

Planning & Economic Development

Fiscal Year End 2024-25

LONG TERM FINANCIAL POLICY
AUDIT SUBCOMMITTEE

NOVEMBER 13, 2025

DIRECTOR OF PLANNING AND ECONOMIC
DEVELOPMENT

SCOTT WAGNER,
ACTING CHIEF FINANCIAL OFFICER

PED FY 2024-25 Spending

Category	2024-25 Budget	2024-25 Actuals	(Over) Under Budget
Salaries & Benefits	\$13,739,443	\$12,273,582	1,465,861
Services & Supplies	3,696,012	2,981,185	714,827
Total	\$17,435,455	\$15,254,767	2,180,688

PED Services & Supplies Detail

Expenditure	2024-25 Actuals
Information Technology	\$1,362,530
Professional Services *	970,446
Outside Services, Advertising, Other *	149,934
Vehicles Expenses	144,183
SOCO Tax Collector	143,285
Operational Supplies	118,541
PC Replacement & Software	92,266
Total	\$2,981,185

* Actual Expense Detail Provided in Future Slides.

PED Professional Services

Professional Services Expense Description > \$10K	FY 2024-25 Actuals
Bureau Veritas North America Inc	\$ 462,944
4Leaf Inc	204,888
Santa Rosa Chamber Of Commerce	75,000
Coastland Civil Engineer. Inc	68,788
Thursday Night Market Association Inc	55,000
Sonoma County Pride	18,000
Santa Rosa Urban Arts Partnership	13,000
The Lost Church	13,000
Best Best & Krieger	10,046
Total	\$ 920,665

PED Services & Supplies Detail

Outside Services, Advertising, Other Expenditures > \$2K	FY 2024-25 Actuals
Conferences and Training	\$ 31,553
Other Outside Services	30,185
Sonoma Media Investment LLC (The Press Democrat)	20,407
Live at Juilliard 2024	18,860
Corelogic Information Solutions	11,203
Santa Rosa Chamber of Commerce	3,150
Planetizen Inc.	2,160
Town of San Anselmo (Marin/Sonoma Leadership Academy)	2,095
Total	\$ 119,613

Operational Supplies	FY 2024-25 Actuals
Department Operational Supplies & Print Services	\$ 75,853
Telephone	28,573
Rental Services	14,115
Total	\$ 118,541

PED Revenue

REVENUE DESCRIPTION	FY 2024-25 BUDGET	FY 2024-25 ACTUALS	(Under) Exceeded
Building Division Permit Fees *	\$ 2,329,000	\$ 1,643,083	(685,917)
Building Plan Review Fees *	2,050,000	1,956,550	(93,450)
Engineering Fees	1,242,000	1,652,830	410,830
Planning Fees	1,158,468	1,054,352	(104,115)
Encroachment Permits	777,000	1,202,925	425,925
Advanced Planning Fees - CD *	562,500	331,618	(230,882)
Technology Replacement Fee-CD *	400,000	324,271	(75,729)
Short Term Rental Permit Fee	65,000	42,755	(22,245)
WELO Plan Check & Inspection *	60,000	38,985	(21,015)
Electrical Permit Fee *	53,000	324,432	271,432
Mechanical Permit Fee	43,000	381,083	338,083
Code Enforcement Permit Review *	40,000	49,022	9,022
Plumbing Permit Fee	15,000	126,174	111,174
Codes and Maps -PCD	1,000	46	(954)
TOTAL	\$ 8,795,968	\$ 9,128,128	332,160

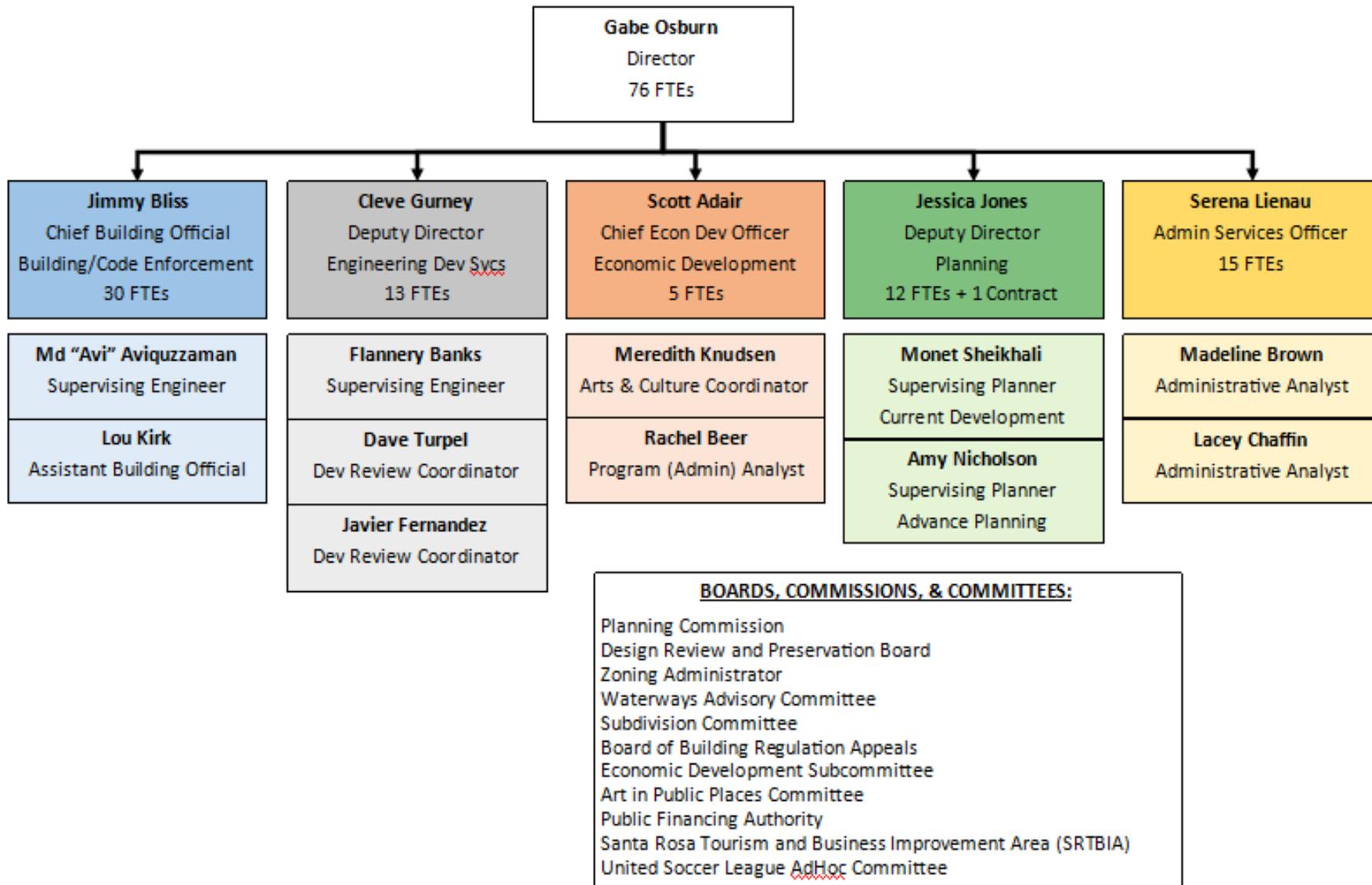
* Revenue source includes Fire Recovery Revenue of \$430,026.

Job Title	Sum of FTE
ADMINISTRATIVE ANALYST	3.00
ADMINISTRATIVE SECRETARY	3.00
ADMINISTRATIVE SERVICE OFFICER	1.00
ADMINISTRATIVE TECHNICIAN	3.00
ARTS & CULTURE COORDINATOR	1.00
ASSIST CHIEF BUILDING OFFICIAL*	1.00
ASSISTANT ENGINEER	1.00
ASSOCIATE CIVIL ENGINEER	1.00
BUILDING INSPECTOR	5.00
BUILDING PLANS EXAMINER	3.00
CHIEF BUILDING OFFICIAL	1.00
CITY PLANNER	5.00
CIVIL ENGINEERING TECH III	4.00
CODE ENFORCEMENT OFFICER	5.00
COMMUNITY DEVELOPMENT TECH	5.00
DEP DIR COMMUN DEV - PLANNING	1.00
DEP DIR DEVELOPMENT SERVICES	1.00
DEP DIR ECONOMIC DEVELOPMENT	1.00
DEVELOPMENT REVIEW COORDINATOR	2.00
DIR OF PLANNING & ECONOMIC DEV	1.00
HOUSING & COMM SVC TECHNICIAN	4.00
PLAN CHECK ENGINEER	1.00
PROGRAM SPECIALIST II	1.00
QUALITY CONTROL ASSOCIATE	3.00
SENIOR PLANNER	4.00
SR ADMINISTRATIVE ASSISTANT	7.00
SR BUILDING INSPECTOR	1.00
SR CODE ENFORCEMENT OFFICER	2.00
SR COMMUNITY DEVELOPMENT TECH	1.00
SUPERVISING ENGINEER	2.00
SUPERVISING PLANNER	2.00
Grand Total	76.0

PED FY 2025-26 FTE Count

*Position being eliminated 12/31/25

PED Organizational Structure



PED Structure by Function

DEVELOPMENT SERVICES 54% of Total Department Staffing		
<p>Current Development</p> <p>DEPUTY DIRECTOR Jessica Jones</p> <ul style="list-style-type: none"> - 1.0 FTE Supervising Planner - 2.0 FTE Senior Planners - 3.0 FTE City Planners - 1 Contract Planner 	<p>Engineering</p> <p>DEPUTY DIRECTOR Cleve Gurney</p> <ul style="list-style-type: none"> - 1.0 FTE Supervising Engineer - 1.0 FTE Development Review Coordinator - 1.0 FTE Quality Control Associate - 1.0 FTE Assistant Engineer <p>Inspection Team:</p> <ul style="list-style-type: none"> - 1.0 FTE Development Review Coordinator - 1.0 FTE Quality Control Associate - 1.0 FTE Associate Civil Engineer - 2.0 FTE Civil Engineering Technicians <p>Plan Check Team:</p> <ul style="list-style-type: none"> - 1.0 FTE Quality Control Associate - 2.0 FTE Civil Engineering Technicians 	<p>Building</p> <p>CHIEF BUILDING OFFICIAL Jimmy Bliss</p> <p>Permit Services Team:</p> <ul style="list-style-type: none"> - 1.0 FTE Asst Chief Building Official (ends 1/2026) - 1.0 FTE Sr. Permit Technician - 5.0 FTE Permit Technicians <p>Inspection Team:</p> <ul style="list-style-type: none"> - 1.0 FTE Sr. Building Inspector - 5.0 FTE Building Inspector <p>Plan Check Team:</p> <ul style="list-style-type: none"> - 1.0 FTE Supervising Engineer - 2.0 FTE Plan Check Engineer - 3.0 FTE Building Plans Examiners

ADMINISTRATION 20% of Total Dept. Staffing	LONG RANGE PLANNING 8% of Total Dept. Staffing	ECONOMIC DEVELOPMENT 7% of Total Dept. Staffing	CODE ENFORCEMENT 17% of Total Dept. Staffing
<div data-bbox="262 207 637 328" style="background-color: #444; color: white; padding: 5px; text-align: center;"> ADMIN SERVICES OFFICER Serena Lienau </div> <p><u>Budget/Contract/Records Team:</u></p> <ul style="list-style-type: none"> - 1.0 FTE Admin Analyst - 2.0 FTE Admin Technicians - 1.0 FTE Admin Secretary - 3.0 Sr. Admin Assistants <p><u>Customer Service/HR Team:</u></p> <ul style="list-style-type: none"> - 1.0 FTE Admin Analyst - 2.0 FTE Admin Secretary - 4.0 Sr. Admin Assistants 	<div data-bbox="792 207 1126 321" style="background-color: #800040; color: white; padding: 5px; text-align: center;"> DEPUTY DIRECTOR Jessica Jones </div> <ul style="list-style-type: none"> - 1.0 FTE Supervising Planner - 2.0 FTE Senior Planners - 2.0 FTE City Planners 	<div data-bbox="1291 207 1661 321" style="background-color: #008000; color: white; padding: 5px; text-align: center;"> CHIEF ECON DEV OFFICER Scott Adair </div> <p><u>Arts & Culture Team:</u></p> <ul style="list-style-type: none"> - 1.0 FTE Arts & Culture Coordinator - 1.0 FTE Admin Technician <p><u>Business Team:</u></p> <ul style="list-style-type: none"> - 1.0 FTE Program Analyst - 1.0 FTE Program Specialist II 	<div data-bbox="1824 207 2175 321" style="background-color: #8B4513; color: white; padding: 5px; text-align: center;"> CHIEF BUILDING OFFICIAL Jimmy Bliss </div> <ul style="list-style-type: none"> - 1.0 FTE Asst. Chief Building Official (ends 1/2026) - 2.0 FTE Sr. Code Enforcement Officers - 5.0 FTE Code Enforcement Officers (1 LTD) - 4.0 FTE Code Technicians (3 LTD)

PED Structure by Function

State/Federal Mandated
City Mandated
Department Operations

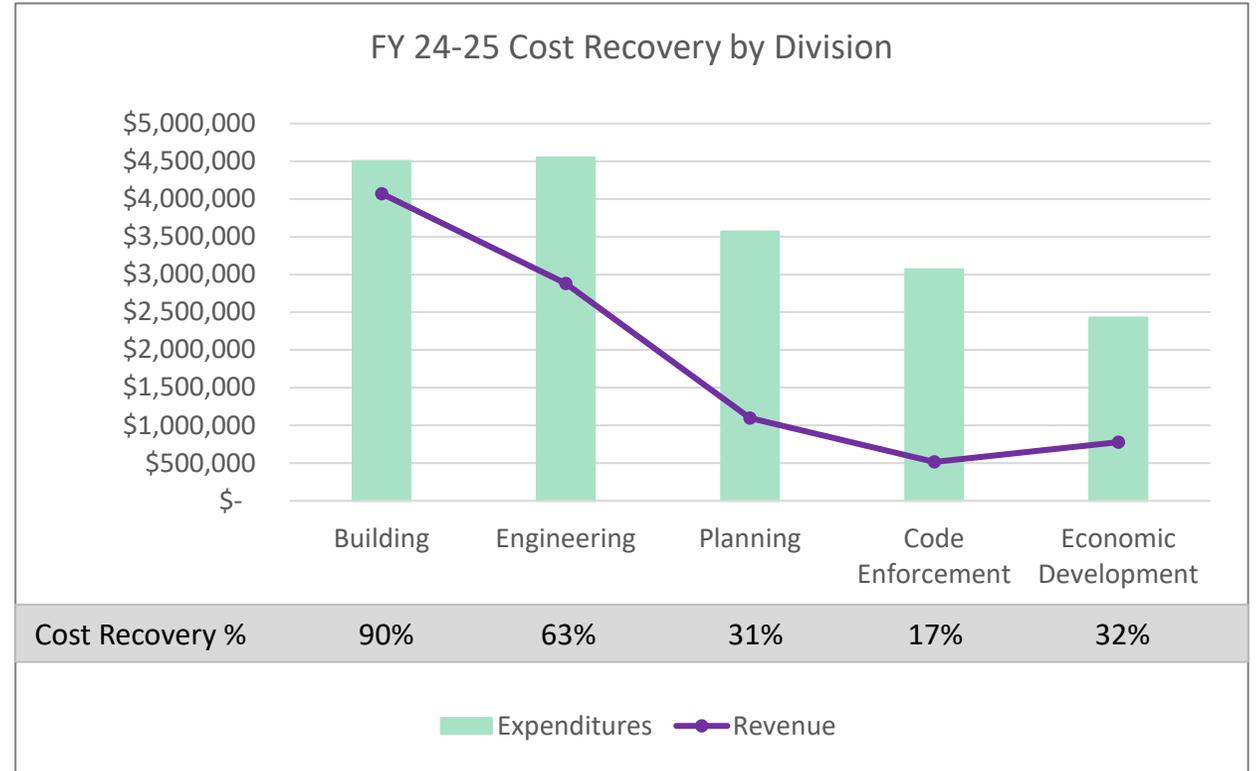
PED Services

Administration (20% Staffing)	Development Services (54% Staffing)	Long Range Planning (8% Staffing)	Code Enforcement (17% Staffing)	Economic Development (7% Staffing)
Boards and Commissions Administration (11)	Land Use	State and Federal Legislation Impl & Policy Development	Enforcement	Art & Special Events Program
Board of Building Regulations Appeals	Entitlement Applications	General Plan Impl & Maintenance	Administrative Hearing Liaison	Public Art in Private Development Ordinance
Planning Commission	Environmental Coordinator Services for all City Depts	Housing Element Impl & Maintenance	Cannabis Enforcement	Event Support Funding - Community Promotions & SRTBIA
SR Tourism & Business Improvement Area Board	Tribal Liaison for all City Departments	Specific Plans (Downtown, North Station, Roseland, S. SR Ave)	Mobile Food Vendor Enforcement	Special Event Permitting - Management of Courthouse SQ
Administrative Hearings	Board & Comm Liaisons (PC, DRPB, ZA, WAC, Subdiv)	GHG Reduction Strategy Impl & Maintenance	Substandard Housing Enforcement	Public Art Fund Management
Art & Public Places Committee	Counter Service	Annual Reporting (Housing, General Plan, and Specific Plans)	Exterior Elevated Elements	Temporary and Permanent Public Art Installation
Design Review & Preservation Board	Permits	Multi-Jurisdictional Hazard Mitigation Plan Impl & Maintenance	Environmental Impact Enforcement	Public Art Maintenance
Economic Development Subcommittee	Applications	City Code Impl & Maintenance	Dept of Housing and Community Dev Compliance	Arts Roundtable
Zoning Administrator	Encroachment Permit	Policy Development Based on Council Goals and Direction	Property Maintenance	Art Exhibition Program - Finley Community Center
Subdivision Committee	Subdivision Improvement Plans & Maps		Short Term Rental Enforcement	National Arts Program
Waterways Advisory Committee	Approve/Modify Property Boundaries		Massage Ordinance Enforcement	Live at Juilliard
United Soccer League AdHoc Committee	Building Permit		Counter Service	Second Sundays
Financial/Records Management	Master Plan and Plot Plans		Programs	Internship Program
Public Records Act Request Management	Standards/Policy Administration		Neighborhood Revitalization Program	Business Development/Administration - Strategic Plan
Records Retention Management	Water Efficient Landscape Ordinance Review		Vacant Building and Lots Program	Business Concierge Program - Ombudsman Program
Budget/Revenue Oversight & Development	Design and Construction Standard Updates		Tobacco Retail License Program	Business Support & Engagement
Department-Wide Grant Management	Accessibility Enforcement - private/public		Graffiti Abatement Program	Rise and Thrive - Underrepresented Business Engagement
Financial Reporting	ADU Deferment		Encampment Evaluation and Enforcement Program	Business Recruitment and Attraction
Contract Management, including MPSAs	Flood Plain Management			Vacancy Activation
Purchase and Invoice Management	Training and Certifications			Minimum Wage Calculations and Enforcement
City Council Item Administration	Board of Building Regulations & Appeals Liaison			USL LOI Management
Human Resources	Counter Service			One Stop Shop - Virtual and Physical
Administration of Leaves	Stakeholder Engagement			Sports and Entertainment Development
Investigation and Disciplinary Procedures	Inspections			Staff Liaison - SRTBIA, APPC, & Econ Dev Subcommittee
Performance Management	All private development proposals			Annual District Based Surveys
HR Liaison	All private development in public right-of-way			Quarterly Economic Development Report
Recruitments	Stormwater compliance			Staff Representation on Community Boards - DAO & RRSQ
Training and Safety Coordination				Marketing and Outreach
Department Administration				Grant Research and Management
Emergency Operations (DOC, COOP, EOC)				Mobile Analytics
Customer Service Management				
Technology Asset/Software Management				
Strategic Planning				
Process Improvements				
Metrics/Performance Measurement				

Cost Recovery by Division

FY 24-25	*Expenditures	*Revenue	Cost Recovery
Building	\$ 4,503,317	\$ 4,071,219	90%
Engineering	\$ 4,548,227	\$ 2,880,860	63%
Planning	\$ 3,568,542	\$ 1,097,107	31%
Code Enforcement	\$ 3,070,108	\$ 515,583	17%
Economic Development	\$ 2,428,563	\$ 777,852	32%

*Includes special revenue funds like SRTBIA, Art In-Lieu, and Admin Hearing



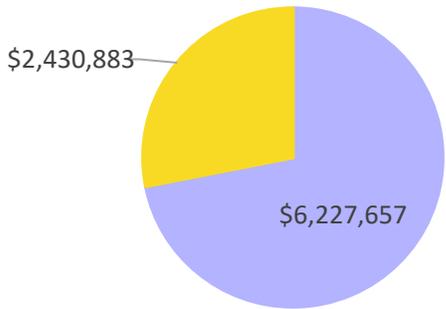
Operational Challenges Related to Development Fee Services

- Timing gap between revenue collection and service delivery
 - Significant fee revenue collected prior to service delivery
 - Development occurs multiple years and timeline is subject to economic factors
 - Resources can't expand when revenue is low and activity levels are high
 - State law requires building division revenue to remain within the division; cannot be used elsewhere.
- Permit processing times depend on permanent staffing and professional services; loss of services increases delays.
 - Permit processing times fluctuate based on permanent staffing levels and total permits received
 - 3rd Party plan review reduces revenue
 - Mandated services and associated shot clocks
 - Council goals vs mandated services vs staff levels

FY 24-25 Permit Fee Revenue

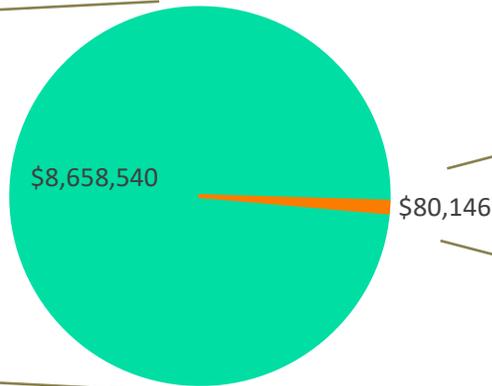
■ Permits Created this FY

■ Permits Created in Prior FYs



Revenue Collected

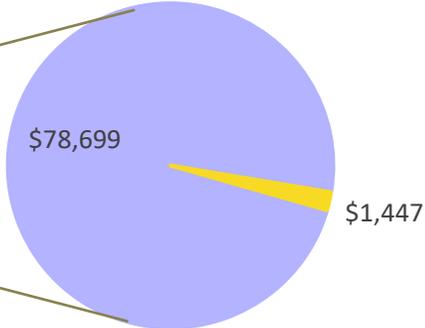
FY 24-25 Revenue



■ Revenue Collected ■ Invoiced - Not Collected

■ Permits Created this FY

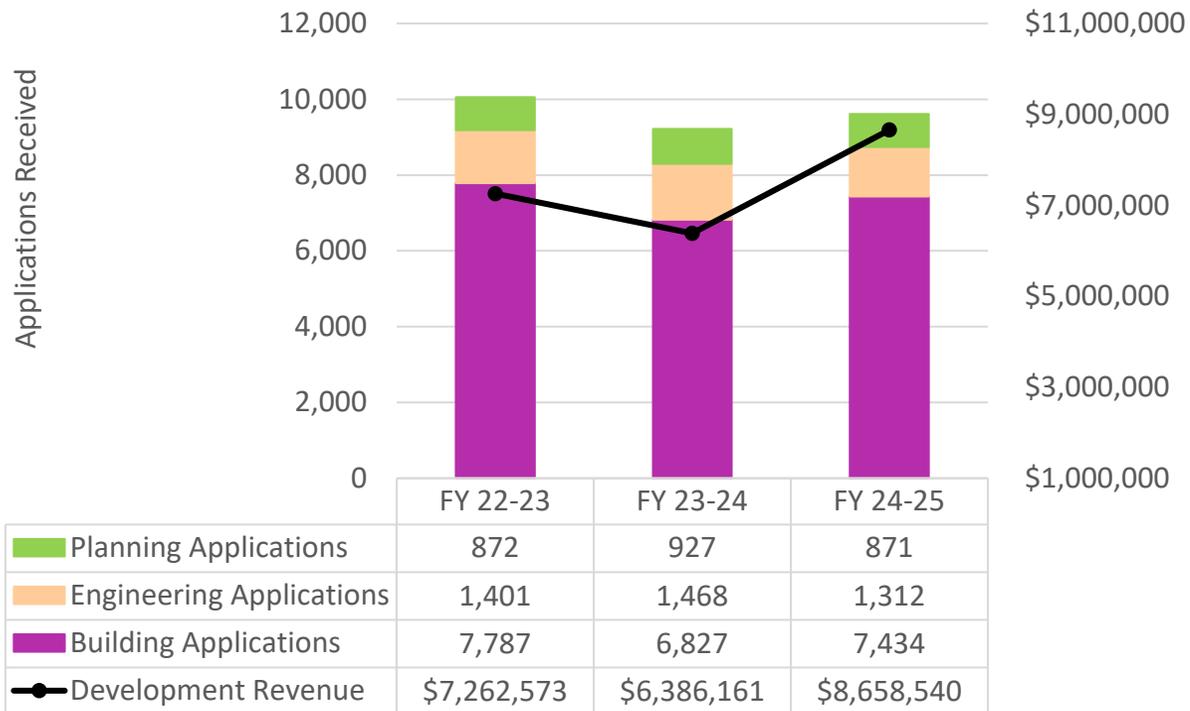
■ Permits Created in Prior FYs



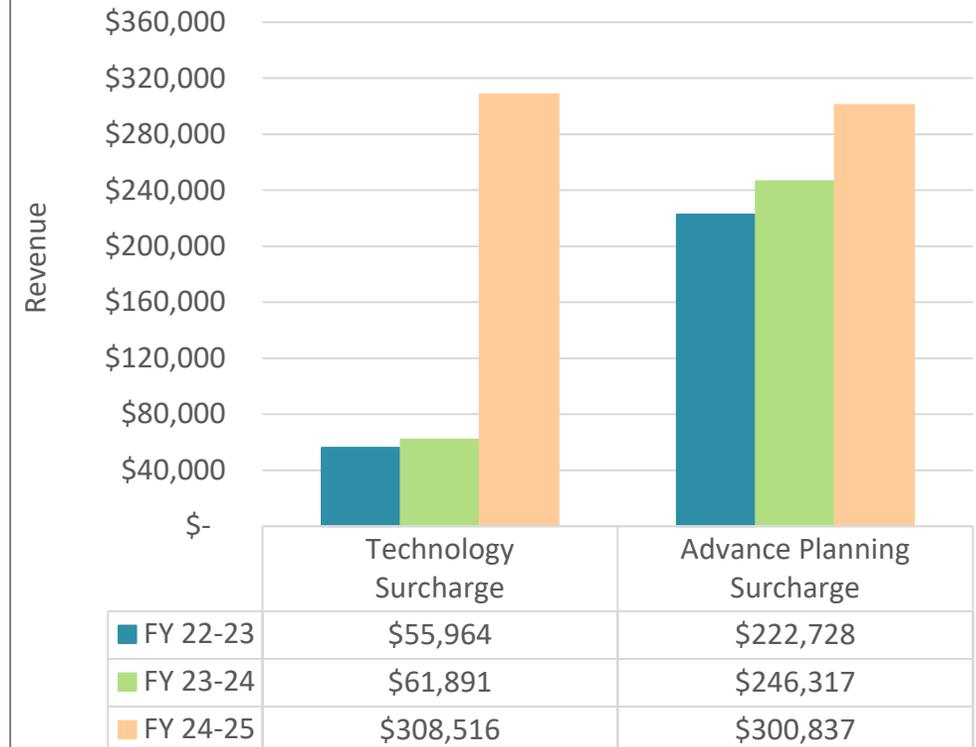
Invoiced - Not Collected

FY 24-25 Development Revenue

New Applications & Revenue FYs 23, 24, & 25

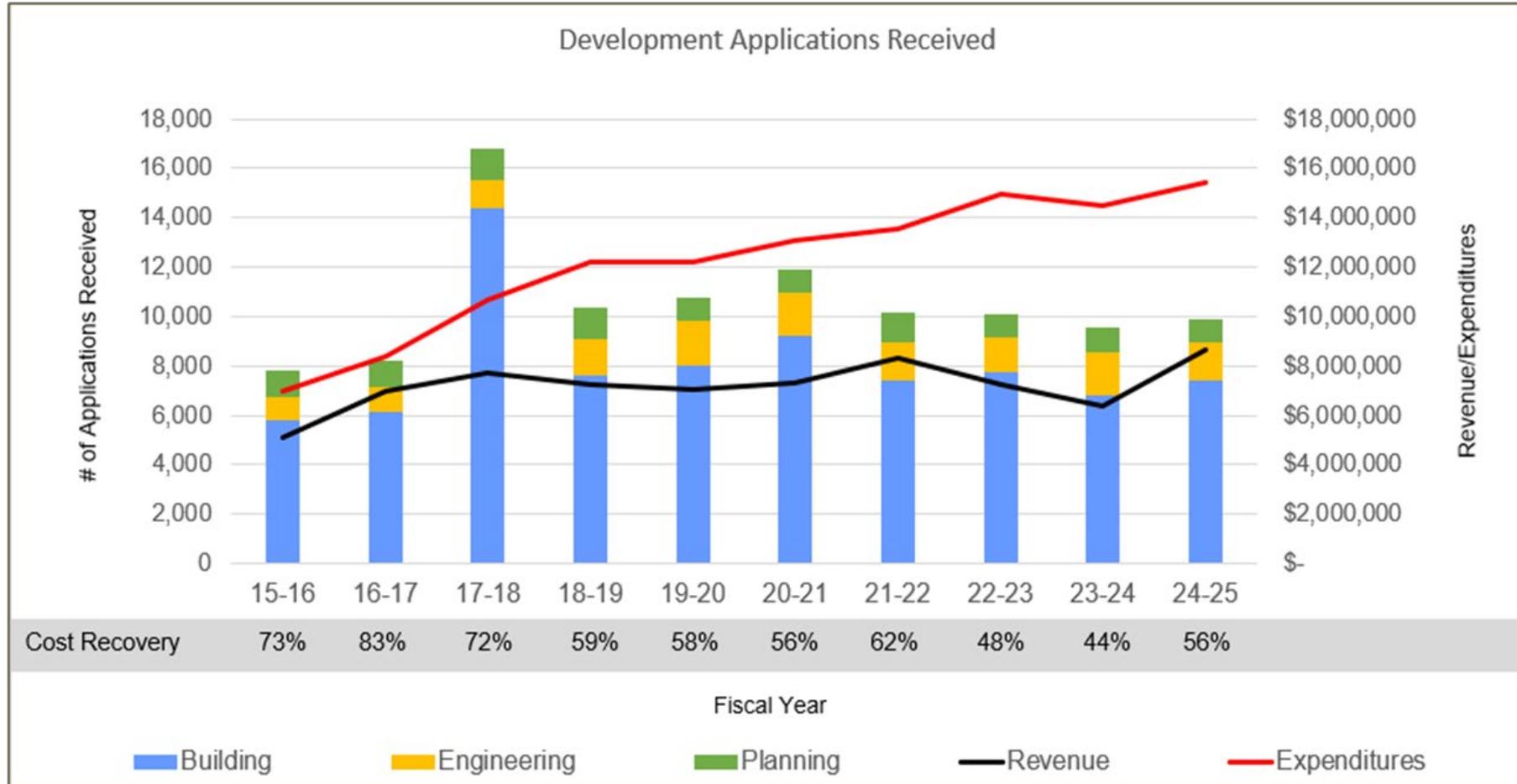


Special Fee Revenue FYs 23, 24, & 25



Permitting Expenditures and Revenue

(Includes Fire Revenue and Expenditures)



Opportunities

- Improve processes; gain efficiencies
 - Technology
 - Self-certification
- Consultant services
 - 3rd party review vs consultants under contract with the city
 - Requires immediate access to revenue
- Fee structure
 - Average staff hours vs charging actual time

Questions?