related funding, the City's Homeless Services Division is shifting back to the City's General Fund funding. Continuing to sustain current service levels will be challenging. The Department will continue to pursue grant funding.

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Housing Authority

Mission

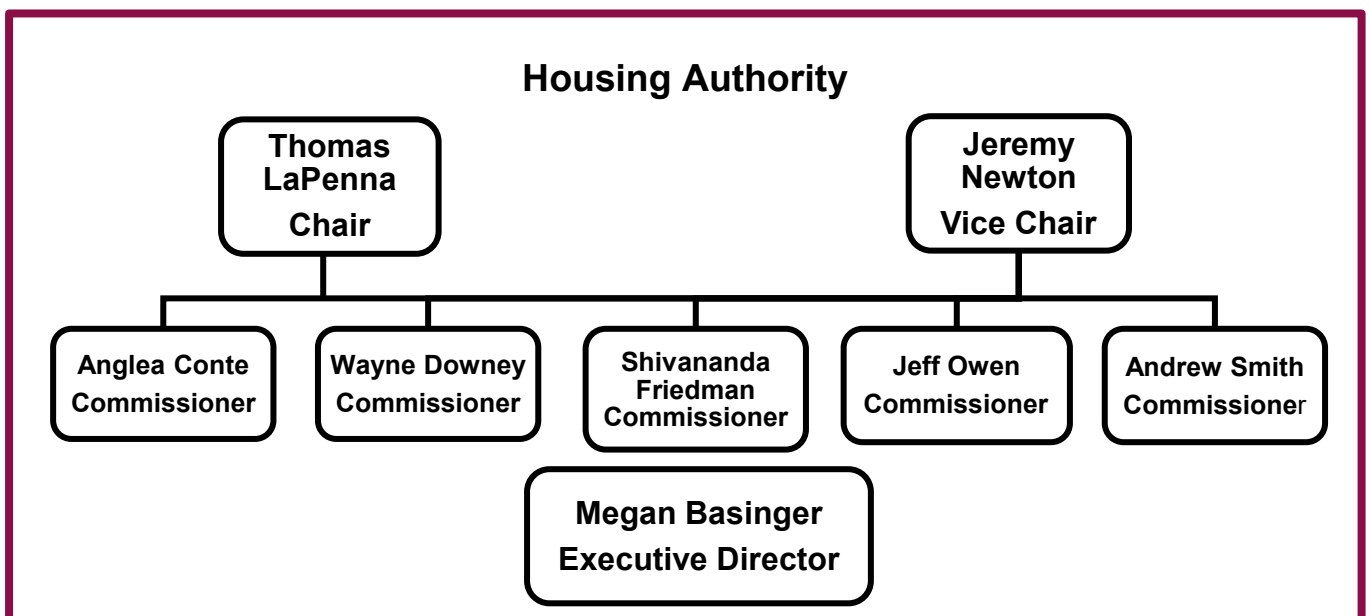
To ensure adequate, decent, safe, and sanitary housing for qualified people within Santa Rosa consistent with Federal, State, and local law.

Department Description

The Housing and Community Services Department supports the Housing Authority (Authority) which consists of two programs: the Santa Rosa Housing Trust and Rental Housing Assistance. The Authority's programs improve the quality and affordability of housing in the City. The focus populations are very low- and low-income households.

Santa Rosa Housing Trust (SRHT) - Manages the City's \$195 million affordable housing loan portfolio, administers Federal, State, and local housing grants and loans, and performs compliance monitoring for approximately 5,400 units Citywide. These programs maximize and leverage available Federal, State, and local funding to assist in the production, conversion, preservation, and rehabilitation of affordable housing and special needs facilities.

Rental Assistance - Provides rental assistance to over 2,700 income-qualifying households by administering three programs directed by the U.S. Department of Housing and Urban Development (HUD): 1) Housing Choice Voucher program, including the HUD-Veterans Affairs Supportive Housing program (VASH) which Santa Rosa manages for the entirety of Sonoma County; Project-Based Vouchers; and the Family Self-Sufficiency program; 2) HOME-funded Tenant Based Rental Assistance; and 3) American Rescue Plan Act (ARP) funded Emergency Housing Vouchers.



Housing Authority

Strategic Goals and Initiatives for FY 2024-25

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Fully utilize the resources of the Housing Choice Voucher program to attain highest lease up rate possible within allocated funding from HUD. **5**
- Manage the Housing Authority's \$195M loan portfolio and perform compliance monitoring on approximately 5,400 units annually. **5**
- Solicit, evaluate, originate, and close loans for new affordable housing units, rehabilitation of existing units, or conversion of market rate to affordable housing units. **5**
- Continue management and oversight of one-time \$38.4M Community Development Block Grant- Disaster Recovery funds, received as a result of the 2017 Wildfires, to facilitate loans for five projects totaling 377 new affordable housing units. **5**
- Administer the \$2M Down Payment Assistance Loan (DPAL) program to support eligible first-time homebuyers with downpayment loans. **5**

Major Budget Changes

Overall, the Housing Authority budget decreased by (\$24.2M) or (31.9%) compared to the prior year. The largest change was the reduction of \$20.7M in grant funds. In FY 2023-24 the City received a one-time State Infill Infrastructure Grant that did not repeat.

In the Rental Assistance Division, the Emergency Housing Voucher Program, funded by the American Rescue Plan Act (ARPA), increased due to higher per-unit rental assistance costs. This program provides administrative and rental assistance funding for 131 vouchers, focused on people who are homeless or at risk; fleeing domestic violence, human trafficking or stalking; or facing housing instability. In the existing Housing Choice Voucher program, which provides administrative and rental assistance for 1925 Santa Rosa vouchers, and 275+ port in vouchers monthly, rental assistance payments increased approximately 3% over the prior year. Various services and supplies were decreased to account for increases in salaries and benefits in both the Emergency and Housing Choice Voucher programs.

The Santa Rosa Housing Trust is funded by 15 distinct Federal, State and local sources such as grants, impact fees, compliance monitoring fees, and loan repayments. The Trust's major revenue sources (loan repayments, impact fees and Real Property Transfer Tax) decreased in FY 2024-25 across all funds, resulting in a reduction of (\$4.5M) in loan activity.

City Council policy 000-48 dictates that a portion of City General Fund Real Property Transfer Tax (RPTT) must be allocated to homeless services and housing annually. The amount is \$2.2M in FY 2024-25. ARPA had been used to pay for the City's Homeless Services Division for the past few years, so all RPTT has gone to Affordable Housing. In FY 2024-25 ARPA funds have been expended so Homeless Services is utilizing RPTT in FY 2024-25 resulting in a reduction of funds available to affordable housing. This fiscal year the Housing Authority is budgeting \$980K in its RPTT fund, which is a decrease of (\$2.1M).

Housing Authority

Budget Summary

Expenditures by Program				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 2025 Budget
Admin Housing & Community Svcs	\$1,417,066	\$1,565,004	\$1,570,901	\$1,737,909
Rental Housing Assistance	\$29,273,400	\$32,485,369	\$41,502,044	\$42,765,584
SRHT Portfolio Svcs & Grant	\$636,840	\$775,146	\$838,420	\$820,767
SRHT Afford Housing Pgrm & Fin	\$16,677,949	\$14,716,859	\$9,764,446	\$5,440,869
CIP and O&M Projects	\$10,699,910	\$25,435,331	\$22,047,540	\$800,228
Total	\$58,705,165	\$74,977,709	\$75,723,351	\$51,565,357

Expenditures by Category				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 2025 Budget
Salaries	\$1,297,636	\$1,815,976	\$2,068,876	\$2,312,847
Benefits	\$756,869	\$1,132,336	\$1,256,562	\$1,424,862
Professional Services	\$189,647	\$408,246	\$386,856	\$289,245
Vehicle Expenses	\$14,685	\$16,408	\$54,175	\$37,240
Utilities	\$4,161	\$8,655	\$13,750	\$14,000
Operational Supplies	\$50,520	\$59,432	\$197,677	\$91,584
Information Technology	\$246,666	\$263,629	\$286,483	\$311,558
Liability & Property Insurance	\$51,256	\$101,925	\$82,020	\$130,003
Other Miscellaneous	\$68,753	\$80,206	\$120,676	\$121,500
Subrecipient Funding	\$481,629	\$5,527,476	\$583,396	\$594,727
Loan Activity	\$15,130,436	\$7,475,400	\$7,432,585	\$2,951,835
Rental Assistance	\$27,661,939	\$30,144,621	\$38,720,663	\$39,778,062
Indirect Costs	\$2,041,240	\$2,508,068	\$2,472,092	\$2,707,666
Capital Outlay	\$9,818	\$0	\$0	\$0
CIP and O&M Projects	\$10,699,910	\$25,435,331	\$22,047,540	\$800,228
Total	\$58,705,165	\$74,977,709	\$75,723,351	\$51,565,357

Housing Authority

Expenditures by Fund				
	2021 - 22 Actual	2022 - 23 Actual	2023 - 24 Budget	2024 - 2025 Budget
Housing Operations Fund	\$1,417,066	\$1,565,004	\$1,570,901	\$1,737,909
Operating Reserve Fund	\$10,197,941	\$5,069,059	\$310,000	\$88,000
HOME-ARP Fund	\$23,099	\$33,986	\$0	\$0
Housing Choice Voucher Progm	\$29,573,786	\$30,990,834	\$38,842,907	\$39,902,545
Emergency Housing Vouchers	\$470,327	\$1,516,003	\$2,660,062	\$2,863,039
Brookwood Property	\$5,007	\$10,295	\$19,313	\$24,473
Community Developmnt Block Grnt	\$4,107,086	\$1,249,271	\$1,794,606	\$1,480,036
Rental Rehabilitation Fund	\$0	\$8,830	\$0	\$0
Housing Grant Fund	\$655,830	\$3,672,238	\$22,357,940	\$1,166,638
Real Property Transfer Tax Fund	\$1,039,280	\$2,451,328	\$3,115,984	\$980,047
Southwest Low/Mod Housing Fund	\$36,661	\$209,167	\$0	\$95,000
CDBG-DR Fund	\$8,957,138	\$21,425,927	\$0	\$0
Low and Moderate Income Housing	\$145,141	\$115,044	\$5,920	\$173,152
HOME Fund	\$518,980	\$2,136,788	\$948,593	\$847,967
Mortgage Revenue Bond Fund	\$245,499	\$127,959	\$0	\$59,000
Housing Compliance Fund	\$183,467	\$275,520	\$300,143	\$273,895
Housing Impact Fee Fund	\$1,128,857	\$4,120,456	\$3,697,410	\$1,793,312
CalHome Grant MH Loan Prg	\$0	\$0	\$99,572	\$80,344
Total	\$58,705,165	\$74,977,709	\$75,723,351	\$51,565,357

Performance Measures

Service Indicators	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023/24 Estimate
New affordable housing rental and ownership units completed	18	88	86	292
Very Low-Income units	6	26	40	228
Low-Income units	12	43	46	64
Moderate-Income units	0	19	0	0
New affordable rental housing units preserved	8	49	0	0
New affordable rental and ownership housing units in the pipeline	544	648	976	732
Very Low-Income Units	338	464	592	413
Low-Income Units	197	184	377	312
Moderate-Income Units	31	0	7	7
Affordable ownership units transferred title	7	11	1	1
Owner-occupied affordable housing units rehabilitated or financed, including Down Payment Loan Assistance Program	0	0	0	4
Investor/developer affordable rental housing units rehabilitated	34	0	20	55
Units receiving housing accessibility modifications	2	0	0	1
Affordable housing rental units monitored	3,094	3,133	3,872	3,970
Owner-occupied housing units monitored	343	370	369	375

Housing Authority

Consolidated Plan for CDBG, HOME and HOPWA Funds (2016 -2020 and 2020 -2024)	✓	✓	✓	✓
Action Plan for CDBG, HOME and HOPWA Funds	✓	✓	✓	✓
Consolidated Annual Performance Report (CAPER) for CDBG, HOME and HOPWA Funds	✓	✓	✓	✓
Households receiving rental assistance, all programs	2,169	2,324	2,339	2,346
Total number of Housing Choice Vouchers (HCV) – Per Annual Contributions Contract with HUD	1,903	1,903	1,915	1,925
Total HUD-VASH (Veterans) Vouchers (included in HCV total)	414	419	419	429
Total Port-In clients (varies monthly, approximate)	250	250	250	250
Total HOME tenant based rental assistance clients	16	40	43	40
Total Emergency Housing Vouchers (started in 21/22)	n/a	131	131	131
Number of landlords participating in programs (approximate)	700	710	734	750

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to FY 2023-24 City Council Goals)

- Assisted over 5,700 in person customers and received over 18,400 telephone calls at public counter. 1
- Leased up Emergency Housing Vouchers, including 42 units at St Vincent de Paul Commons for chronically homeless households. 1
- Leased up project-based vouchers, including 30 at Caritas Village for chronically homeless households, and 30 at Laurel at Perennial Park for seniors. 1
- Graduated 8 households from the Family Self Sufficiency Program. 1
- Opened Housing Choice Voucher Waiting List for six weeks, adding over 5,000 households to the list, which is now at approximately 7,400 households. 1
- Laurel at Perennial Park Phases I and II, St Vincent de Paul Commons, and Caritas Homes Phase I completed construction, creating 247 new affordable units of which 132 units are dedicated to seniors and 81 units are permanent supportive housing dedicated to households experiencing homelessness. 1
- Committed \$8.5M loan funds to support development of 158 new affordable units and acquisition / rehabilitation of 49 existing available units. 1
- Launched Down Payment Assistance Loan program; 86 applications received; \$2M in program funding total. 1

Looking Ahead

One-time funding related to fire disasters and the pandemic has been committed and expended, so the Authority is seeing loan funding return to pre-disaster levels. Securing additional sources of funding will be key to continued affordable housing development in Santa Rosa.

Housing assistance programs will continue to support as many households as possible within the allocated federal funds.

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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.

HR is also currently home to the City's Diversity, Equity, Inclusion, and Belonging work. The completion and approval of the City Equity Plan has generated a cascade of organizational expectations that will be supported through capacity building, data monitoring, and technical assistance for individuals and departments.

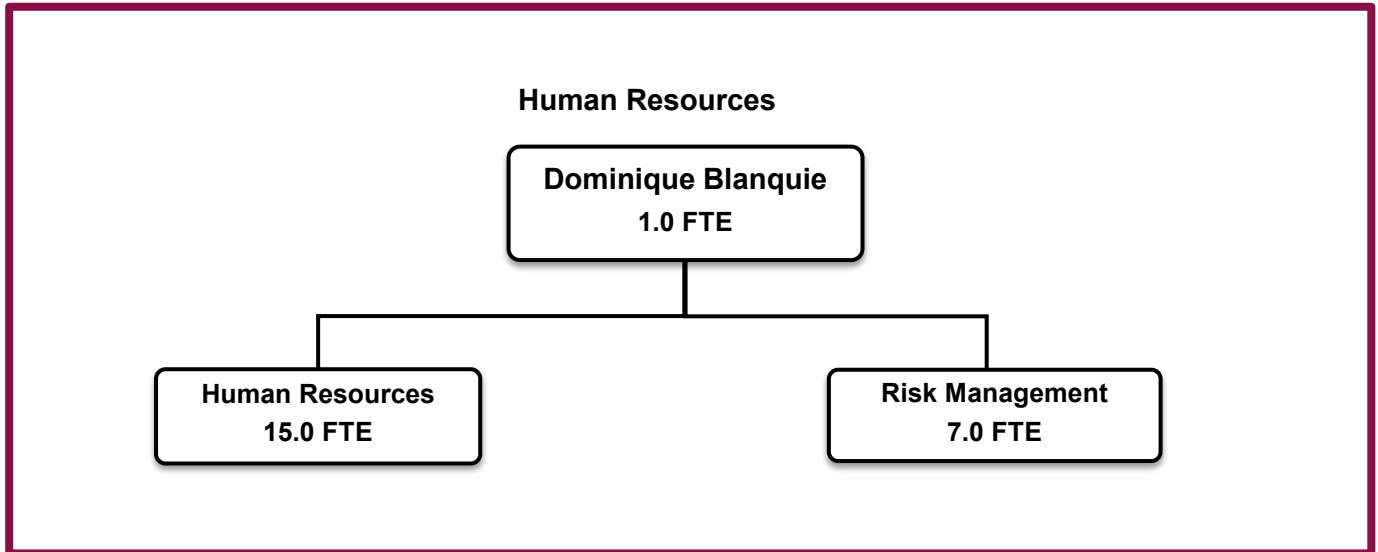
Risk Management - Risk Management's primary objective is to limit risk and implement various risk transfer programs and activities that minimize the City's exposure to litigation. Risk Management strives to manage, control, minimize, or eliminate risk, to the extent that citizens and personnel may be reasonably protected from hazards. At the same time, it ensures that the City's financial stability remains intact and that adequate resources can be saved for other purposes. This function also assumes the primary responsibility for the administration and processing of all property and casualty claims, risk identification, risk transfer, risk analysis, Workers' Compensation, safety, regulatory compliance, 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

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 programs for free confidential behavioral health services, among other services.

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Review and address implementation of various modules from NEOGOV to ensure utilization and address system errors. 3
- Redesign the existing Internet and Intranet portals for HR, Risk, Training and Organizational Development, as well as Diversity Equity and Inclusion, with the aim of enhancing the brand image and providing improved accessibility to users. 3
- Continue to leverage community engagement to implement increased recruitment opportunities, along with continuing to engage in best practices and modernize the City’s recruitment campaign to attract a highly qualified and diverse workforce. 3
- Create a data dashboard for recruitment and DEI metrics to be used in City-wide initiatives and to support, track and report department-specific diversity goals in application pools. 3
- To ensure we provide ongoing equitable benefits that support the success and well-being of our employees and address the needs of our workforce. Strive to educate employees on various benefits available to them. 3
- Launch Voices for Inclusion Belonging and Equity standing committee. 3
- Strengthen collaboration between city departments to ensure a coordinated approach to DEIB initiatives. 3
- Create a more inclusive work environment for all employees through diversity and inclusion cultural competency training. 3
- Continue implementation of the City’s Equity Plans 3

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). As an internal service fund, the Risk Management fund is charged out to all other City departments through benefit costs. Overall, the department increased by \$1.3M, or 3.0%, when compared to the FY 2023-24 adopted budget.

In FY 2024-25, the General Fund increased by \$454K or 10.7% from last fiscal year's adopted budget. A portion of the increase is attributed to an estimated cost of living adjustment impacting salaries and benefits as all bargaining units enter new labor agreements beginning FY 2024-25. Salaries and Benefits increased by \$50K but mitigated by a department reorganization, as 1.0 FTE Principal Human Resource Analyst and 1.0 FTE Human Resource Technician were deleted and replaced by 2.0 Human Resource Analyst, and 1.0 FTE Principal Human Resource Analyst moved to Risk Management. Additionally, Other Outside Services increased by \$150K to promote employee engagement, \$285K for Flexible Spending Accounts, which has a revenue offset. The remaining difference of General Fund Human Resources budget variance is attributed to modest changes in other Service and Supplies line items.

The Risk Management fund increased by \$882K, or 2.2%, over the prior fiscal year. Most of the increase within the fund is due to higher Insurance Premiums and Claims cost of \$830K, or 2.2%. Miscellaneous employees (non-sworn) and CalPERS (California Public Employees' Retirement System) insurance premiums combined increase of \$400K is attributed to rising cost of health insurance. Insurance Premiums and Claims also includes Worker's Compensation, Liability, Property/Fire, and Earthquake Insurance which jointly increased by \$410K. Additionally, 1.0 FTE Principal Human Resource Analyst was moved from General Fund Human Resources with no significant budget impact.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$3,747,155	\$3,553,584	\$4,262,083	\$4,716,153
Risk Management	\$34,846,600	\$38,273,862	\$40,718,032	\$41,599,701
CIP and O&M Projects	\$0	\$18,741	\$0	\$0
Total	\$38,593,755	\$41,846,187	\$44,980,115	\$46,315,854

Human Resources

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$2,128,747	\$2,173,782	\$2,531,355	\$2,661,990
Benefits	\$981,845	\$1,032,997	\$1,405,862	\$1,448,911
Professional Services	\$1,541,957	\$898,608	\$1,666,465	\$1,620,442
Utilities	\$3,818	\$3,325	\$3,330	\$3,300
Operational Supplies	\$23,942	\$42,190	\$19,500	\$23,700
Information Technology	\$183,115	\$202,506	\$202,539	\$214,826
Other Miscellaneous	\$250,705	\$595,625	\$276,509	\$553,800
Insurance Prem/Claim	\$33,179,663	\$36,568,577	\$38,582,213	\$39,412,776
Indirect Costs	\$299,963	\$309,836	\$292,342	\$376,109
CIP and O&M Projects	\$0	\$18,741	\$0	\$0
Total	\$38,593,755	\$41,846,187	\$44,980,115	\$46,315,854

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$3,747,155	\$3,572,325	\$4,262,083	\$4,716,153
Risk Management Fund	\$34,846,600	\$38,273,862	\$40,718,032	\$41,599,701
Total	\$38,593,755	\$41,846,187	\$44,980,115	\$46,315,854

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	21.00	21.00	22.00	23.00	23.00

Prior FY 2023-24 Accomplishments

- Developed and implemented a new progressive leadership development training series.
- Conducted a program evaluation of the Professional Development Series via Jacob Green & Associates.
- Applied DEIB lens to City training opportunities.
- Redesigned New Employee Welcome program – increased employee engagement.
- Redesigning the HR Inet site with the new Sharepoint Migration.
- Continue to leverage community engagement to implement increased recruitment opportunities, along with continuing to engage in best practices and modernize the City’s recruitment campaign to attract a highly qualified and diverse workforce.
- Ensure we provide ongoing equitable benefits that supports the success and well-being of our employees and addresses the needs of our workforce. Strive to educate our employees on the various benefits available to them. Provide effective communication to employees regarding upcoming retirement and benefits information to assure that our benefit programs meet their needs.

Human Resources

- Lowered Workers' Compensation time off from work hours.
- Developing curriculum for new training programs.
- Successfully created & launched VIBE (Voices of Inclusion Belonging and Equity) committee application process.
- Established a diverse sub-committee to review applications submitted for VIBE committee. Prioritized candidates with relevant experience, commitment to DEIB principles.
- Co-created, through consensus, IPT Rules of Engagement for respectful communication, meeting participation, and decision-making processes.

Performance Measures

Liebert Cassidy Whitmore various trainings LCW (10 days)

NEW Employee Welcome (12 days)

Monthly Learning Aids (10 aids)

Harassment Prevention Training SRPD (12 two-hour sessions)

Harassment Prevention Training TPW (5 two-hour sessions)

Harassment Prevention Training – Newly Elected and Appointed (3 two-hour sessions)

Jacob Green & Associates (Professional Development Series) (18 courses 18 days)

Mentoring Program (5 individuals participating)

Looking Ahead

Our focus in Goal 3 is to create an environment that fosters staff support and operational excellence. This entails reviewing and addressing the implementation of various modules within NEOGOV to optimize utilization and resolve system errors promptly.

Leveraging community engagement remains a cornerstone of our recruitment strategy, as we strive to implement increased opportunities while modernizing our recruitment campaign to attract a highly qualified and diverse workforce. Moreover, we are dedicated to creating a data dashboard for recruitment and DEI metrics, enabling us to support, track, and report department-specific diversity goals effectively.

Crucial elements of our strategy include maintaining equitable benefits for all employees and providing thorough education on the available benefits. Additionally, we are initiating the Voices for Inclusion Belonging and Equity standing committee to further enhance our commitment to diversity and inclusion. Strengthened collaboration between city departments will ensure a coordinated approach to DEIB initiatives, further enhancing our efforts to create a more inclusive work environment through cultural competency training and the continued implementation of the City's Equity Plans.

Human Resources is dedicated to implementing a comprehensive approach to mitigate potential risks and safeguard the well-being of our workforce. We remain focused on preventing injuries and reducing workers' compensation expenses by addressing both the frequency and severity of risks. By prioritizing proactive risk management strategies, we aim to create a safer and healthier work environment for all employees while effectively managing costs associated with workplace injuries.

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Information Technology

Mission

The Mission of the Information Technology Department is to provide secure and reliable technology and services to make government more efficient, equitable, transparent, and responsive to the needs of the community.

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, expenditures for outside maintenance and professional support of City software, technology infrastructure costs, and operational and maintenance costs for equipment and supplies. There are five divisions in the IT Department in addition to Administration:

Administration - Provides the overall strategy, policies, and administration for the Department.

Application Services / 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 75 in-house developed systems used by departments throughout the City while also providing support for over 30 third party enterprise applications, including the core Finance / Human Resources / Payroll system, the central Permitting and Inspections system, and the Water Billing / Customer Information System. The Application Services 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 software system architecture definition, database design, application configuration, workflow development, and custom report writing for the various supported systems.

Operations / Customer Support - Provides the strategy and operations management of the core City data, storage, and telecommunications systems. The division also provides "Help Desk" support for all City employees. The Help Desk is available to employees Monday through Friday and responded to over 11,000 support requests last year. The Help Desk completes the support of approximately 72% of the service tickets, with the remaining tickets being forwarded to Development or other technical staff. Technical Support within IT Operations includes the support of all voice communications, data communications, computer networks, and all peripheral equipment, including PCs, laptops, tablets, and printers. The division supports nearly 1,400 PCs, 280 servers, over 300 printers, a Citywide computer network with 2,900 connections in over 60 City locations with hundreds of pieces of communications equipment, a phone system with over 1,200 phone units and over 1,100 mobile devices through a managed Mobile Device Management (MDM) solution.

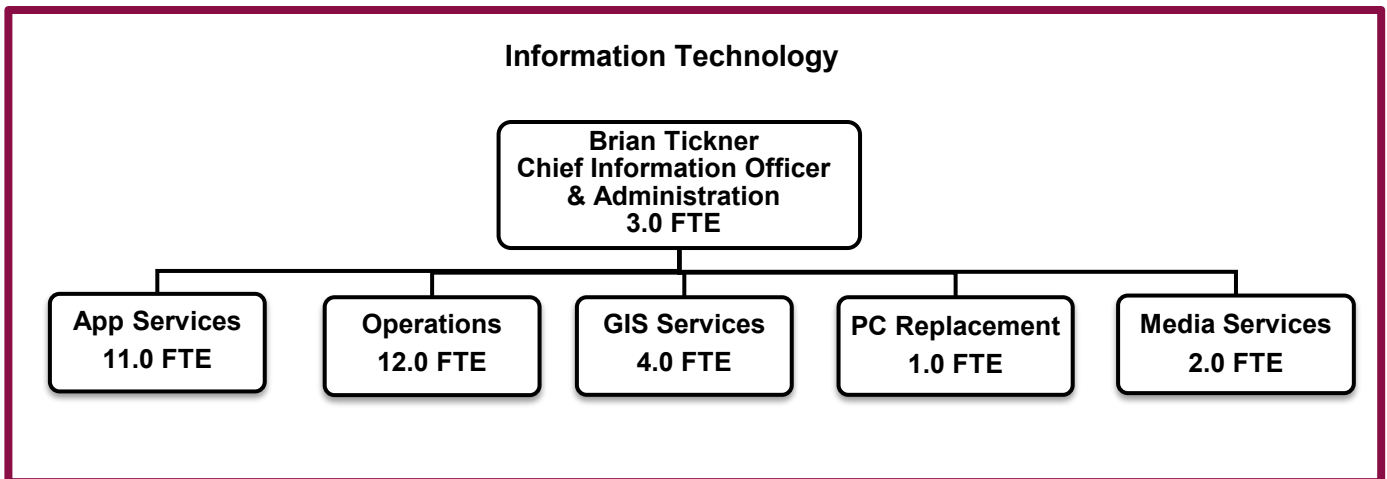
GIS Services - The Geographical Information System (GIS) Services division provides coordination, support, and maintenance of the City's GIS system and GIS services for all departments. The City GIS group also works closely with Sonoma County GIS to support County-wide 911 dispatch. The GIS system is accessible to employees and the public. Additionally, the City provides fee-based GIS web services for five other Sonoma County cities.

Information Technology

PC Replacement – The Citywide PC replacement program is focused on consistent procurement practices, support, and replacement of the City PC, laptop, and tablet inventory. The program uses uniform and efficient processes developed specifically to rapidly procure, configure, deploy, and recycle PCs. Today, nearly 1,400 PCs, laptops and Windows tablets are actively managed within the PC Replacement Program, which replaces approximately 300 devices per year.

Media Services - The Media Services section manages the City’s Public, Educational & Government (PEG) public access television, and broadcasts City Council and other public meetings. Media Services supports the hybrid meeting technology used citywide and works with departments to expand public information dissemination and education through PEG supported programs and resources.

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Digital Services: Partner with internal departments and the community to deploy reliable data-driven technologies that provide efficiencies and innovation of City services **1-7**
- Security: Optimize technology, processes, and services relating to cybersecurity, site security, and resilience against major disasters **3, 4, 7**
- Hybrid Services: Improve and refine tools and processes to support the on-going needs of a digital, hybrid workforce and community including public participation and collaboration **3, 4**
- Support and Maintenance: Support, maintain, update, and enhance existing systems and technologies required for daily citywide operations **2, 3, 4**
- People and Process: Address staffing, policy, and process-related needs within the department **3, 4**
- Governance and Accountability: Improve the IT environment through the maturation of IT governance and accountability **3**

Information Technology

Major Budget Changes

The Information Technology's (IT) FY 2024-25 budget is \$10.8M, an increase of \$110K, or 1%, over the prior year's adopted budget.

Salaries & Benefits increased by \$240K or 4%. Besides merit and standard benefit increases, the most significant change to salaries & benefits is due to the addition of a 1.0 FTE Cyber Security Manager and the deletion of 1.0 FTE Program Analyst.

Services & Supplies decreased (\$144K) or (4.6%). This decrease was mainly a result of Software costs moved out of IT to Water as they are specifically Water programs. There were standard software cost increases that offset the decrease.

In CIP and O&M Projects, the PC and laptop replacement project slightly increased by \$16K, or 1.4%.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 25 Budget
I.T. Administration	\$834,543	\$972,908	\$1,073,033	\$1,434,257
I.T. Media Services	\$225,214	\$276,540	\$261,212	\$264,375
I.T. GIS Services	\$743,684	\$753,847	\$785,964	\$794,813
I.T. Development	\$3,444,255	\$3,299,788	\$4,246,478	\$3,901,146
I.T. Customer Support	\$2,733,978	\$2,874,206	\$2,970,937	\$3,035,671
I.T. PC Replacement Program	\$154,368	\$177,260	\$212,308	\$213,623
CIP and O&M Projects	\$1,128,769	\$1,046,551	\$1,172,829	\$1,188,716
Total	\$9,264,811	\$9,401,100	\$10,722,761	\$10,832,601

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 25 Budget
Salaries	\$3,380,406	\$3,343,151	\$3,722,902	\$3,839,494
Benefits	\$1,921,189	\$2,042,609	\$2,261,282	\$2,384,569
Professional Services	\$2,015,976	\$1,503,483	\$378,210	\$390,310
Vehicle Expenses	\$12,950	\$18,493	\$18,850	\$18,850
Utilities	\$233,778	\$232,318	\$264,733	\$264,733
Operational Supplies	\$57,822	\$564,934	\$2,242,149	\$2,060,579
Information Technology	\$32,589	\$34,671	\$31,996	\$32,545
Debt Service	\$0	\$12,943	\$0	\$0
Liab/Property Insurance	\$64,632	\$95,066	\$112,891	\$138,685
Other Miscellaneous	\$20,324	\$27,944	\$62,184	\$61,084
Indirect Costs	\$358,771	\$376,191	\$454,735	\$453,036
Capital Outlay	\$37,605	\$102,746	\$0	\$0
CIP and O&M Projects	\$1,128,769	\$1,046,551	\$1,172,829	\$1,188,716
Total	\$9,264,811	\$9,401,100	\$10,722,761	\$10,832,601

Information Technology

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 25 Budget
Information Technology	\$8,698,782	\$8,900,892	\$9,967,624	\$10,035,262
Technology Replacement	\$566,029	\$500,208	\$755,137	\$797,339
Total	\$9,264,811	\$9,401,100	\$10,722,761	\$10,832,601

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23	FY 2023 - 24	FY 2024 - 25
Full-Time Equivalent	29.00	30.00	31.00	33.00	33.00

Performance Measures (Annual Number / Usage)

Number of emails <i>received</i> through IT supported e-mail systems	8,992,022
Number of emails <i>sent</i> through IT supported e-mail systems	1,547,057
Number of land line phone calls through IT supported phone system	948,381
Number of IT Helpdesk / service request tickets received	11,364
Number of suspicious emails reported and manually reviewed by IT Operations	1,090
Number of cybersecurity endpoint incidents investigated	196
Number of PC's/Laptops/Windows Tablets managed/supported	1,390
Number of mobile devices managed (iPhones, iPads, etc.)	1,164
Number of servers managed/maintained	280
Number of active user and service accounts managed	2,361
Number of new user accounts set up	464
Number of user accounts deactivated	414
Number of virtual / hybrid Zoom meetings	1,952
Number of virtual / hybrid Zoom meeting participants	10,634
Number of virtual / hybrid Zoom webinars	281
Number of virtual / hybrid Zoom webinar participants	4,518
Number of virtual / hybrid Teams meetings	14,413
Number of Teams phone calls	7,414
Number of Teams electronic communications / chat messages	1,116,088
Number of projects reviewed and approved by IT Advisory Committee	15
Uptime for Internet	>99.9%
Uptime for data center and network	>99.9%
Uptime for VPN / remote connectivity	>99.9%
Uptime for phone system	>99.9%
Uptime for email system	>99.9%

Information Technology

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see FY 2023-24 Council Goals)

- Addressed Over 11,000 Internal IT Service Requests 1-7
- Updated, Replaced, Maintained, and Supported Core Citywide IT Infrastructure 5, 6
 - Replaced Storage Area Network (SAN)
 - Updated Network Switches
 - Updated / Replaced Wireless Access Points
 - Updated / Replaced Firewalls
 - Replaced over 300 aging PC's/Laptops
 - Began citywide rollout of Windows 11
 - Supported 280 servers, nearly 1,400 PC's/Laptops, and over 300 printers
 - Supported over 1,100 mobile devices (iPads, iPhones)
- Continued to Harden Cybersecurity Measures 3, 5, 6
- Installed Phase 1 of Security Cameras at City Hall Campus 3, 6
- Completed Implementation of Trusted System for Digital Records Storage 6
- Migrated 15-Year-Old Internal Collaboration Intranet Portal to Current Technology 5, 6
- Deployed Solar APP+ for Automated Solar Permit Approvals 6, 7
- Completed Software for House Santa Rosa Development Feasibility Portal 1, 2
- Assisted Police & Fire with IT Infrastructure for inRESPONSE office location 3, 5

Looking Ahead

The Information Technology department continues to make progress on the goals and strategies laid out in the 4-year IT Strategic Plan developed in 2022. Key areas of the plan include emphasis on Digital Services; Security (including cybersecurity and physical site security); Hybrid Services; Support and Maintenance; People and Process; and IT Governance and Accountability. IT looks forward to continued partnerships with all City departments in fiscal year 2024-2025 to develop, optimize, enhance, and deploy additional technology-based solutions in support of City Council's goals.

Key upcoming initiatives include expanding online permitting and electronic plan check for development-related projects. Along these lines, the IT department also plans to work closely with several departments to assess, procure, and implement a replacement system for permitting, inspections, and code enforcement activities. This is anticipated to be a complex, large-scale implementation project with dozens of integrations and includes internal staff users as well as community members accessing the public portal.

The continual refinement of cybersecurity practices and on-going citywide cybersecurity training continues to be a high priority in the upcoming year, including the hiring of a dedicated IT Cybersecurity Manager to oversee and manage security-related initiatives. The IT department also plans to complete the deployment of security cameras for the entire downtown City Hall campus. IT staff will also be involved with technology infrastructure deployments on upcoming building construction projects for Fire Station 5 and the Hearn Community Hub.

As with prior years, key emphasis on supporting and maintaining the City's growing technology infrastructure will continue to be required. Upgrades and enhancements to City systems are needed to address deficiencies and add needed features, while hardware and software maintenance is required to maximize technology investments and minimize disruption of IT services. Key maintenance projects this upcoming year include replacement of the City's phone system (the vendor will no longer support

Information Technology

the current system after December 2025), migration to Microsoft Intune for Mobile Device Management, assessment of the City's current virtual server environment, and migration to Microsoft OneDrive for file management.

Work will also be done this year focused on assessing options for efficiencies and advancements using Artificial Intelligence (AI) technology and improving the eDiscovery process. Additional improvements to overall processes and policies will also be important to help maximize retention of staff and provide for a continued high-caliber professional workforce through inclusive leadership and investment in employee development.

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 (TPW), and Recreation & Parks which represents a credit in Non-Departmental.

Non-Program - The Non-Program includes the following types of costs:

- 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 the CalPERS cost of retired employees who are over the IRS payout limit.
- Unspent Appropriations (turnback) are budgeted as a credit to reflect unspent budget amounts that occur each year from staffing vacancies. Actual turnback will be recognized in department budgets rather than in the Non-departmental budget.
- The Non-Program Actual expenditures reflected in prior years include any CalPERS unfunded liability payments made. These amounts are budgeted in the benefits sections of other departments, so corresponding budgeted amounts will not appear in Non-Departmental.

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 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.

Contract Services - Contracted services budgeted in Non-Departmental include an annual payment to the Local Agency Formation Commission (LAFCO), which regulates the boundaries of local cities, and a professional services contract for an annual revenue audit.

Non-Departmental

Major Budget Changes

The Non-Departmental budget includes General Fund appropriations that either span multiple departments or do not belong with any single department. The Non-Departmental budget also includes non-enterprise debt service funds for Pension Obligation Bonds and two capital leases: Fire Station 5 and Courthouse Square.

The FY 2024-25 Non-Departmental budget increased in total by \$1.0M compared to FY 2023-24. The largest drivers of this change relate to increases in the Animal Shelter contract and Citywide General Fund Insurance which combined totaled \$1.8M. These fees are for amounts paid to Sonoma County for animal care & control services as well as for Citywide rates for the General Fund's portion of Liability, Fire and Earthquake insurance. These increases are offset by a decrease of (\$710K) 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 & Parks. General Fund expenditures increased overall mostly due to rising salaries and retirement costs. As a result, the credit for General Fund Administration also grew by 5.0%, or \$700K, which translates as a decrease in the Non-Departmental expenditure budget. Non-Program Salaries remained flat, which accounts for a combination of anticipated retirement payouts, salary increases, hiring changes, and unspent appropriations (turnback).

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Animal Shelter	\$2,739,741	\$2,658,649	\$2,500,000	\$3,346,441
County Admin Fee	\$381,051	\$342,044	\$380,000	\$380,000
Citywide GF Insurance	\$2,440,213	\$3,253,041	\$3,879,153	\$4,871,083
Sonoma Co Transportation Authority	\$113,756	\$119,138	\$120,000	\$130,000
General Fund Admin Cost Plan	-\$13,111,646	-\$14,312,466	-\$15,379,726	-\$16,088,978
Debt Service	\$4,785,802	\$4,782,712	\$4,832,467	\$4,735,516
Contract Services	\$281,006	\$445,468	\$385,000	\$375,000
Non-Program	\$29,021,011	\$33,059,585	-\$1,475,000	-\$1,475,000
Total	\$26,650,934	\$30,348,171	-\$4,758,106	-\$3,725,938

Non-Departmental

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$0	\$0	-\$1,500,000	-\$1,500,000
Benefits	\$0	\$0	\$25,000	\$25,000
Professional Services	\$3,518,304	\$3,568,049	\$3,387,750	\$4,234,191
Debt Service	\$4,783,052	\$4,779,962	\$4,829,717	\$4,732,766
Liab/Property Insurance	\$2,440,213	\$3,253,041	\$3,879,153	\$4,871,083
Other Miscellaneous	\$29,021,011	\$33,059,585	\$0	\$0
GF Admin Cost Plan	-\$13,111,646	-\$14,312,466	-\$15,379,726	-\$16,088,978
Total	\$26,650,934	\$30,348,171	-\$4,758,106	-\$3,725,938

Expenditures by Fund				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	-\$7,155,879	-\$7,494,126	-\$9,590,573	-\$8,461,454
2013 Pension Oblig (Refund)	\$32,705,511	\$36,742,095	\$3,735,590	\$3,731,271
Fire Station Capital Lease	\$367,727	\$367,727	\$367,727	\$275,795
Courthouse Square Capital Lease	\$733,575	\$732,475	\$729,150	\$728,450
Total	\$26,650,934	\$30,348,171	-\$4,758,106	-\$3,725,938

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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 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; provides administrative support to boards and commission meetings and agendas, customer service inquiries, plan referrals, public record requests, and contract management, and budget and personnel support.

Advance Planning – Prepares housing and land use policy consistent with state laws and the City's vision for growth and development; leads the organization's process for planning document preparation and community engagement such as for the City's General Plan, Specific Plans, and Zoning Code ordinances, participates in regional planning efforts and discussions; collects data and prepares reports and maps that are shared across the organization, serves as the City's environmental coordinator for public projects, the City's tribal liaison, Zoning Administrator, and currently provides support to the Waterway Advisory Committee and General Plan Community Advisory Committee.

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 regulations and approves permits for issuance. Responds to Public Records Act requests.

Code Enforcement - Responds to complaints and conducts inspections to ensure City Zoning and Building Codes are implemented on private property to address general health, life, fire, and safety issues, including but not limited to responding to complaints regarding health and safety violations; unsafe buildings; substandard housing; cannabis; short-term rentals; unpermitted construction; vehicle, trash, and debris storage; and animal violations, among others. Provides building inspection services for the Neighborhood Revitalization Program. Responds to Public Records Act requests.

Neighborhood Revitalization Program (NRP) - Collaborates to improve living conditions in focus neighborhoods by responding with solutions that involve all neighborhood stakeholders, primarily building and fire safety inspections.

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; manages the Public Art Program and the City's arts and culture initiatives; provides staff support to the Economic Development Subcommittee, the Downtown Subcommittee, and the Art in Public Places Committee.

Engineering Development Services - Provides engineering services, including entitlement conditioning, public improvement plans, survey maps and legal descriptions, encroachment and grading permits, Water Efficient Landscape Ordinance (WELO) review, and public and private inspections throughout the various development phases of private residential and commercial projects to ensure the

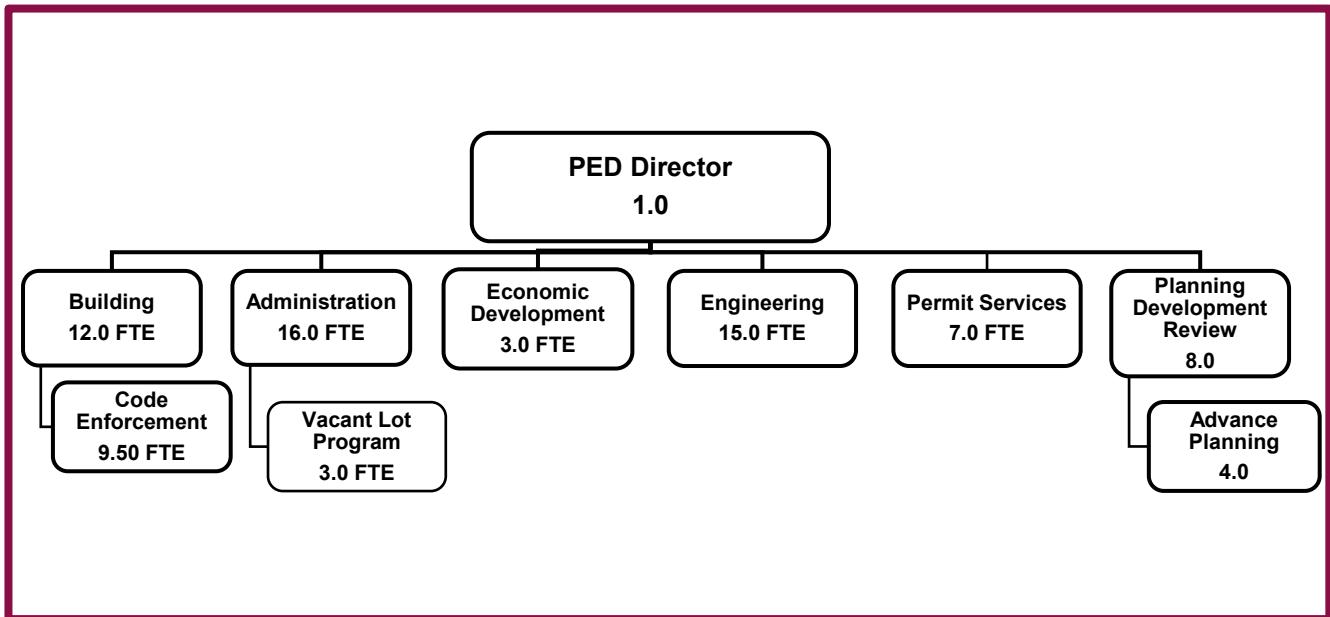
Planning & Economic Development

safety and quality of construction activities within the public right-of-way. Responds to Public Records Act requests.

Permit Services - Manages the Department’s public counter, assists the public with and processes planning, building, and encroachment applications electronically as well as through appointments, coordinates plan review referrals with all referral departments and regulatory agencies on projects; provides information and clarification to the public regarding zoning and building codes, and City processes. Assigns addresses for all new developments, performs fee calculations and assessments, and receives impact/demand fees.

Planning Development Review - Accepts and processes new entitlement applications; provides information to the public and applicants regarding land use and zoning, conducts environmental reviews; facilitates pre-application, applicant, and neighborhood meetings, prepares staff reports and public notifications and provides support to the Planning Commission, Design Review Board and Cultural Heritage Board. Responds to Public Records Act requests.

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Complete and adopt General Plan 2050, including the associated GHG Reduction Strategy, and certify the EIR. 1, 3, 4, 5, 6, 7
- Complete and adopt the Missing Middle Housing project (ordinance and guidelines). 5
- Adopt/codify Resilient City Development Measures and Resilient City Combining District. 1, 3, 5
- Complete State mandated Housing Element implementation identified in the Housing Element for FY 2024-25. 5
- Complete the first year of the South Santa Rosa Specific Plan and EIR project, including the existing conditions report, community outreach to understand the community’s vision, and development of the land use and circulation alternatives, preferred alternative, infrastructure and services plan, and the start of the EIR analysis. 1, 3, 4, 5, 7
- Complete and adopt State housing legislation. 5

Planning & Economic Development

Major Budget Changes

The Planning & Economic Development (PED) budget is \$20.3M, an increase of \$1M, or 5.2%, compared to the FY 2023-24 adopted budget.

Salaries and Benefits increased by \$1.8M, or 14.8%, compared to the FY 2023-24 adopted budget. The increase in Salaries and Benefits is partially due to the addition of 1.0 FTE Admin Analyst, 2.0 FTE Limited Term Sr. Administrative Assistants, funded by PG&E funds, and 1.0 FTE Admin Analyst partially funded by (SRTBIA) Santa Rosa Tourism Business Improvement Advisory special revenue. Additionally, year-over-year changes include 3.0 FTE Limited Term Technicians, 1.0 FTE Code Enforcement Officer, and 0.50 FTE Limited Term Community Outreach Specialist to staff the Graffiti Abatement and Vacant Building and Lot pilot programs. Salary and Benefits reflect an increase for an estimated cost of living adjustments as bargaining units are entering new labor agreements beginning FY 2024-25.

Service and Supplies decreased by (\$66K), or (2.0%). A portion of the decrease is attributed to one-time funding of \$29K expiring for 1.0 FTE Short-Term Rental Senior Administration Analyst. Additionally, \$70K was moved from Professional Services to Salaries-Overtime to offset the cost of standby pay for Code Enforcement Officers. Professional Services was reduced by an additional (\$124K) to offset cost increases in I.T, Equipment and Replacement, and Software totaling \$149K. The remaining difference is attributed to modest changes in services and supplies line items.

The Operations & Maintenance (O&M) Projects decreased by (\$889K). The change is largely attributed to the State Grant Brownfields Funds reserves balance of \$865K being budgeted in FY 2023-24.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$3,808,611	\$4,387,266	\$5,317,785	\$6,311,942
Building Inspection	\$986,384	\$959,836	\$1,017,448	\$1,135,746
Planning Development Review	\$2,139,693	\$2,220,564	\$1,591,115	\$1,554,307
Advance Planning	\$496,437	\$436,338	\$562,357	\$760,867
Economic Development	\$793,106	\$849,961	\$902,996	\$903,882
Permit Services	\$996,407	\$1,117,874	\$1,219,277	\$1,090,086
Engineering	\$3,094,530	\$3,269,354	\$3,548,337	\$3,503,168
Neighborhood Revitalization	\$240,897	\$165,487	\$188,630	\$201,315
Building Plan Review	\$1,715,763	\$2,373,487	\$1,709,658	\$1,698,828
Code Enforcement	\$1,121,365	\$1,260,178	\$1,333,792	\$2,120,805
CIP and O&M Projects	\$2,382,996	\$6,323,762	\$1,917,299	\$1,028,461
Total	\$17,776,189	\$23,364,107	\$19,308,694	\$20,309,407

Planning & Economic Development

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$6,736,739	\$6,927,064	\$7,580,961	\$8,676,141
Benefits	\$3,673,349	\$4,111,239	\$4,355,438	\$5,028,167
Professional Services	\$1,223,932	\$1,877,538	\$1,358,307	\$1,140,699
Vehicle Expenses	\$110,601	\$135,448	\$139,171	\$208,296
Utilities	\$23,853	\$29,924	\$30,000	\$31,000
Operational Supplies	\$43,045	\$84,715	\$82,517	\$95,854
Information Technology	\$1,157,364	\$1,246,357	\$1,365,904	\$1,435,884
Other Miscellaneous	\$286,284	\$375,017	\$380,902	\$378,228
Indirect Costs	\$2,730	\$3,335	\$0	\$0
GF Admin Cost Plan	\$2,135,296	\$2,217,157	\$2,098,195	\$2,286,677
Capital Outlay	\$0	\$32,551	\$0	\$0
CIP and O&M Projects	\$2,382,996	\$6,323,762	\$1,917,299	\$1,028,461
Total	\$17,776,189	\$23,364,107	\$19,308,694	\$20,309,407

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$17,085,721	\$19,024,325	\$17,604,609	\$19,469,107
Art In-lieu Fee	\$131,178	\$530,616	\$235,800	\$237,300
Administrative Hearing Fund	\$133,188	\$23,659	\$103,000	\$103,000
EPA Brownfields Grant	\$0	\$0	\$865,285	\$0
ARPA Federal Stimulus	\$0	\$3,325,958	\$0	\$0
Santa Rosa Tourism BIA	\$425,494	\$458,308	\$500,000	\$500,000
Capital Improvement Fund	\$608	\$1,241	\$0	\$0
Total	\$17,776,189	\$23,364,107	\$19,308,694	\$20,309,407

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	69.00	68.00	74.00	74.00	78.50

Planning & Economic Development

Performance Measures

- Maintain an average queue time on live phone system of 60 seconds, with voicemails being returned within 1 business day. 1, 3, 5
- Pre-Application meetings are held within 2-weeks of request of service. 1, 3, 5
- Planning entitlement applications receive a determination of completeness within 30 days of submittal. 1, 3, 5
- Process 100% of SB35 and SB330 applications within the State mandated timelines provided. 3, 5

- Process 100% of SB9 applications within the State mandated timelines provided. 3, 5
- Innovative and effective public policy documents are delivered within expected timeframes and budget allocations. 1, 3, 5
- Metrics associated with public engagement in current planning and public policy processes are monitored with an emphasis on increasing access and participation from vulnerable communities. 3, 7
- Update 100% of CALGreen documentation, handouts, and checklists to current standards to assist in addressing climate change in the built environment 6
- 100% of Priority 1-Life, Health and Safety Code Enforcement complaints investigated within 24 hours 7
- 90% of Encroachment Permits issued within 4 weeks of submission 1, 4
- Process Public Records Requests consistent with state-mandated guidelines 1, 4, 7
- 90% of public improvement plan checks completed within 6 weeks of submission of first submittal and 3 weeks for subsequent checks, meeting published timelines. 1, 4, 7
- Department website is reviewed quarterly for performance analytics, and improvements and updates are performed in a timely, progressive manner. 1, 3, 7
- 85% of Building Plan Checks completed within 10 weeks of submission on the first check and 5 weeks for subsequent checks. 1, 4, 5
- Special events are supported in an organized and timely manner, and funds are strategically and equitably matched to meet community interests. 1, 2, 7
- Less than 2-week average review time for Encroachment Permits to be issued 1, 4

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

Development Services – as of April 2024

- Completed draft Development Services Strategic Plan
- Significant progress towards housing production:
 - Completed 798 housing units in 2023
 - Issued building permits for 1,708 housing units in 2023; including.
 - 392 affordable units
 - Granted land use approvals for 1,169 housing units, including 80. affordable units
 - Supporting inspections for 2,147 units under construction
 - Supporting 871 units in plan review or pending permit issuance
 - Processed 316 new entitlement applications.
- Significant progress towards RHNA goals:
 - Very Low: 403 complete (of 1,218 – 33%)

Planning & Economic Development

- Low: 467 complete (of 701 – 67%)
- Moderate: 75 complete (of 771 – 10%)
- Above-Moderate: 2,167 complete (of 1,995 – 109%)
- Total: 3,112 complete (of 4,685 – 66%)
- Awarded a \$1.2 million grant from MTC/ABAG to develop the South Santa Rosa Specific Plan 1, 4, 5
- Awarded the Pro-Housing Designation from the State. Out of the 47 jurisdictions in the State that have received Pro-Housing, Santa Rosa is ranked 7th in the total number of points received, ahead of all other Sonoma County jurisdictions with the designation (Healdsburg, Petaluma, Rohnert Park, Windsor, and the County of Sonoma). 1, 4, 5
- Engineering approved 10 sets of public improvement plans.
- Engineering recorded 8 subdivision maps resulting in 109 lots
- Permits & Inspections: 1, 2, 4,5
 - Received 5,288 building permits.
 - Issued 2,669 building permits.
 - Finalized 6,976 building permits
 - Completed 27,657 building division inspections.
 - Processed and issued 1,109 encroachment permits.

Advance Planning

- Adopted an ordinance making comprehensive changes to the Short-Term Rental Ordinance
- Released the draft General Plan 2050 for public review and held workshops, pop-up events, attached existing community meetings, worked with students at Montgomery High School, held Board/Commission/Council study sessions 1, 4, 5, 6
- Accepted the Cannabis Equity Assessment

Code Enforcement

- Open 1,679 code enforcement cases 4,7
- Closed 1,021 code enforcement cases 4,7
- Established Graffiti Abatement Pilot Program 7
- Established Standby procedures for responding to Code Enforcement & Building-related calls after hours
- Adopted ordinance associated with maintenance of vacant lots containing vacant or abandoned structures 7

Economic Development

- Development of a 5-year strategic plan for economic development goals and strategies 1, 3, 7
- Expended approximately \$2M in ARPA funds to local partners and small business owners for the College Savings Accounts program, the Small Business Facade Improvement Program, and the Childcare Support Facility Fund program. 1, 7

Administration/Departmental Support

- Completed and adopted Development Cost of Services Fee update 2, 3
- Department-Wide Records Management Project: 3
 - Developed policy and procedure to fix the data in the tens of thousands of PED records that are currently in Laserfiche.
 - Set up scanning stations to digitize physical records and large maps and plans.
- Developed Accela Finance dashboard to assist with projecting 2, 3

Planning & Economic Development

- development services revenue
- Customer Service Enhancements: 3, 7
 - Returned to live phones system.
 - Received 3,934 calls since Jan 1, 2024, with an average queue time of 36 seconds.
 - Implemented Customer Satisfaction Survey
 - All 5-star reviews during operation period (in operation since February 2024)
 - Website – working the CIRO to update and enhance user experience.

Looking Ahead

The Planning & Economic Development Department (PED) will continue to serve Santa Rosa residents with dynamic responses to fluctuations within the economy, housing markets, and annual permit volumes.

PED will continue to prioritize customer service and focus on improving the various touchpoints within the community. Digital records management will remain a priority, with the goal of increasing the availability to digital public records and reducing response times associated with public records requests.

The Department will implement a Development Services Strategic Business Plan, as well as a new fee schedule established based on the recently adopted Development Cost of Services Study. These efforts will ensure that fees are set at the appropriate cost recovery level and that staff within multiple departments focus on mission alignment across the City's plan review and inspection teams. The Fee Update and Strategic Plan will also establish transparency and accountability for performance protocols and standards for staffing and service delivery.

PED will also complete a Code Enforcement Strategic Plan to assess the City's Code Enforcement practices. The 5-year plan will analyze and incorporate process improvements and develop a strategy to provide more proactive and efficient service to Santa Rosa's residents.

The Planning Division will continue to move the General Plan update and the associated Greenhouse Gas Reduction Strategies through the adoption process with a target completion date in the first quarter of calendar year 2025. The division will continue to implement specific tasks identified within the adopted Housing Element and respond to future California housing legislation.

The Economic Development division will implement its approved 5-year Strategic Plan, fostering sustainable economic growth, community vitality, and ensuring financial resilience. Within this division, the Public Art Program Strategic Plan will be updated to elevate the program and utilize various forms of art to create positive and energetic shifts within neighborhoods.

PED will provide regular updates on its use of the American Rescue Plan Act (ARPA) and PG&E settlement funding to support economic and community vibrancy, including childcare funding and facility programs, small business improvements, child savings accounts and guaranteed basic income programs, as well as initiatives that support downtown economic development, small business support and workforce development. The Department will continue to seek out state and federal grants that help staff to prioritize affordable and market-rate housing development, strategic and streamlined planning efforts and development or industry support initiatives.

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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 safeguarding lives and property, preserving constitutional rights, and maintaining the quality of life to promote a safe and secure community for Santa Rosa. The department handles a wide range of calls for service and provides numerous community support and outreach programs to promote police/community partnerships.

The three major divisions that carry out these core functions are Field Services, Special Services, and Technical Services, and they are all supported by Administration.

Field Services – The most visible component of the department are the patrol teams, whose primary function is to provide a rapid response to emergency and non-emergency calls for service 365 days a year, 24 hours a day. Field Services also include traffic safety and enforcement and is comprised of Motorcycle Officers and Accident Investigators, Field and Evidence Technicians, Community Service Officers, the SWAT team, Hostage Negotiation Team, Mobile Field Force, Canine Team, and the Downtown Enforcement Team.

Special Services – Includes the Special Enforcement Team and five detective teams: Domestic Violence and Sexual Assault, Narcotics, Property Crimes, Gangs Crime Team and Violent Crimes. These units investigate homicides, robbery, sexual offenses, aggravated assault, narcotics, child abuse, domestic violence, gang crimes, embezzlements, elder abuse, and vehicle theft. The Forensic Team supports these units and is responsible for higher-level processing and analysis of evidence related to investigations.

The Professional Standards Team has a dedicated Lieutenant and Sergeant who track and investigate all community complaints and reports of staff misconduct. The Professional Standards Team works closely with the Independent Police Auditor to ensure that all complaints are thoroughly investigated and that mandated reports and information are released to our community in a timely manner.

The Support Bureau is a critical part of the special services division responsible for Recruitment and Hiring, Training and Employee Wellness; and the Volunteers in Police Services (VIPS) program. The Police Department requires continuous hiring and recruitment that necessitate dedicated staff. There is also mandatory training for staff, requiring a team to coordinate and track to ensure compliance.

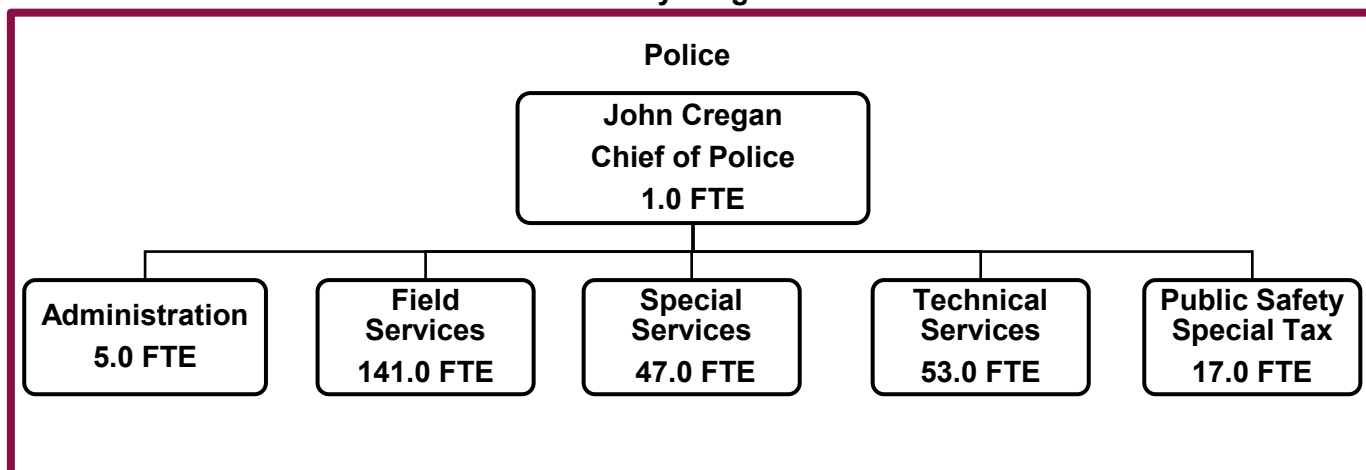
Technical Services – Provides critical services for the community and the entire department, including the 911 Communications Center, Records Division, Property and Evidence, Crime Analysis, and Information Technology.

Administration – Manages the preparation and monitoring of the budget and oversees all contracts, purchases, grants, Human Resources, department equipment, facilities, and administrative support staff.

Public Safety and Prevention Tax (formerly known as Measure O) – A crucial part of the Police Department's overall operations. This funding allows the department to enhance services to the community with an additional 19 positions, including 1 Lieutenant, 2 Sergeants, 9 Officers, 2 Field and Evidence Technicians, 1 Community Service Officer, 1 Communications Supervisor, 1 Police Technician and 2 Community Outreach Student Interns.

Police

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Violence Reduction, Traffic Safety and Public Innovation: Reduce violent crimes and traffic fatalities by utilizing data, innovative techniques, and strategic resource deployment. 7
- Quality of Life Crimes/Mental Health Resources: Reduce impacts of service resistant homeless individuals through proactive enforcement and coordinated care. Continue to expand mental health resources to aid those in need. 5
- Recruitment, Hiring and Retention: Hire qualified and diverse staff who represent the community we serve and fill all open staff positions in the organization. 3
- Employee Wellness and Support: Create meaningful support structures to mitigate the impacts of stress and trauma on all members of our organization. 3
- Employee Safety, Training, and Emergency Preparedness: Provide safety equipment and enhanced training opportunities to ensure that all staff members are prepared to address any disaster, emergency, or dangerous situation that may occur in our city. 3, 7
- Community Engagement and Education of our Efforts: Work to engage our community and help our community members understand the incredible work being done by all members of our organization. 7
- Build Trust and Legitimacy with our Community and within our Department: Build long-lasting relationships and trust within the community we serve and protect through fair, equitable, and impartial policing. Also focus to build stronger connects and comradery between the employees within our own organization. 7

Major Budget Changes

The Police Department's budget is comprised of two primary funding sources, the General Fund and the Public Safety and Prevention Tax (formerly known as Measure O) Fund. The total FY 2024-25 budget is \$85.2M, an increase of 5.3% over the prior year's adopted budget.

The department is funded largely by the General Fund, which in FY 2024-25 totals \$79.7M, an increase of \$6.8M or 9.3%. The General Fund makes up 93% of the Police Department budget. All bargaining units entered new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits for \$3.1M. The remaining \$3.5M increase in Salary and Benefits occurred due to merit and benefit increases as well as an increase in overtime costs.

Services and Supplies increased by \$383K. This increase is due to the increase in vehicle expenses, both vehicle maintenance as well as vehicle replacement continues to have significant increases. The admin cost also increased \$591K or 12%.

Meanwhile, the Public Safety and Prevention Tax decreased by (\$2.4M) to a total budget of \$4.8M in FY 2024-25, while revenues are budgeted to be \$5.1M. The main reason for this overall decrease is last fiscal year the department purchased a Roseland substation for \$2.6M using fund balance. Salary and Benefits increased \$127K or 3%. This increase is mainly due to benefit increases. Services and Supplies decreased by (\$21K) or (21.6%) as the Professional Services from the for expenses related to the purchase are no longer necessary.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 23 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$10,006,082	\$11,321,406	\$10,682,090	\$14,733,246
Field Services	\$37,734,404	\$37,333,930	\$40,239,101	\$41,108,630
Investigative Services	\$9,628,245	\$10,641,059	\$11,016,603	\$13,070,112
Technical Services	\$9,078,798	\$8,820,735	\$9,674,111	\$9,960,053
Support Bureau	\$995,271	\$1,042,746	\$1,042,260	\$1,122,127
Public Safety and Prevention - Police	\$3,655,937	\$3,959,158	\$7,330,550	\$4,835,432
CIP and O&M Projects	\$699,631	\$3,243,875	\$974,700	\$392,500
Total	\$71,798,368	\$76,362,909	\$80,959,415	\$85,222,100

Expenditures by Category				
	2021 - 2022 Actual	2021 - 2022 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$34,880,146	\$33,853,828	\$36,753,284	\$40,167,514
Benefits	\$23,773,568	\$25,650,420	\$27,864,991	\$31,014,817
Professional Services	\$2,145,710	\$2,445,558	\$2,200,550	\$1,934,100
Vehicle Expenses	\$2,332,327	\$2,779,047	\$2,600,059	\$2,991,843
Utilities	\$156,638	\$171,935	\$138,285	\$144,285
Operational Supplies	\$964,203	\$574,151	\$1,279,115	\$1,399,215
Information Technology	\$864,261	\$868,386	\$928,918	\$1,015,248
Debt Service	\$17,861	\$18,575	\$0	\$0
Liab/Property Insurance	\$43,537	\$56,769	\$59,209	\$72,592
Other Miscellaneous	\$1,624,880	\$1,670,700	\$539,365	\$547,473
Indirect Costs	\$112,486	\$121,620	\$120,325	\$119,592
GF Admin Cost Plan	\$3,926,827	\$4,275,619	\$4,831,614	\$5,422,921
Capital Outlay	\$256,293	\$632,426	\$2,669,000	\$0
CIP and O&M Projects	\$699,631	\$3,243,875	\$974,700	\$392,500
Total	\$71,798,368	\$76,362,909	\$80,959,415	\$85,222,100

Police

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2021 - 2022 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$67,566,494	\$69,747,494	\$72,913,865	\$79,673,668
Public Safety and Prevention - Police	\$3,655,937	\$3,959,158	\$7,330,550	\$4,835,432
Federal Narcotics Asset Forfeiture	\$22,560	\$40,795	\$50,000	\$50,000
Supplemental Law Enforcement	\$209,354	\$367,566	\$515,000	\$515,000
State Narcotics Asset Forfeiture	\$232,164	\$877,444	\$150,000	\$148,000
ARPA Federal Stimulus	\$1,960	\$623,146	\$0	\$0
Capital Improvement Fund	\$109,899	\$747,306	\$0	\$0
Total	\$71,798,368	\$76,362,909	\$80,959,415	\$85,222,100

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2022-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	260.00	256.00	259.00	264.00	264.00

Performance Measures

- **17% Decrease in homicides**
12 homicides in 2022
10 homicides in 2023
- **14% Decrease in “shooting” calls for service**
420 “shooting” calls for service received in 2022
361 “shooting” calls for service received in 2023
- **2% Increase in Gun Seizures**
251 Guns seized in 2022
255 Guns seized in 2023
- **75% Decrease in Fatal Vehicle Collisions**
8 Fatal Collisions in 2022
2 Fatal Collisions in 2023
- **89% Decrease in Sideshow Activity**
107 days in 2021
21 days in 2022
1 day in 2023
- **139% Increase in Traffic Citations Issued**
3,444 citations in 2022
8,228 citations in 2023
- **60% Increase in Traffic Stops**
13,955 traffic stops in 2022
22,292 traffic stops in 2023

Prior FY 2023-24 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Installed license plate reader (ALPR) cameras with funding from the BSCC Retail Theft grant and SONCATT funding. 1, 7
- Expanded Downtown Enforcement Team to 8 officers providing 7-day a week coverage. 1, 7
- Added 2 new Field and Evidence Technician positions. 7
- Added a 6th Motorcycle officer to handle traffic complaints and issues throughout the City. 7
- Reduced response time to under 7 minutes for priority one calls. 7
- Purchased the Roseland Library for future police substation with public counter and meeting space. Leasing a temporary substation in Roseland area. 2, 5, 7
- Obtained \$1,241,193 in grant funding in 2023. 2, 7
- Received \$898,000 in Federal Earmark funding for the Real Time Crime Center. 2, 7
- Dedicated staff to past missing person cases and launched a social media campaign 7
- Reinstated the Gang Crimes Team. 7
- Installed new security fence and gate at the Public Safety Building. 3, 4
- Launched a “Know Your Limit” campaign. 7
- Added a 5th Property Crimes Detective to deal with property related crimes 1, 7
- Held more than 60 community engagement events 3, 7
- Provided over 25,000 hours of training to department staff 3
- inRESPONSE Team:
 - 4,759 calls handled.
 - 3,568 calls diverted from law enforcement. 5, 7
 - 4,418 system navigation services provided.
 - Leasing team building and creating a public facing lobby.

Looking Ahead

As we look forward, the priority for the Santa Rosa Police Department is traffic safety, reduction in violent crimes and partnering with the community.

We will focus on training and mentoring our amazing team of sworn and civilian staff, providing a foundation of wellness and support for the team and community. We continue to look for ways to use innovative technology and strategies to aid in a more data-driven policing model, allowing staff allocation to areas where the most need is and providing for a more thoughtful deployment of our limited resources. We will continue to grow our involvement with the community by attending and hosting numerous community events and have an even more significant presence in our community policing efforts.

The inRESPONSE program has been an enormous success. It is helping the department to reduce the impacts of service-resistant homeless individuals through coordinated care. We will continue working with our community partners to make this program a continued success.

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Recreation & Parks

Mission

Santa Rosa Recreation and Parks provides recreational experiences, fosters human development, increases cultural unity, protects environmental resources, facilitates community problem solving, strengthens safety and security, promotes health and wellness, strengthens community image and sense of place, and supports economic development.

Recreation & Parks Division Description

General Administration - The Administration Division provides central management and administration for the Recreation and Parks Department that includes management of finances, budget, personnel, and information technology, along with oversight of 350 annual temporary employees totaling 132,000 service hours, management of the Recreation enterprise software, asset management, and the CIP Program.

Recreation - The Recreation Division provides a variety of programs, activities, classes, events and experiences for the community. The Recreation division is broken up into five sections.

Community Centers - The Community Centers Section operates, prepares and rents the City's community centers (Finley, Steele Lane and Person Senior Wing), historic buildings (Church of One Tree and De Turk Round Barn), clubhouses (Franklin and Doyle) and three commercial kitchens. This section provides a variety of "tots" programs including Kindergym, Tiny Tots and Art 2 Play 2 as well as leisure instruction classes offered at the centers for all ages.

Aquatics - The Aquatics Section 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 and water polo 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.

Citywide Park Administration - The Citywide Park Administration Section provides a variety of youth sports opportunities including City run t-ball and soccer leagues as well as a variety of classes, leagues and camps offered through contract instructors. This section also runs the largest adult softball program between San Francisco and Eureka with approximately 4,000 players each year. The Park Permit Desk is a part of this section, and issues permits for picnic reservations, special events and sports field/courts usage. The Citywide Park Administration section also provides administrative support to our Department volunteer program and the Santa Rosa Rural Cemetery Preservation Committee.

Enrichment Programs - The Enrichment Programs Section includes the operation of the City's largest park, Howarth Park, with seasonal attractions (train, carousel, boat house, petting barn), food and beverage concessions and community events (Kids to Parks Day, Movies in the Park, Halloween at Howarth). This section also offers the city's award-winning day camp programs (Camp Wa-Tam, Yu-Chi, Doyle Adventure, Camp Wa-Tots, Kamp Kennedy and Camp Kaos) as well as our Work Experience program. A variety of programs, classes and events for our senior population are also coordinated through this section primarily taking place at the Person Senior Wing located at the Finley complex.

Neighborhood Services - The Neighborhood Services Section provides youth development and recreational programming for underserved, low-income youth and families. Services are funded by both the General Fund and Public Safety and Prevention Special Tax (PSAP; formerly known as Measure O). Staff provide beneficial programs, services, and sites where young people can enjoy recreational, educational, and social activities without fear of gangs, drugs, or other negative influences. Programs include academic after-school enrichment activities, school break camps, family events, field trips, and a variety of sports and other extra-curricular activities.

Recreation & Parks

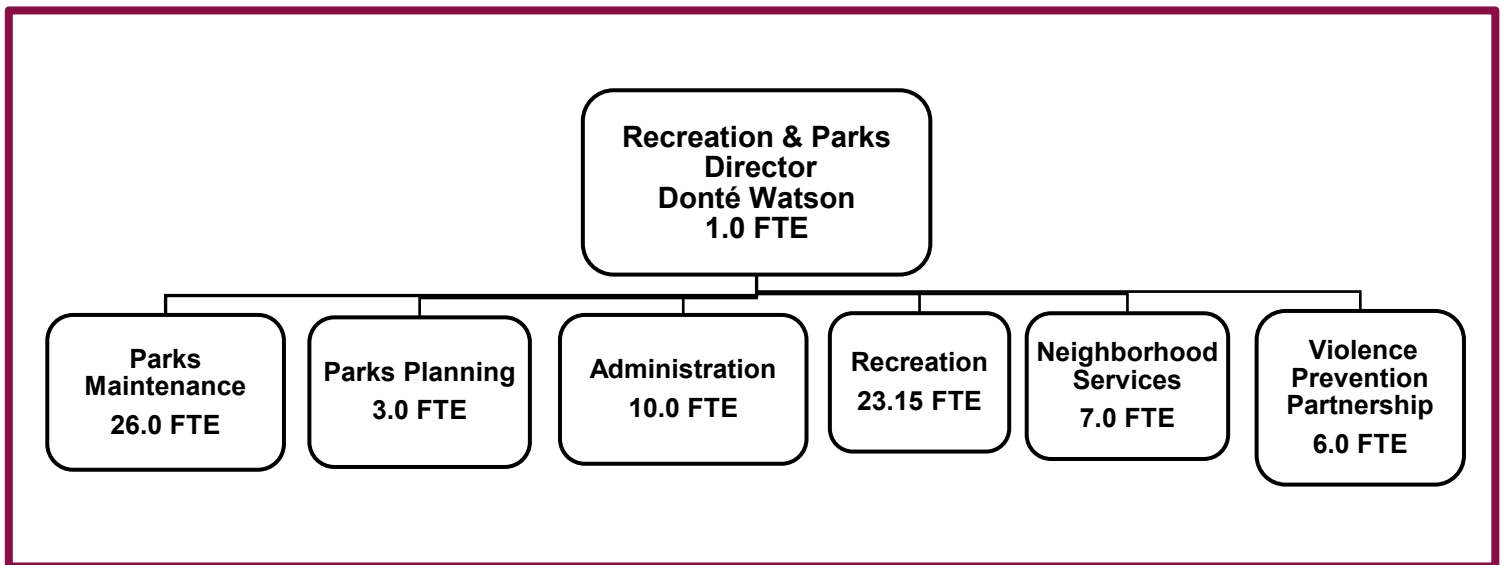
The Violence Prevention Partnership – (The Partnership) is a collective impact initiative aimed at creating healthy neighborhoods where all youth are empowered to reach their full potential and all community members thrive. This is achieved by aligning resources, and mobilizing and engaging youth, parents, schools, community-based organizations, the faith community, businesses, government, and local law enforcement and criminal justice agencies to address issues of youth and gang violence in Santa Rosa. The Partnership currently facilitates the CHOICE Grant Program and the Guiding People Successfully referral program and provides outreach and education opportunities to youth and families in collaboration with over 50+ organizations.

Park & Landscape Maintenance – The Park & Landscape Maintenance Division maintains 1,036 acres of park land and park amenities in neighborhood, community, and regional parks; maintains 15 acres of specialized parks, at Luther Burbank Home & Gardens and Santa Rosa Rural Cemetery; and 65 acres of landscaped roadway medians. Staff also provide land stewardship for 195 acres of open space, ten special landscaping districts, and landscapes around a variety of City buildings.

Parks Planning – The Parks Planning Division manages the Parks CIP program for park, recreation and historic facility planning, acquisition, design, and development; initiates park enhancements and projects; oversees the preparation and administration of project-related grants; and created the reviews and planning policies.

Bennett Valley Golf Course – Bennett Valley Golf Course Enterprise 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 a third-party contract. The City is responsible for certain direct/indirect expenses, capital improvements, and debt obligations.

FTE by Program



Recreation & Parks

Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Explore opportunities through grants, collaborations, and increased revenues to increase sustainability of programs and services provided through the Recreation and Parks Department. 1
- Create strategies to connect with underrepresented groups to increase participation in programs, services, and facilities. 7
- Evaluate current programming and explore potential community collaborations to continue increasing the availability of high-quality youth programs during out-of-school time. 1, 7
- Maximize grants and other outside services for park planning 4, 7
- Invest in and maintain city owned parks and landscaping 4, 7
- Establish comprehensive street outreach and crisis response services within Santa Rosa to engage gang impacted and gang involved youth and young adults in case management services and provide them with needed support such as tattoo removal, workforce development and job training opportunities, life skills, and pro-social activities. 7

Major Budget Changes

The General Fund portion of the budget increased by \$821K, when compared against the FY 2023-24 adopted budget. All bargaining units entering new labor agreements beginning FY 2024-25. An increase for an estimated cost of living adjustment has impacted both salaries and benefits in the amount of \$477K. A significant portion of salaries decreased due to FTEs charging their time to other projects, so salaries and benefits increased a total of \$207K overall in comparison to FY 2023-24 adopted budget. Services and Supplies increased by \$514K. The increase can be attributed to the park-related service contracts largely within landscape maintenance. The O&M projects in the General Fund remained flat. The FY 2024-25 project budget of \$315K is comprised of two projects: \$190K for the Community Helping Our Indispensable Children Excel (CHOICE) grant, and \$125K for the Sonoma County Probation Grant.

The Capital Improvement Fund budget decreased (\$2.2M) for a total budget of \$6.4M. Measure M funds were previously budgeted in the CIP fund, but the restructure of the revenue has changed how funds are expended.

The Bennett Valley Golf Course increased by \$138K over prior fiscal year. This is mostly due to Golf Cart Lease payment; this amount is offset by the collection of revenue of cart rentals.

In FY 2024-25, the Public Safety and Prevention Tax (formerly known as Measure O) fund budget decreased by (\$45K), or (1.7%) to a total budget of \$2.5M. Salaries and Benefits decreased by (\$13K) mostly due to small salary offset from the deletion of 1.0 FTE Administrative Analyst, 1.0 FTE addition of Research & Program Coordinator as well as the deletion of a 1.0 FTE Senior Administrative Assistant and the addition of a 1.0 FTE Administrative.

Recreation & Parks

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$2,938,228	\$2,799,985	\$2,931,341	\$4,063,569
Fee-Based Recreation	\$1,036,595	\$1,269,780	\$1,492,856	\$1,705,954
Aquatics	\$1,872,449	\$1,930,878	\$2,042,511	\$2,048,776
Neighborhood Services	\$2,796,681	\$2,732,763	\$3,487,680	\$3,209,047
Community Centers	\$1,858,039	\$1,969,136	\$1,939,476	\$1,781,627
Gang Prevention / Intervention	\$0	\$0	\$0	\$314,858
Regional Parks & Permits	\$0	\$620,387	\$1,045,987	\$1,088,880
Regional Parks	\$0	\$249,287	\$312,039	\$132,418
Parks & Landscape Maintenance	\$0	\$2,270,394	\$7,529,828	\$7,036,880
Bennett Valley Golf Course	\$0	\$977,870	\$669,988	\$805,610
CIP and O&M Projects	\$243,677	\$3,376,088	\$11,628,239	\$8,778,675
Total	\$10,745,669	\$18,196,568	\$33,079,945	\$30,966,294

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$4,485,571	\$5,521,950	\$8,346,451	\$8,658,866
Benefits	\$1,780,280	\$2,425,370	\$3,899,288	\$3,609,919
Professional Services	\$1,621,610	\$2,842,712	\$3,346,863	\$3,640,502
Vehicle Expenses	\$61,884	\$372,589	\$726,469	\$773,208
Utilities	\$12,875	\$202,553	\$1,292,604	\$1,351,457
Operational Supplies	\$400,324	\$741,599	\$920,936	\$1,011,683
Information Technology	\$464,212	\$503,619	\$647,777	\$642,542
Debt Service	\$0	\$454,033	\$455,889	\$452,705
Liab/Property Insurance	\$14,208	\$28,318	\$30,782	\$38,852
Other Miscellaneous	\$73,289	\$134,550	\$189,221	\$344,728
Subrecipient Funding	\$0	\$0	\$50,000	\$0
Indirect Costs	\$56,499	\$79,216	\$86,454	\$103,747
GF Admin Cost Plan	\$1,516,552	\$1,503,491	\$1,458,972	\$1,559,410
Capital Outlay	\$14,688	\$10,480	\$0	\$0
CIP and O&M Projects	\$243,677	\$3,376,088	\$11,628,239	\$8,778,675
Total	\$10,745,669	\$18,196,568	\$33,079,945	\$30,966,294

Recreation & Parks

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$8,347,956	\$11,507,857	\$17,956,694	\$18,778,367
Public Safety and Prevention - VPP	\$2,347,365	\$2,105,924	\$2,581,463	\$2,536,850
State Grants Fund	\$37,912	\$0	\$0	\$0
Change For Kids Fund	\$3,149	\$123,059	\$246,522	\$249,374
Measure M - Parks 2019	\$0	\$176,152	\$167,980	\$0
Capital-Measure M Parks	\$0	\$0	\$1,300,000	\$1,031,369
Maintenance-Measure M Parks	\$0	\$0	\$1,040,000	\$825,096
Recreation-Measure M Parks	\$0	\$0	\$260,000	\$206,274
Capital Improvement Fund	\$0	\$3,175,229	\$8,613,239	\$6,400,936
St. Francis Knolls	\$0	\$384	\$2,667	\$2,161
Stony Ranch	\$0	\$286	\$8,664	\$8,289
The Orchard at Oakmont	\$0	\$69,206	\$59,471	\$58,435
Sandra's Place Tax District	\$0	\$73	\$5,569	\$5,337
Woodbridge Tax District	\$0	\$3,925	\$13,758	\$13,309
North Village I Special Tax Di	\$0	\$3,492	\$11,688	\$11,223
Kawana Springs 6 Special Tax D	\$0	\$0	\$8,594	\$7,533
Gardens STD 2006-1 Zone 10	\$0	\$73	\$24,398	\$16,881
Bennett Valley Golf Course Ops	\$0	\$590,261	\$272,075	\$410,879
Taxable Golf Bond Debt Serv	\$0	\$133,072	\$130,747	\$130,987
Tax-exempt Golf Bond DS Railroad	\$0	\$262,986	\$267,166	\$263,744
Square Maintenance Fund	\$0	\$3,425	\$9,250	\$9,250
Expendable Fund-No Int Alloc	\$9,287	\$41,164	\$100,000	\$0
Total	\$10,745,669	\$18,196,568	\$33,079,945	\$30,966,294

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	42.00	42.00	44.00	74.00	76.15

Performance Measures

Indicators	FY 21-22	FY 22-23	FY 23-24 Estimate
Total revenue generated	\$2.77 mil	\$3.33 mil	\$3.4 mil
Number of activity registrations	65,000	71,536	68,000
Number of people attending permitted park events	81,739	91,183	94,000
Number of scholarships awarded	128	149	140
Number of CHOICE Grants awarded	11	8	8
Amount of CHOICE Grants awarded	\$840,000	\$750,000	\$750,000
Number of Guiding People Successfully referrals	60	139	150
Number of volunteers	155	360	1,200
Number of volunteer hours	NA	NA	10,000
Amount of park and landscape maintenance expense per capita	\$31	\$32	\$33

Recreation & Parks

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Utilized Measure M “Parks for All” sales tax to establish Camp Wa-Tots. This program addresses a community need by expanding traditional day camp opportunities to younger children ages 4-5. All 6 weeks of camp are full (180 total participants). **4, 6**
- Entered a new agreement with Santa Rosa City School District to provide summer programs on school campuses through the Neighborhood Services Section. This agreement leverages our PSAP sales tax dollars increasing the sustainability of programs and increasing the number of youths served during the summer. **3, 6**
- The Junior Giants Baseball program resumed in Santa Rosa for the first time since 2019. Served 300 youth and engaged 80 volunteers in the 2023 summer season. **3, 6**
- Despite the closure of the Finley Pool, by transferring programs and increasing hours of operations at Ridgway, staff were able to maintain over 99% of aquatic programs participation. **6**
- Achieved a 52% increase in participation for senior programs and events. **6**
- Doubled the number of STEM programs offered through Neighborhood Services after school programs and camps. **4, 6**
- For the third year in a row, department revenue is anticipated to increase from the previous year and exceed the department’s revenue goal. **6**
- Replaced the flooring at Finley Community Center. **6**
- Revised the CHOICE Grant Program to align Cycle XII (set to begin January 1, 2025) with the current strategic plan. **3**
- Held 7 community education events on gangs and community violence including 5 wellness popups providing participants with access to programs, services and resources provided by community partners. **3**
- Implemented de-escalation and case management services and One Circle Empowerment Groups on school campuses as part of Year 1 implementation of a safe campus intervention program. **3**
- Volunteer project completed renovating the “Old West Town” playground in Howarth Park. **6**
- The Picnic Reservation website was updated resulting in double the number of reservations booked online. **6**
- Development of a city-wide Integrated Pest Management Policy in advance of rebid for Parks Landscape Contract. **5**
- Added one-time funds to the current landscape contract bringing roadway landscape and civic site landscaping under one contract. **5, 6**
- Implemented 7-days per week park Maintenance schedule to increase customer service on weekends. **5**
- Planted 100 trees, gained well over 240 on-going volunteers and 700 one-time volunteers contributing to 10,000 volunteer hours. **3, 5, 7**
- Parks Condition Assessment and Prioritization Report Phase 2 complete. **5**
- Board of Community Services updated Bylaws and Ordinance **6**
- Finley Aquatic Center construction implemented **5**
- Luther Burbank Home and Gardens new roof construction implemented **5**
- Grant application for Lower Colgan Creek Neighborhood Park submittal **5, 6**
- Received revised grant funding in the amount of \$7,407,551 for Martin Luther King Jr. Park improvements. **5, 6**

Looking Ahead

Parks Planning:

- Implement community engagement towards a significant update to the Parks Naming Policy
- South Davis Neighborhood Park, Dutch Flohr Neighborhood Park, Galvin and Howarth Parks tennis and pickleball courts, Bennett Valley Golf Course irrigation supply project all under construction
- Major community outreach, planning and design for Fremont Neighborhood Park, Kawana Springs Community Park, Martin Luther King Junior Park, Southeast Greenway Park, Doyle Baseball Field, Lower Colgan Creek Neighborhood Park, Rincon Valley Community Park, and Jacobs Neighborhood Park
- Update the Parks Planning web site for user friendly information.

Parks Maintenance:

- Implement a new Parks Maintenance Landscape Contract
- Create a reporting procedure and web site update for tracking use of pesticides in the landscape.
- Create Phase 1 of Park Maintenance Matrix to track and document actual park maintenance compared to expected maintenance standards from the Recreation and Parks Business and Strategic Plan maintenance level of service - Phase 1 will include all neighborhood parks.
- Utilize approximately 17 park maintenance aides temporary employees funded through Measure M Parks for All to supplement gaps in maintenance.

Recreation & Violence Prevention Partnership:

- We continue to endeavor to expand opportunities with equity in mind, including partnerships with Schools, Burbank Housing and with others to continue providing more children with recreation alternatives outside of school hours.
- Long-term strategic planning and programming for youth services can now update with the renewal of the Public Safety & Prevention Tax (formerly known as Measure O) and the reintegration of the Violence Prevention.

The Recreation and Parks Department will be working on developing an updated business plan prioritizing upcoming objectives, defining performance measures, identifying assets, partnerships and funding sources and incorporating a strategic plan to meet department objectives.

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Santa Rosa Water

Mission

Provide essential water services and invest in a sustainable future for our community:
Our future in every drop!

Department Description

Santa Rosa Water (SRW) is a resilient organization built on leadership, service, stewardship, and innovative planning. We provide reliable and essential water services and are continually investing in a sustainable water future for our community. The core values of Santa Rosa Water are excellence, integrity, teamwork, transparency, innovation, inclusiveness and service.

Santa Rosa Water delivers nearly 6 billion gallons of high-quality drinking water to 54,000 customer accounts, serving more than 175,000 residents, collects wastewater from 49,000 customer accounts, and operates a regional water reuse system that includes the Laguna Treatment Plant and the Geysers Recharge Pipeline. The Regional Water Reuse System beneficially reuses over 6 billion gallons of recycled water and 32 thousand tons of biosolids annually. The recycled water is reused for agricultural and urban irrigation, and the production of clean and renewable energy for the North Bay and the biosolids are reused as a soil amendment. The Storm Water and Creeks team is tasked with safeguarding our waterways and protecting the urban watershed with over 100 miles of creeks.

There are 5 separate enterprise funds that finance each of these operations.

Administration - Supports the entire department by providing leadership, finance, human resources, safety and training, asset management, technology, energy management, water engineering services, and administrative support across all programs and also manages the Water Billing division which bills and collects ratepayer revenue and provides support to over 53,000 customer accounts.

Engineering Resources - Provides long term planning, asset management, development of SRW's capital improvement program, information technology support, and private development review services.

Purchase of Water - Tracks the funds allocated to purchase wholesale water from Sonoma County Water Agency (Sonoma Water).

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.

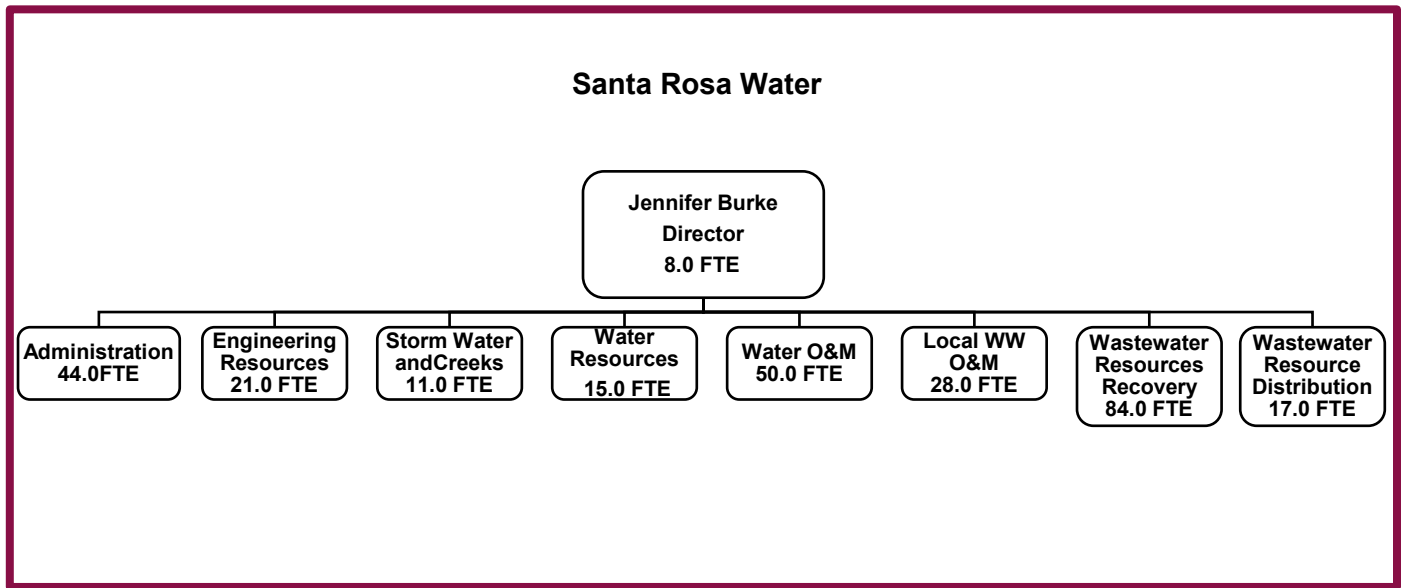
Water Resources – Ensures water quality meets and exceeds all regulatory requirements, develops and implements cost-effective water use efficiency programs for SRW's customers, and plans for long-term water supply and wastewater capacity to meet the needs of the City's currently adopted General Plan.

Water and Wastewater Operations and Maintenance - 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 2024-25

Numbers at the right show relation to City Council Goals; see Council Goals Section)

- | | |
|-----------------------------------------------------|---------|
| • Financial Stability | 3, 4, 5 |
| • Investing in our Employees | 6 |
| • Improve Infrastructure Resilience and Reliability | 5, 7 |
| • Climate Change Adaptability | 5, 7 |
| • Regulatory Compliance | 3, 4 |

Major Budget Changes

The FY 2024-25 Water budget is \$175M; a (\$7.1M), or (3.9%) decrease from the prior fiscal year's adopted budget. A \$1.7M increase in Salaries and Benefits primarily due to an estimated cost of living adjustment. All bargaining units are entering new labor agreements beginning FY 2024-25. 3.0 vacant positions were deleted: 1.0 Skilled Maintenance Worker, 1.0 Department Application Specialist, and 1.0 Department Technology Coordinator. The positions deleted were replaced with the following 3.0 positions: 1.0 Water Reuse Operations Supervisor, 1.0 Trucked Waste Coordinator, and 1.0 Technology Application Specialist. These position changes resulted in an increased 2024-25 budget of \$39K.

The Water department's services and supplies saw a \$5.8M, or 7.2%, increase compared to the prior fiscal year. Purchase of Water increased in FY 2024-25 by \$1.9M, or 10.6%, mostly due to a 9.88% proposed wholesale water rate increase. There was a \$1.3M increase in electricity costs, due to rising electricity costs. Professional Services increased \$956K, or 15.7%, mostly due to a biosolids contract contingency. The Chemicals budget also increased by \$186K, primarily due to significant cost increases for chemicals needed for the Laguna Treatment Plant. There was also an increase of \$212K, or 26.6%, and \$339K, or 31.6%, in Liability Insurance and Property Insurance, respectively.

Santa Rosa Water

The General Fund portion of the Water department's budget is for the Storm Water division. Most of Storm Water is funded through enterprise funds, however, a small portion of Storm Water's operations, funded by the General Fund, is slightly decreasing by (\$5K), or (0.7%). The majority of this increase is due to an increase in charge-outs to the Storm Water Enterprise funds.

There was also a (\$15.2M), or (35%), decrease in CIP and O&M projects, compared to the prior fiscal year, to preserve fund balance.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Administration	\$7,865,232	\$9,305,202	\$9,663,170	\$10,272,482
Purchase of Water	\$15,437,921	\$15,255,648	\$17,833,000	\$19,724,320
Storm Water and Creeks	\$2,139,332	\$2,529,425	\$2,835,376	\$3,289,291
Water Resources	\$1,172,372	\$1,234,976	\$1,253,398	\$1,367,561
Water O&M	\$17,376,493	\$18,526,340	\$21,637,649	\$22,394,780
Local Wastewater O&M	\$11,818,549	\$12,069,962	\$13,871,941	\$13,920,227
Wastewater Resource Recovery	\$24,959,785	\$28,910,815	\$31,726,010	\$34,884,041
Wastewater Resource Distribution	\$7,296,000	\$6,738,132	\$8,630,181	\$9,686,419
Debt Service	\$26,806,421	\$29,970,736	\$27,668,524	\$27,668,953
Engineering Resources	\$3,522,035	\$3,334,254	\$3,610,531	\$3,578,047
CIP and O&M Projects	\$35,790,769	\$49,266,476	\$43,339,929	\$28,166,339
Total	\$154,184,909	\$177,141,966	\$182,069,709	\$174,952,460

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$22,204,505	\$22,749,560	\$25,824,655	\$26,806,237
Benefits	\$13,255,026	\$14,580,702	\$17,004,361	\$17,709,999
Professional Services	\$4,373,331	\$4,775,111	\$6,082,516	\$7,039,040
Utility Billing Services	\$4,225,565	\$3,803,456	\$4,284,775	\$4,652,975
Vehicle Expenses	\$2,922,815	\$3,278,103	\$4,166,266	\$4,493,644
Utilities	\$6,063,638	\$7,572,276	\$7,383,556	\$8,712,888
Purchase Water	\$15,437,832	\$15,255,648	\$17,833,000	\$19,724,320
Operational Supplies	\$4,409,170	\$5,695,173	\$6,444,715	\$6,845,271
Information Technology	\$2,390,091	\$2,680,387	\$2,947,623	\$2,814,619
Debt Service	\$27,071,004	\$30,225,430	\$28,046,278	\$28,046,285
Liab/Property Insurance	\$1,269,890	\$1,725,338	\$1,869,356	\$2,420,166
Other Miscellaneous	\$935,470	\$1,693,065	\$2,518,918	\$2,672,821
Subrecipient Funding	\$1,058,627	\$134,734	\$0	\$0
Indirect Costs	\$12,311,828	\$13,277,358	\$14,253,761	\$14,750,856
Capital Outlay	\$465,348	\$429,149	\$70,000	\$97,000
CIP and O&M Projects	\$35,790,769	\$49,266,476	\$43,339,929	\$28,166,339
Total	\$154,184,909	\$177,141,966	\$182,069,709	\$174,952,460

Santa Rosa Water

Expenditures by Fund				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$832,005	\$796,012	\$804,466	\$798,969
Capital Facilities Fee Fund	\$5,231	\$14,290	\$0	\$0
Capital Improvement Fund	\$2,804,174	\$389,701	\$642,488	\$307,634
Stony Ranch	\$0	\$0	\$500	\$500
Woodbridge Tax District	\$2,546	\$28,544	\$500	\$2,000
Kawana Springs 6 Special Tax D	\$0	\$1,104	\$17,070	\$2,500
Gardens STD 2006-1 Zone 10	\$0	\$0	\$2,000	\$27,500
Lantana STD 2006-1 Zone 11	\$0	\$1,568	\$26,500	\$4,500
Utilities Administration Fund	\$12,691,756	\$14,034,848	\$14,767,099	\$15,383,090
Water Utility Operations	\$33,341,898	\$34,370,106	\$39,680,718	\$42,269,100
Water Capital Fund	\$10,762,714	\$8,253,761	\$14,629,811	\$9,468,705
Water Demand Fee Fund	\$0	\$9,350	\$0	\$0
2018 Water Bond Debt Serv	\$627,524	\$628,902	\$711,000	\$709,125
Local Wastewater Utility Fund	\$11,904,048	\$12,165,721	\$14,004,941	\$13,985,227
Local Wastewater Capital Fund	\$11,971,216	\$9,585,284	\$13,505,257	\$3,310,000
Local Wastewater Demand Fee	\$85,737	\$134,925	\$50,000	\$50,000
Subregional Waste Operations	\$35,852,716	\$38,261,794	\$43,785,495	\$47,420,460
2020 Subregional Construction	\$797,645	\$20,498,321	\$0	\$0
2020 Subregional Bonds	\$3,634,502	\$3,634,249	\$5,897,304	\$8,374,313
Subregional Waste Capital	\$4,585,267	\$6,270,905	\$10,000,000	\$11,000,000
2018 WW Refunding Debt Svce	\$3,031,531	\$3,114,227	\$691,450	\$690,525
2016 WW Refunding Debt Svce	\$11,738,459	\$10,208,542	\$7,594,200	\$6,137,200
2014 Wastewater Debt Service	\$878,709	\$1,300,109	\$1,521,450	\$529,670
2014 Wastewater Construction	\$345,351	\$431,539	\$0	\$0
Storm Water Enterprise Fund	\$835,619	\$966,228	\$961,748	\$1,361,741
Storm Water -Creek Restoration	\$560,565	\$957,229	\$1,522,592	\$1,891,581
2002B Subregional WW Debt Svc	\$6,895,696	\$11,084,707	\$11,253,120	\$11,228,120
Total	\$154,184,909	\$177,141,966	\$182,069,709	\$174,952,460

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	247.50	248.50	276.00	278.00	278.00

Performance Measures

Regional Water Reuse*	2021	2022	2023
Billion gallons wastewater treated	6.0	5.7	7.2
Treated wastewater recycled	100%	100%	90.3%
Biosolids reused	100%	100%	100%
EC inspections - Grease related food industries	696	738	758
People attending Treatment Plant Educational Tours	1,067	204	175
Laguna Environmental Laboratory Analytical Results	26,073	28,171	26,436
Laguna Environmental Laboratory Aliquots	16,562	16,691	15,920
Laguna Environmental Laboratory Samples Analyzed	10,999	11,535	10,510
Laguna Environmental Laboratory Total Work Orders	4,985	5,332	5,194
Water Supply, Distribution and Quality*			
Miles of water main in system	627	628	629
Million gallons of water purchased	5,162	4,946	4,906
Million gallons metered water delivered	5,182	5,147	5,309
Million gallons water produced from well	431.3	344.5	402.03
Unaccounted for water	7.2%	6.3%	N/A^
Water Main repairs	23	21	12
Gross Gallons Per Capita Per Day (GPCD)	86	82	83
Local Wastewater Collection*			
Miles of sewer main in system	597	597.4	598
Miles of sewer lines flushed	300	243	369
Miles of sewer lines rodded	3.3	3.41	3.66
CCTV inspection of sewer main miles	97.4	66	29
Sewer Main repairs	460	88	31
Sewer laterals repair/replace	42	47	30
Engineering*			
Number of water and/or sewer connection permits issued	773	547	232
Miles of water line replaced	3.2	1.58	2.23
System replaced (%) – Water Line	0.24%	0.15%	0.4%
Miles of sewer main replaced	0.9	0.9	1.24
System replaced (%) – Sewer Main	.01%	0.028%	0.21%
Water CIP projects completed	4	4	4
Wastewater CIP projects completed	0	0	0
Laguna Treatment Plant CIP projects completed	2	2	1
Storm Water and Creeks Section **			
Educational creek related activities with youth	205	280	212
Volunteer creek cleanups	62	126	172

Santa Rosa Water

Cubic yards of debris removed from creeks	1,452	1,134	1,085
Illicit spill discharges responded to by SW Team	95	125	120
Water Billing *			
Number of Calls	49,453	45,191	51,372
Number of Transactions for Revenue Collected	558,157	555,533	464,081
Counter Customers	1,130	1,827	5,278
^ The State has changed the way Unaccounted for Water is calculated; therefore the data is not available yet. This measure will be updated accordingly in future years.			
*Calendar Year			
**Fiscal Year			

Prior FY 2023-24 Accomplishments

(Numbers at right show relation to City Council Goals; see Council Goals Section)

- Santa Rosa Water (SRW) Achieved an outstanding Sanitary Sewer Overflow (SSO) record with only three SSO's in 2023. The average for the region, however, was 12.65 and the State average was 23.95. **3, 5**
- Responded to 1,953 customer service calls as they relate to water and local wastewater, including 519 by after-hours personnel. Received approximately 7,092 requests for USA mark-outs. Preventative maintenance was performed on 890 fire hydrants. Repaired 51 fire hydrant knockdowns, repaired 12 leaking hydrants and flow-tested 41 fire hydrants. **3, 5**
- The Farmers Lane Well Treatment Plant produced 402,030,032 gallons of potable drinking water. **3, 4**
- The Water Quality Team responded to 633 unique water quality customer calls and obtained 1,716 routine bacteriological samples, with no coliform violations per the Environmental Protection Agency's Total Coliform Rule. **3**
- In late 2023, the State Water Board's Division of Drinking Water conducted a sanitary survey inspection of the water department's distribution system; the last survey was completed in 2014. The comprehensive inspection included the review of physical compliance records and site visits to dozens of storage and distribution facilities over several days. The survey identified one minor deficiency that was easily corrected by operations staff and no health hazards. **3**
- Incorporated four new all electric vehicles into our water and sewer operations fleet. Operations installed four EV chargers and expanded the outdoor Wi-Fi capability at the Utility Field Operations (UFO) Campus. The wifi expansion provides a communications link with the current and future vehicle chargers. Two of the four chargers were donated by Sonoma Clean Power as part of their Grid Savvy Program.
- In October 2023, SRW completed, and the City Council accepted, the "Our Water Future" Plan. The plan outlines a long-range adaptive approach for the City to pursue water supply options aimed at reducing vulnerability to prolonged droughts, climate change, and catastrophic supply disruptions. 16 water supply options were identified and evaluated through a substantial stakeholder engagement process. The following water supply options scored the highest and are recommended to be further analyzed for potential future implementation: adding groundwater wells, converting emergency wells to production wells, adding aquifer storage and recovery wells, direct potable reuse, stormwater storage in the groundwater aquifer, and enhanced water use efficiency programs. **3, 5, 7**

Santa Rosa Water

- The Hydration Station and Water Use Efficiency Teams attended 33 public events throughout the year, engaging with over 20,000 people. The Take it from the TAP! Program provided in-person education opportunities and reached over 3,000 students in schools, after school programs, and summer camps. **3, 7**
- SRW closed out a \$75,000 US Bureau of Reclamation WaterSmart Small-scale Water Efficiency Projects Grant that incentivized the removal of 50,000 square feet of turf at several commercial sites throughout Santa Rosa. Over the next 15 years, the combined water savings of these projects is projected to be over 23 million gallons. **7**
- COVID arrearage work continued during FY 2023-24. SRW continued our typical collections process and collecting delinquent fees and continued reporting to the State on the number and total value of funding applied to arrearage accounts. After issuing payment for the initial round of funding under the COVID arrearage program, the State Water Resources Control Board approved an additional round of funding. SRW was approved for an additional \$2 million disbursement. Once these funds are received, \$704,000 will be applied to water customer arrearages and \$1.3 million will be applied to sewer customer arrearages. **4**
- Maintained over 1,000 active sewer use permits for businesses and industries throughout the Regional System. **3, 5**
- Expanded our program with the Center for Disease Control for monitoring viruses in wastewater to include SARS CoV-2, MPOX, Influenza A, Human Metapneumovirus, and Norovirus. **3**
- Started the Lower Colgan Creek Restoration Project Phase 3, which included purchase of land and receiving grant awards greater than \$4.3 million. Staff are currently working to finalize the last funding of \$2 million from the Wildlife Conservation Board. **5**
- Coordinated the Creek Stewardship Program, a partnership with Sonoma Water, that continues to raise the community's awareness of creeks and improve water quality. Removed 1,085 cubic yards of trash and debris from waterways and the storm drain system (by City staff, volunteers, youth corps and County Probation Department). Coordinated 384 education and stewardship events. **3, 5**
- Initiated the city's first Storm Drain Master Plan (SDMP) and completed more than half of the tasks including cleaning storm drains and conducting CCTV work to estimate pipe condition and identify system impairments. **3,5**

Looking Ahead

Financial Planning – The last year of our currently adopted rate structure is set to take effect on July 1, 2024, with increases of 4% and 2% for Water and Sewer, respectively. Since the beginning of the COVID pandemic, we've seen unprecedented cost increases across the operation. The increased costs for wholesale water, chemicals, utilities, insurance premiums and vehicle replacement and maintenance have all contributed to our need to scale back our planned CIP spending with the FY 2024-25 budget in order to maintain our reserve levels. For our Water enterprise, we are budgeting just under \$9.5 million for CIP next fiscal year, down from a planned \$15 million. On the Sewer side, we are appropriating only \$3.3 million to CIP projects, down from a planned \$13.9 million. These reductions were necessary in order to balance our budgets.

The rate setting process for our next rate schedule has begun. A rate consultant has been selected, and staff will work to ensure that the rate recommendation accounts for the inflationary environment experienced over the past few years. There are several factors that will be incorporated into the study including: labor assumptions, wholesale water costs, and our need to increase our investment in infrastructure to prevent system failures and maintain current service levels.

Local Water and Sewer Operations – With projections for continued rising costs of our wholesale water supply, SRW continues to analyze the performance of our two production wells and the drinking water

Santa Rosa Water

treatment facility at Farmers Lane. Operational improvements increased productivity by 57 million gallons over the last production season. Maximizing productivity and increasing efficiency decreases the annual cost of purchasing water. SRW anticipates achieving annual cost savings of \$500,000 - \$1,000,000 from these assets, based on the current cost comparison of purchasing water from our wholesale supplier.

Water Use Efficiency – SRW is more than halfway through the first phase of a Direct Install Water Use Efficiency Project that received a \$1.5 million earmark in the 2022 state budget. When completed the first phase will have installed approximately 1,800 new high efficiency toilets, showerheads, and bathroom and kitchen faucet aerators on a first-come, first-served basis. This program will achieve over 1,400 acre-feet of water savings over the expected lifetime of these devices. Staff anticipate additional funding in the new fiscal year in the form of a regional grant from the US Bureau of Reclamation which will fund the second phase of the project, anticipated to install more than 2,000 residential packages through 2026.

Laguna Treatment Plant – SRW has begun an effort to revitalize the Laguna Treatment Plant (LTP) tour program, including a staff training program and an educational signage plan for the facility. This project will improve our outreach efforts to educate our local community on the value and benefit of wastewater treatment and beneficial reuse. This project is expected to conclude in late 2024. In addition, the \$68 million Ultraviolet (UV) Disinfection Replacement Project at LTP which will replace the aging UV disinfection system currently in use, is on track for completion by late 2025. The new UV system offers multifaceted benefits, including anticipated savings of \$442,000 per year in electricity costs, and improved redundancy and system resiliency.

Regulatory Permit for the Laguna Wastewater Treatment Plant – The Laguna Wastewater Treatment Plant and Water Reclamation System (LTP) was issued a National Pollutant Discharge Elimination System (NPDES) Permit (LTP Permit) in October of 2020. The permit requires SRW to complete and submit to the North Coast Regional Water Quality Control Board a Report of Waste Discharge (ROWD) by the end of August 2024. The ROWD is the first step in renewing our next NPDES Permit for LTP. The City is continuing to develop projects to meet the “phosphorus no-net load” provision in the permit. We have just completed the Colgan Reaches 1 and 2 project with the Town of Windsor and Sonoma Water, which will provide the city with over 16,000 credits.

Regulatory Permit Renewal for the City of Santa Rosa’s Municipal Separate Storm Sewer System (MS4) NPDES Permit (Storm Water Permit) – The City of Santa Rosa submitted a new Report of Waste Discharge (ROWD) in 2020 which was the first step in renewing the Storm Water Permit. This ROWD highlights the City’s results from the previous permit term and identifies changes that the City would like to see in the next permit. City staff are meeting regularly with the Regional Board staff to provide feedback on various elements of the new MS4 NPDES permit and are anticipating seeing a draft permit by the end of 2024. In general, the cost of implementing the Storm Water Permit has increased each permit term, with changes to development requirements to install green infrastructure as a part of development projects which the City is required to inspect and track in perpetuity, increased costs related to greater amounts of water quality monitoring, and new requirements to control pollution sources such as trash, pathogens, sediment and nutrients, all of which are just a few examples of ways that the new Storm Water Permit may become more expensive to implement.

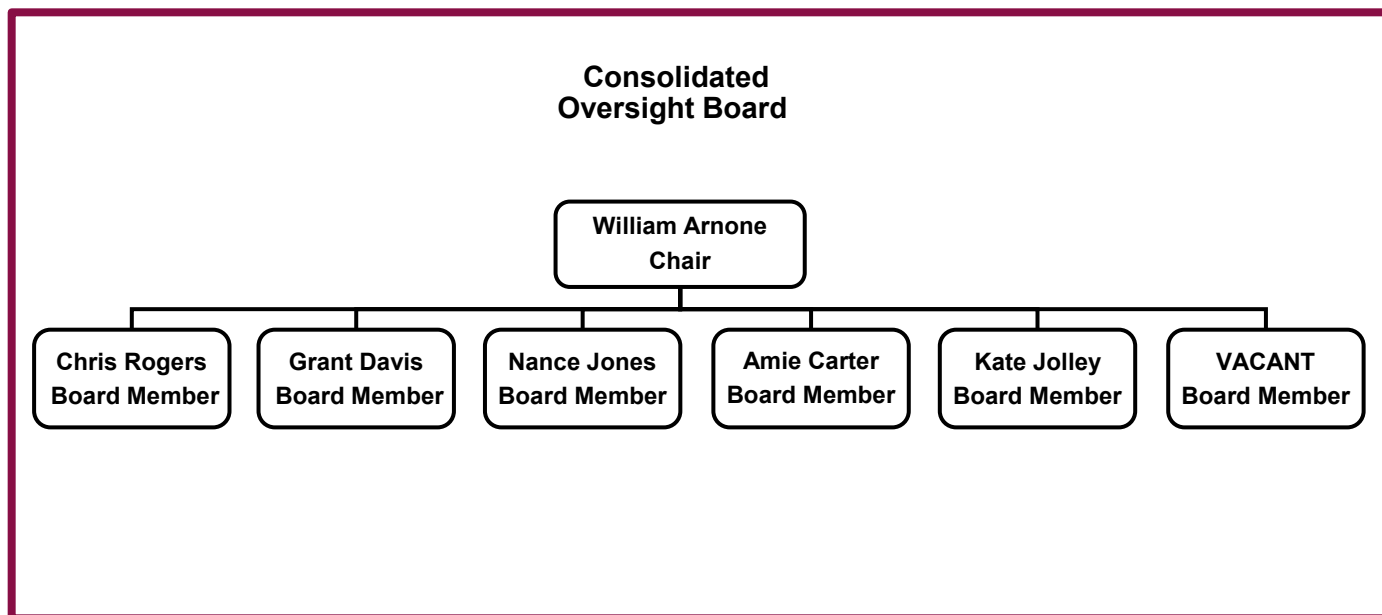
Asset Management – The implementation of Cityworks Asset Management Software, as part of the Citywide initiative, is progressing smoothly, aimed at replacing the outdated Hansen system. This new software is proving invaluable for various city departments such as Public Works and Parks and Recreation, empowering them to make more informed business decisions. With its capabilities in metrics, work tracking, and resource scheduling, Cityworks is enhancing asset lifecycle maintenance and facilitating cost-effective procurement processes. Moreover, it streamlines disaster recovery efforts and FEMA reporting, contributing to overall efficiency. The Water Asset Management Team is collaborating with Woolpert on the final phase of the project, which involves transitioning Santa Rosa Water to Cityworks software. The anticipated go-live date for this phase is June 2024.

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.

Per the Health and Safety Code 34179, all individual successor agencies' boards in Sonoma County were consolidated into a single oversight board on July 1, 2018. 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 2024-25

(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. The report must be approved by the Consolidated Oversight Board before being submitted to the State Department of Finance for approval no later than February 1st of each year.

2

Successor Agency to the Former Redevelopment Agency

Major Budget Changes

The FY 2024-25 Successor Agency budget is \$3.3M, increasing \$246K, or 8.14%, over the prior year's adopted budget. This increase is primarily due to Successor Agency RDA Admin Support, within the Professional Services expenditure category.

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Successor Agency	\$3,049,630	\$3,046,653	\$3,022,314	\$3,268,453
Total	\$3,049,630	\$3,046,653	\$3,022,314	\$3,268,453

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$0	\$0	\$0	\$5,000
Benefits	\$0	\$0	\$0	\$3,639
Professional Services	\$25,992	\$25,992	\$3,000	\$244,361
Debt Service	\$3,023,638	\$3,020,661	\$3,019,314	\$3,015,453
Total	\$3,049,630	\$3,046,653	\$3,022,314	\$3,268,453

Expenditures by Fund				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
SA RDA Obligation Retirement Fund	\$3,049,630	\$3,046,653	\$3,022,314	\$3,268,453
Total	\$3,049,630	\$3,046,653	\$3,022,314	\$3,268,453

Prior FY 2023-24 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).

6

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 - Traffic Engineering is responsible for managing the placement and maintenance of street signs and striping throughout the City's 512 street miles. In addition, the Traffic team programs and maintains traffic signal timing to ensure safe and efficient traffic flow. The team's goal is to provide effective and efficient transportation facilities for all modes, whether pedestrian, bicycle, or vehicle. The Transportation Planning team develops and manages the long-term transportation strategy for the City while monitoring and managing regional, state, and federal funding opportunities. Electrical Maintenance maintains traffic signals, streetlights, and electrical systems in City-owned facilities; Materials Engineering and Facilities Maintenance are described below.

Facilities Maintenance - Responsible for maintaining all 108 City-owned buildings, except for those owned by Santa Rosa Water. Services performed include building inspections, regular preventative maintenance, contract administration, minor construction, and routine 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.

Materials Engineering - Responsible for quality assurance of materials used to construct City roadway projects, including those constructed by private developers. Some of the services provided 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 the design and construction of projects to rehabilitate, upgrade and expand the City's public 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.

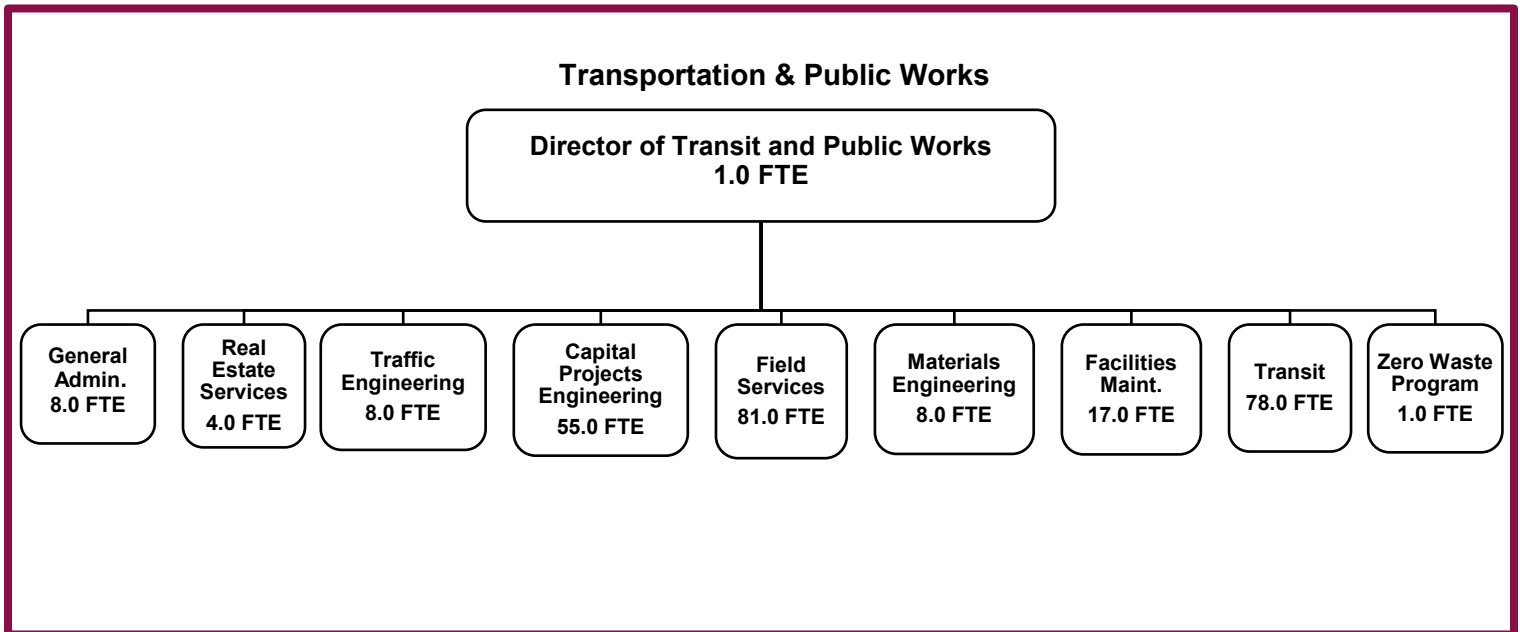
Real Estate Services - Responsible for all Citywide acquisition and surplus sales. The RES team provides Real Estate and Right of Way Services to all City Departments and manages over 1800 pieces of City owned property as well as over 80 City leases. In addition to acquisition, sales, and leases, the team also performs all right of way functions, the City's Capital Improvement Projects such as; fire stations, parks, and biosolid lands. Over the last few years, the team has worked with multiple City Departments on the City's economic goals, executing exclusive negotiation agreements disposition and development agreements, and providing analysis and proformas on City owned properties, to bring development into the downtown core as well as low-income housing development outside of the downtown.

Transportation & Public Works

Transit - Manages and operates Santa Rosa City Buses, providing fixed-route bus service throughout Santa Rosa, and Santa Rosa Paratransit, the City's Americans with Disabilities Act (ADA) curb-to-curb paratransit service. The Division operates the Downtown Transit Mall (a regional hub served by five transit operators), coordinates services with transit partners including SMART, Sonoma County Transit, and Golden Gate Transit, administers several free and reduced fare programs, and conducts a range of marketing, outreach, and travel training activities to promote transit use.

Zero Waste Operations - Zero Waste Operations is responsible for directing the City's refuse and recycling programs, implementing the Santa Rosa Zero Waste Master Plan, and managing the City's solid waste franchise agreement. Primary project components include handling solid waste public relations, developing and implementing new solid waste and diversion programs, directing franchise agreement compliance monitoring, coordinating with local, regional, and state agencies, evaluating effects on recycling, composting, and zero waste initiatives in support of the City's goal to be the zero-waste leader in the North Bay.

FTE by Program



Strategic Goals and Initiatives for FY 2024-25

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Prioritize CIP projects based on known Council goals related to a healthy and safe community for all, economic vibrancy, sustainable infrastructure, and climate change. 2, 4, 6, 7
- Retain highly skilled and motivated staff. 3
- Increase professional development and identify and promote training opportunities for all staff. 3
- Focus on implementing Vision Zero strategies by reducing speed limits and implementing key safety, bicycle, and pedestrian infrastructure. 4, 6, 7
- Complete update to the Active Transportation Plan. 4, 6, 7
- Implement a scooter share program. 4, 6
- Continue to work towards implementing strategies outlined in the City's Zero Waste Master Plan. 3, 6, 7
- The City continues to lead by example in Zero Waste initiatives by providing staff training on proper recycling and composting practices. 3, 6

Transportation & Public Works

- Identify high waste generators and provide technical assistance with a goal of reducing the overall volume of garbage. 6, 7
- Reduce contamination in recycling and composting streams. 6, 7
- Augment City’s public outreach communications and community engagement efforts on select Capital Improvement Projects. 3, 4, 7
- Invest in and maintain city-owned facilities, roads, electrical and mechanical systems, and water and wastewater infrastructure. 2, 3, 4, 6, 7
- Execute a Design-Build contract for the Hearn Community Hub Phase 1 project. 1, 4, 7
- Continue to electrify the transit fleet with purchase of 12 additional battery-electric buses to replace diesel buses. 4, 6, 7
- Continue to implement multi-operator transit integration strategies identified in the Sonoma County Transit Integration and Efficiency Study and Marin-Sonoma Coordinated Transit Service Plan process. 1, 6, 7
- Complete the Southeast Greenway acquisition with the State. 3
- Implement an efficient online portal for real estate and right-of-way to improve service. 1, 5
- Continue to assess unused City-owned parcels for surplus action in support of housing and economic development. 1, 7
- Activate vacant parcels in support of Citywide economic development goals. 1, 2, 4, 5, 6, 7

Major Budget Changes

The Transportation & Public Works (TPW) budget is funded by four major sources: The General Fund, the Capital Improvement Fund, the Transit Enterprise Funds, and the Equipment Repair and Replacement Internal Service Funds. The total FY 2024-25 budget is \$87.2M, a decrease of (\$4.7M), or (5.1%), in comparison with prior year’s adopted budget. A major contributor of the decrease is attributed to a decline in resources available to fund Capital Improvement Projects.

The General Fund budget makes up 31.0% of the total department’s budget an increase of \$319K to \$27.3M. Salaries and Benefits increased by \$810K in comparison to FY 2023-24 adopted budget. The increase is attributed to salaries and benefits reflecting an increase for estimated cost of living adjustments, as bargaining units are entering new labor agreements beginning FY 2024-25. Additionally, as the result of a Citywide reorganization in FY 2023-24, TPW’s annual administrative cost allocation decreased by (\$440K) in FY 2024-25 as costs were shifted to Recreation and Parks. Services and Supplies had a modest increase of \$110K as results of changes in Equipment and Repair replacement, Information Technology, and Operational Supplies.

The Equipment Repair and Replacement Internal Service Funds increased by \$1.1M over the prior year. This is mainly attributable to a \$500K increase in the Replacement Fund. This increase in budget is to match the replacement schedule per the City’s fleet replacement program. The funding source for the increase is from the fund balance of the Replacement Fund which collects from departments in advance. Salaries & Benefits remained relatively flat year over year. Services & Supplies increased by \$500K with \$250K increase attributed to work outsourced to third party providers such as vehicle paint and body repairs, \$225K for operational supplies such as parts, and tires, and the remaining difference is the result of modest increases in numerous services and supplies line items.

The Transit Enterprise Fund budget is \$17.2M, an increase of \$650K, or 18% over the FY 2023-24 adopted budget. Salaries & Benefits grew by \$255K or 5.3%. The increase is attributed to annual anticipated merit increases, overtime pay to maintain service levels, and miscellaneous salary for uniform allowance totaling \$112K. The remaining \$140K increase is attributed to uncontrolled cost rising for Worker’s Compensation, Health, and CalPERS retirement benefits.

Transportation & Public Works

Budget Summary

Expenditures by Program				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Administration	\$1,661,188	\$1,460,104	\$1,622,032	\$2,327,423
Transit	\$13,173,225	\$13,563,517	\$16,573,231	\$17,223,973
Real Estate Services	\$0	\$644,186	\$743,400	\$726,448
Capital Projects Engineering	\$2,889,240	\$2,801,866	\$3,384,031	\$3,586,359
Facilities	\$5,003,929	\$5,649,829	\$5,674,725	\$5,832,445
Materials Engineering	\$681,109	\$676,449	\$757,173	\$779,523
Regional Parks	\$7,470,806	\$4,670,880	\$0	\$0
Zero Waste Operations	\$162,866	\$262,921	\$278,014	\$276,597
Traffic	\$1,706,061	\$1,679,569	\$1,946,496	\$1,890,211
Bennett Valley Golf Course	\$573,810	\$0	\$0	\$0
Field Services	\$19,839,632	\$23,513,818	\$34,510,236	\$35,242,231
CIP and O&M Projects	\$21,893,226	\$37,621,374	\$26,434,133	\$19,317,284
Total	\$75,055,092	\$92,544,513	\$91,923,471	\$87,202,494

Expenditures by Category				
	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
Salaries	\$17,855,875	\$16,087,183	\$17,048,422	\$17,847,212
Benefits	\$10,899,949	\$10,613,073	\$11,565,246	\$12,045,858
Professional Services	\$3,254,546	\$2,938,527	\$2,090,212	\$2,116,399
Vehicle Expenses	\$4,717,373	\$4,676,887	\$5,681,840	\$5,895,431
Utilities	\$4,185,974	\$4,387,164	\$4,236,412	\$4,233,901
Operational Supplies	\$2,720,742	\$2,736,535	\$2,987,315	\$3,138,046
Information Technology	\$1,283,040	\$1,293,531	\$1,274,718	\$1,404,013
Debt Service	\$451,529	\$0	\$0	\$0
Liab/Property Insurance	\$450,576	\$442,310	\$400,641	\$507,052
Other Miscellaneous	\$893,654	\$1,025,138	\$822,014	\$1,003,666
Transportation Purchase	\$1,365,434	\$1,462,279	\$1,575,000	\$1,825,000
Indirect Costs	\$1,781,069	\$1,685,413	\$1,759,511	\$1,845,741
GF Admin Cost Plan	\$2,217,228	\$2,710,332	\$3,038,007	\$2,522,891
Capital Outlay	\$1,084,877	\$4,864,767	\$13,010,000	\$13,500,000
CIP and O&M Projects	\$21,893,226	\$37,621,374	\$26,434,133	\$19,317,284
Total	\$75,055,092	\$92,544,513	\$91,923,471	\$87,202,494

Transportation & Public Works

Expenditures by Fund				
Funding Source	2021 - 2022 Actual	2022 - 2023 Actual	2023 - 2024 Budget	2024 - 2025 Budget
General Fund	\$31,248,091	\$29,387,959	\$27,007,860	\$27,326,861
AB 434 Funds (Transit)	\$188,236	\$283,045	\$0	\$0
ARPA Federal Stimulus	\$12,598	\$333,236	\$0	\$0
Measure M - Parks 2019	\$266,069	\$0	\$0	\$0
St. Francis Knolls	\$3,886	\$0	\$0	\$0
Stony Ranch	\$400	\$0	\$0	\$0
The Orchard at Oakmont	\$45,992	\$0	\$0	\$0
Sandra's Place Tax District	\$196	\$0	\$0	\$0
Woodbridge Tax District	\$1,090	\$0	\$0	\$0
North Village I Special Tax Di	\$1,712	\$0	\$0	\$0
Kawana Springs 6 Special Tax D	\$0	\$0	\$0	\$0
Catalina/Amorosa STD Zone 7	\$0	\$0	\$0	\$0
Gardens STD 2006-1 Zone 10	\$0	\$0	\$0	\$0
Utilities Administration Fund	\$1,134,923	\$1,031,670	\$1,274,342	\$1,521,406
Municipal Transit Fund	\$11,689,280	\$11,988,091	\$14,861,923	\$15,248,046
Transit Capital Fund	\$1,350,575	\$5,036,431	\$0	\$0
Paratransit Operations	\$1,483,945	\$1,575,426	\$1,711,308	\$1,975,927
Bennett Valley Golf Course Ops	\$251,920	\$0	\$0	\$0
Taxable Golf Bond Debt Serv	\$130,060	\$0	\$0	\$0
Tax-exempt Golf Bond DS	\$258,225	\$0	\$0	\$0
Storm Water Enterprise Fund	\$492,971	\$558,691	\$614,601	\$630,229
Equipment Repair	\$5,528,899	\$5,497,625	\$6,395,515	\$6,969,463
Equipment Replacement Fund	\$2,021,823	\$5,354,847	\$14,222,789	\$14,735,278
Railroad Square Maintenance Fu	\$4,242	\$0	\$0	\$0
Capital Improvement Fund	\$18,939,959	\$31,497,492	\$25,835,133	\$18,795,284
Total	\$75,055,092	\$92,544,513	\$91,923,471	\$87,202,494

Authorized Full-Time Equivalent (FTE) Positions – All Funds

Fiscal Year	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Full-Time Equivalent	287.00	288.00	292.00	261.00	261.00

Transportation & Public Works

Performance Measures

Travel Time Along 5 Major Arterial Streets (PM Peak)	FY 2021-22	FY 2022-23	FY 2023-24
College/West College Avenue Cleveland Avenue to 4 th Street	4:32	3:31	4:49
Guerneville Road/Steele Lane Range Avenue to Illinois Street/County Center Drive	2:27	1:59	2:26
Mendocino Avenue College Ave to Steele Lane	2:53	3:30	3:19
Santa Rosa Avenue Baker Overcrossing to Yolanda Avenue	4:03	2:44	3:57
Stony Point Road West College Avenue to Hearn Avenue	6:22	9:50	10:11

Collision Statistics (Calendar Year)	2020	2021	2022
Traffic-Related Fatal Crashes on City-Owned Streets	4	6	9
Traffic-Related Fatalities on City-Owned Streets	5	6	9
Traffic-Related Serious Injury Crashes on City-Owned Streets	34	31	43
Traffic-Related Serious Injuries on City-Owned Streets	47	48	56
Comprehensive Cost of Serious Injury/Fatal Crashes	\$84.0M	\$106M	\$155.5M
Five-Year Total of Fatal Crashes	37	34	33

Commute Statistics (Census Data)	2019	2021	2022
Commute to Work – Drove Alone	78.2%	67.4%	78.2%
Commute to Work – Transit, Walk, or Bike	4.2%	4.2%	2.0%
Commute to Work – Work from Home	10.7%	15.8%	4.3%
Work and Live in Santa Rosa	57.1%	58.4%	54.2%
Mean Travel Time to Work (minutes)	21.9	24.2	23.6

Fleet Services (calendar year)	2021	2022	2023
Mechanic productivity: goal 1,500 hours/mechanic/year	1,356	1,328	1,456
Vehicle Downtime: goal under 5%	3.05%	3.06%	4%
Preventive Maintenance Performed On-time: goal 90%	71%	60.28%	56%
Annual Parts Inventory Turn (annual sales/inventory value): goal 4-6	3.34	2.86	3.16
Parts Fill Rate: goal 90% within 24 hours	87.07%	94.21%	88.6%

Capital Projects Engineering	2021	2022	2023
Number of New Projects Bid	11	20	11
Total Value of New Projects Bid (Engineers Estimates)	\$10.4M	\$113.7M	\$38.2M
Notices of Completion Filed	12	9	5

Transportation & Public Works

Transit	FY 2021-22	FY 2022-23	FY 2023-24
Fixed-Route Ridership	1,028,492	1,288,970	1,400,000*
Fixed-Route Passengers/Revenue Hour	15.2	18.9	19.5*
Fixed-Route On-time Trips	87.6%	82%	78%
Paratransit Ridership	24,756	26,015	28,553*
Paratransit Passengers/Revenue Hour	1.77	1.81	1.83*
Paratransit On-time Trips	99.9%	99.9%	99.8%

* Projected

Prior FY 2023-24 Accomplishments

(Numbers at the right show relation to City Council Goals; see Council Goals Section)

- Began construction on the Hearn Interchange project in partnership with SCTA and Caltrans. **4**
- Implemented City's first two-way protected cycle track on Armory Drive. **4, 6**
- Reduced speed limits in accordance with AB 43 in the downtown core. **4**
- Implement lane reduction pilot study at Steele Lane School. **4,6**
- Sponsored a Repair Fair hosted by Reuse Alliance to raise awareness about the benefits of reuse and connect residents with reuse resources. **3,6,7**
- Worked with Recology and Zero Waste Sonoma to plan and support a compost give-a-way event planned for May 2024. **3,6,7**
- The Debris Removal Team (DRT) removed 1,744 cubic yards of debris from public right-of-way. **4**
- Street maintenance filled 7,425 potholes and removed 4,928 graffiti tags from the public right-of-way. **4**
- Cityworks reports and a dashboard were developed to evaluate metrics for Streets maintenance operations. **4**
- Fleet Maintenance added 10 Battery Electric Vehicles (BEV) and 7 Hybrid vehicles to the city-wide fleet. **6**
- CIP Project application and Facilities Planning application was implemented to bring consistency and structure to the project requests coming into the program. **6**
- A Women in Engineering group was initiated at MSCS to cultivate belonging and growth of women in the organization. **6**
- Completion of Santa Rosa Avenue Corridor Improvements and substantial completion of the Pavement Preventive Maintenance Program. **5**
- Completed construction of 10 Sewer and Water Improvement projects for Santa Rosa Water. **5**
- Start of construction for Coffey Park and Fountaingrove Neighborhood Roads Disaster Recovery project. **5**
- Completion of Railroad Depot, Santa Rosa Pavement Rehab of Various Streets, Six Fire Damaged Parks, and Fire Damaged Tree Removal – Ph 3. **5**
- Design-build Contract awarded for Fulton Rd Riparian Habitat Mitigation Project and planting was completed in March 2024. **5**
- Progressive Design-Build Contract awarded for Llano Trunk Rehabilitation Phase 1 upgrades. **5**
- Groundbreaking on the Laguna Treatment Plant Emergency Generator Fuel Tank and Fleet Fueling Station Replacement Project replacing an aging underground fuel storage tank for the plant's emergency generators with a new larger above-ground storage tank, replacing the existing vehicle diesel fueling station and adding a new regular gasoline vehicle fueling station. **5**
- Completing construction of the Backup Generators – Water and Wastewater Facilities **5**

Transportation & Public Works

Project that replaced emergency generators at 18 water and wastewater facilities which transitions facilities to more reliable fuel sources and decreases greenhouse gas emissions.

- Completing construction of Pavement Rehabilitation on Sonoma Avenue – E Street to Bobelaine Drive to improve the pavement conditions, improve 27 pedestrian ramps, and replace 75 water services. **5**
- Finalizing design of Sonoma Avenue Pavement Rehabilitation – Farmers Lane to Hahman Drive that will rehabilitate the roadway, implement shared bike and bus lanes, add sidewalk, upgrade pedestrian ramps, and improve transit stops. **5**
- Completed Emergency Well Pump Station - A Place to Play project, a component of the City's Emergency Groundwater Supply Program involving existing test wells conversion to emergency supply wells. **5**
- Completed Programable Logic Controllers and Radio Upgrades at Various Water Pump Stations and Sewer Lift Stations project, enhancing the City's communication system between Water owned facilities. **5**

Looking Ahead

The Transit Division will continue to focus on recruitment and retention of bus operators in order to further restore transit service levels following pandemic reductions. The Division will coordinate with SCTA, Sonoma County Transit, and Petaluma Transit on implementation of Sonoma County Transit Integration and Efficiency Study (TIES) recommendations. TIES recommendations will be folded into the Marin-Sonoma Coordinated Transit Service Plan process—a multi-operator service planning effort involving all Marin and Sonoma County transit operators. The Division expects to order 12 additional battery-electric buses to replace diesel buses in the CityBus fleet in Summer 2024 and will complete replacement of the Transit Mall roadbed in Fall of 2024.

The Vision Zero team will complete the Active Transportation Plan, and we will begin prioritizing projects outlined in that document to the Capital Improvement Projects for implementation. Several road diets are scheduled to occur with the upcoming slurry project including Fourth Street, Montgomery Drive, and a Mendocino Avenue. Over 80 segments of roadway are being considered to lower speed limits as part of Assembly Bill 43 and Assembly Bill 1938 supporting our Vision Zero efforts. Santa Rosa Avenue will be converted to an adaptive traffic control system to test operations from Baker Overcrossing to Burt Street. Additionally, our traffic design standards will be updated to reflect the prioritization of reducing traffic-related violence from crashes.

The Street Maintenance section will continue to invest in the training and development of new staff members as the team continues to experience a high number of vacancies. Researching new technology, equipment, and materials continues to be a priority to maintain aging infrastructure with fewer available resources. The Debris Removal Team will continue efforts to clean and remove debris from public spaces and provide support to the Encampment Evaluation & Enforcement (EEE) program.

Fleet Services continues efforts towards training and building a cohesive team. The fleet telematics program is providing utilization data to identify underutilized vehicles for further evaluation to help reduce operating and maintenance costs. Fleet continues working towards reducing the backlog of vehicles & equipment due for replacement as manufacturer supply chain shortages begin to ease slightly. Continued efforts towards upgrading the aging fleet maintenance facility will ensure the team has the space and equipment they need to operate efficiently.

Capital Projects Engineering looks forward to contributing to a longer-term budgeting process to identify project stages, funding sources, and schedules by using the Capital Project Application for client's use, which will transition from a single-year CIP budgeting process to a multi-year process. The Division is currently recruiting for a new Deputy Director to lead the team as well as continued recruitment efforts to

Transportation & Public Works

fill other vacant positions. The Division has also been engaging with the professional designers and contractors to improve internal and external processes.

The Real Estate Services division will continue to invest in staff training and filling vacancies while supplying excellent service to our internal partners. The year ahead will focus on completing long-term acquisitions, creating efficiencies within the team to enhance operations, and activating unused city-owned parcels in furtherance of housing and economic development goals.

Zero Waste Operations will continue to maintain a strong partnership with the City's solid waste hauler to collectively achieve the City's landfill diversion objectives. Efforts will also be made to collaborate with like-minded partners to coordinate community events that prioritize waste reduction and diversion. Continuous outreach is necessary to raise awareness and promote behavioral changes.

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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 of 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 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 Benefits 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 Worker's 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 the 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 ensure the ongoing operation of Bennett Valley Municipal Golf Course, for annual repayment of the 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 in 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

Homeless and Affordable Housing Policy

The City Council 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 the approved Fiscal Year percentage from the table below by the estimated amount of Real Property Transfer Tax projected to be received by the City for the applicable year. Every year, this percentage will increase by 5% annually until 100% of the RPTT revenues are designated for homeless and affordable housing:

% of RPTT Appropriated	Fiscal Year
35%	2020-2021
40%	2021-2022
45%	2022-2023
50%	2023-2024
55%	2024-2025
60%	2025-2026
65%	2026-2027
70%	2027-2028
75%	2028-2029
80%	2029-2030
85%	2030-2031
90%	2031-2032
95%	2032-2033
100%	2033-2034

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 no 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. The safety of the principal is the foremost priority, with the preservation of capital and the 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 regard 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.

Policies

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.

Regarding market relationships, the City's Chief Financial Officer (CFO) is responsible for maintaining relationships with rating 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 rating agencies or investors in the City's Comprehensive Annual Financial Report to Council, with recommendations addressing any weaknesses. The City will remain in compliance with Rule 15C2-12 by filing its annual financial statements and other financial and operating data for the benefit of its bondholders 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 the 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 the 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 a competitive process and may be for a single transaction or an as-needed pool. Specifics about the 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 an 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 the 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.

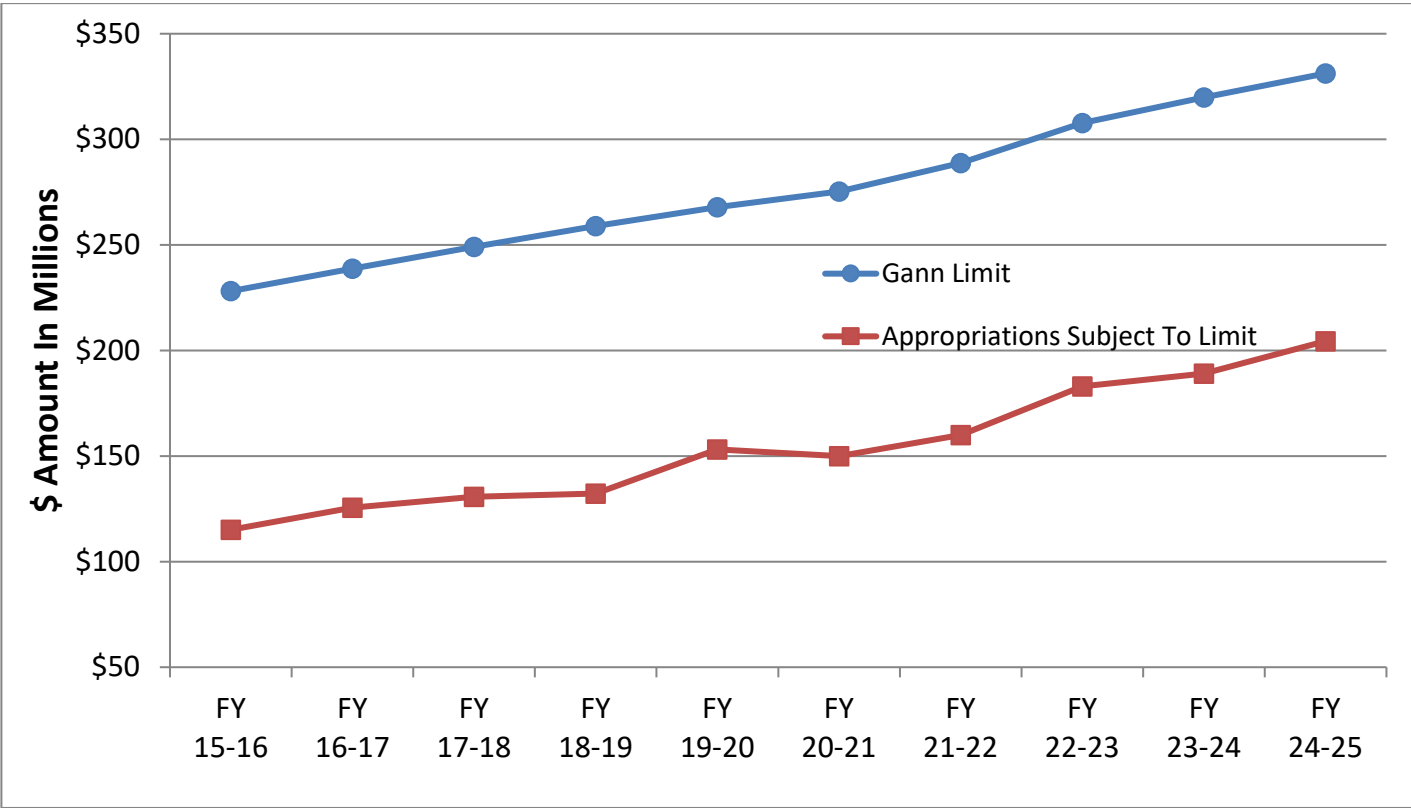
Gann (Appropriations) Limit

In May 2024, 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 2023-24 is:

- The change in the California per Capita Income for FY 2024-25 is 3.62%.
- The percent population change of the City of Santa Rosa from Jan. 1, 2023, to Jan. 1, 2024, is -0.07%.

$$\frac{3.62 + 100.00}{100.0} \times \frac{-0.07 + 100.00}{100.0} = 1.0355$$

Applying the year’s factor of 1.0355 to last year’s limit of \$319,856,000 the Gann limit for FY 2024-25 is \$331,203,000. With appropriations subject to the limitation totaling approximately \$204,422,000 the City of Santa Rosa is not at risk of exceeding the Gann limit.



Glossary

Accrual: The process of recording income or expenses on the financial statements when they occur, rather than when payment is made or received.

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

Glossary

infrastructure capital assets at \$50,000 and for all other capital assets at \$5,000.

Capital Improvement Program (CIP): The five-year financial plan for improving assets 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 the representative state and local government in California through fair, impartial interpretation and enforcement of political campaigns, lobbying, and conflict of interest laws.

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Fiscal Year: A twelve-month period of time to which a budget applies. In Santa Rosa, it is July 1 through June 30.

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 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: Amounts of Money 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, countries, 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,

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businesses, and industry located within the Santa Rosa Subregional Water Reuse System, which 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 “Q”: A half-cent general sales tax measure passed by Santa Rosa voters in November 2020. Measure Q simply combines and extends existing voter approved sales taxes (Measure O-Temporary Emergency funding and Measure P, each ¼ cent) without changing the sales tax rate. The measure is effective July 2021 and expires after ten years.

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.

Proprietary Funds: Revenues from the 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.

Public Safety and Prevention Tax (PSAP, formerly known as 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

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April 2005 and expires after 20 years. Renewed by Measure H in November 2022 for an additional 20 years.

Public Safety Power Shutoff (PSPS):

PG&E turns off power to the electrical system in areas of severe weather to prevent a potential wildfire.

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 that 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.

Request for Proposal (RFP): An invitation for suppliers, often through a bidding process, to submit a proposal for a specific commodity or service.

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.

Revenue: Income received during the fiscal year from taxes, fees, permits, franchises, interest, and intergovernmental sources.

Salaries and Benefits: A budget category that 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 that 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.

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.

Standardized Emergency Management System (SEMS): The State system for managing emergencies involving multiple jurisdictions and agencies.

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.

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