

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

The JGA Team

Jacob Green, MPA

Principal-in-Charge / Lead Facilitator



Greg Devereaux, JD

Senior Facilitator



Nicole Beach, PMP

Senior Facilitator



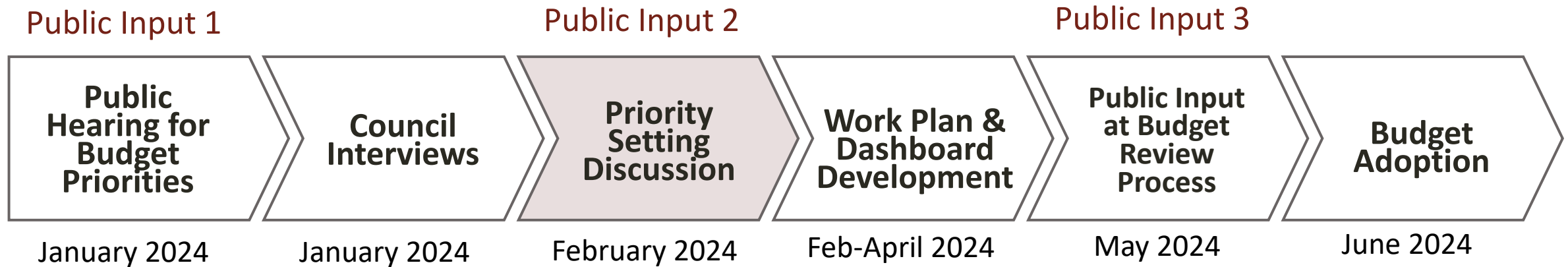
Presentation Agenda

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



Outcome =
Make Lasting Impact

Santa Rosa Process



Goal Setting Elements

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

System

Building Organizational Alignment



“Evolution
not
Revolution”

Goal Setting Fundamentals

System:

1. Council/Manger Form of Government
2. Council vs. Council Member Authority
3. District vs. Citywide Responsibility
4. Council Direction & Inquiries to Staff
5. Relationship Between Goals & Budget

Public Hearing Input – January 9, 2024

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

Mission, Vision, Values

Goal Setting Fundamentals

Mission:

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

Vision:

Santa Rosa – Leading the North Bay

Goal Setting Fundamentals

Values:

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

“Everything is Good” Challenge

Santa Rosa Goals

01

Deliver Housing for All

02

Reduce Homelessness
and its impacts

03

Ensure a healthy and
safe community for all

04

Promote economic
and community
vibrancy

05

Build and maintain
sustainable
infrastructure

06

Achieve organizational
excellence

07

Address Climate
Change

Goals vs. Objectives vs. Strategies

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

Objective: What will city do to meet goals.

Strategies: How each objective will be addressed (initiatives, measurable results).

Santa Rosa City Example

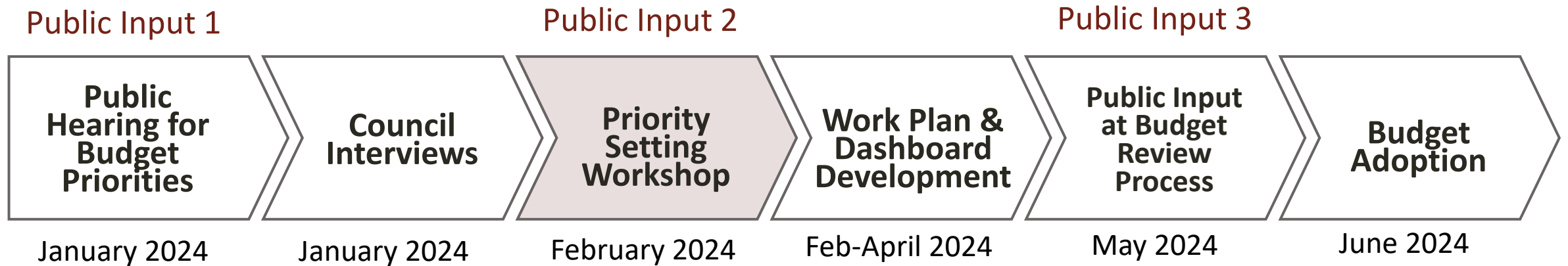
Goal #1: Deliver Housing for All

Objective 1.1: Implement a Down Payment Assistance Program

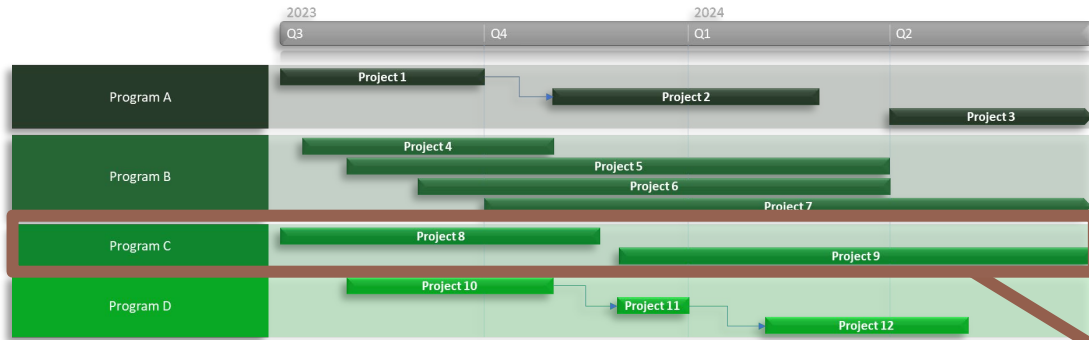
Strategy 1.1.1: Conduct Lender Meetings

(Projects/Programs – Work Plans)

Santa Rosa Process



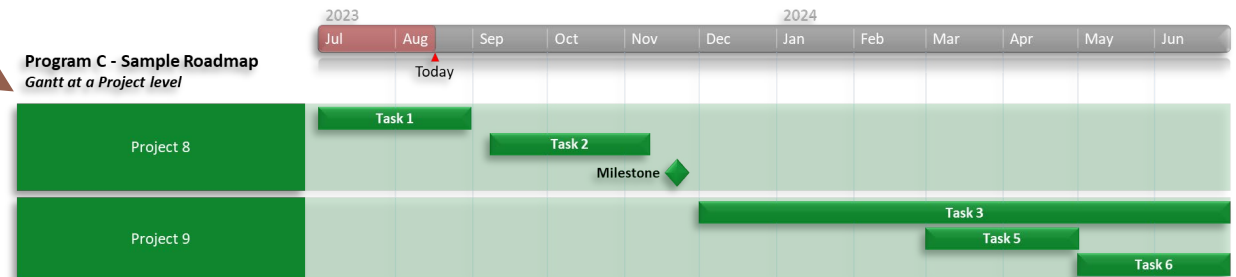
The Next Step - Work Plans



A fully customizable Portfolio-level view offers a high-impact visual across all activities.

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

Program C - Sample Roadmap
Gantt at a Project level



Program C - Sample Work Plan
Detailed view of project tasks and milestone

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

The Next Step – Progress Dashboard

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

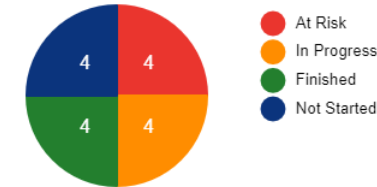
DEMO - DASHBOARD

The City of Santa Rosa, California Work Plan Status Dashboard

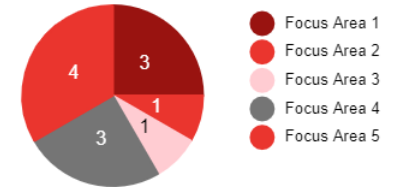
Major Project Alerts

This is where major alerts/updates can be entered and updated on an ongoing basis

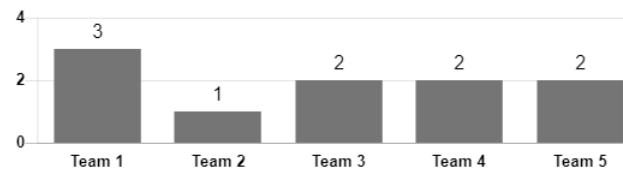
Project by Status



Projects by Focus Area



Workload: Outstanding Projects by Team



Report - At Risk

Risk Flag	Health	Primary	Assigned To	Start Date	End Date	Completion Progress	% Complete
🚩	●	Project 2	Team 1	04/13/23	04/13/23		90%
🚩	●	Project 3	Team 1	04/14/23	04/14/23		55%
🚩	●	Project 6	Team 2	08/30/23	12/15/23		75%
🚩	●	Project 7	Team 3	12/18/23	02/20/24		75%



Fiscal Update

Council Priority Setting Workshop – Item 2.1

Alan Alton
Chief Financial Officer

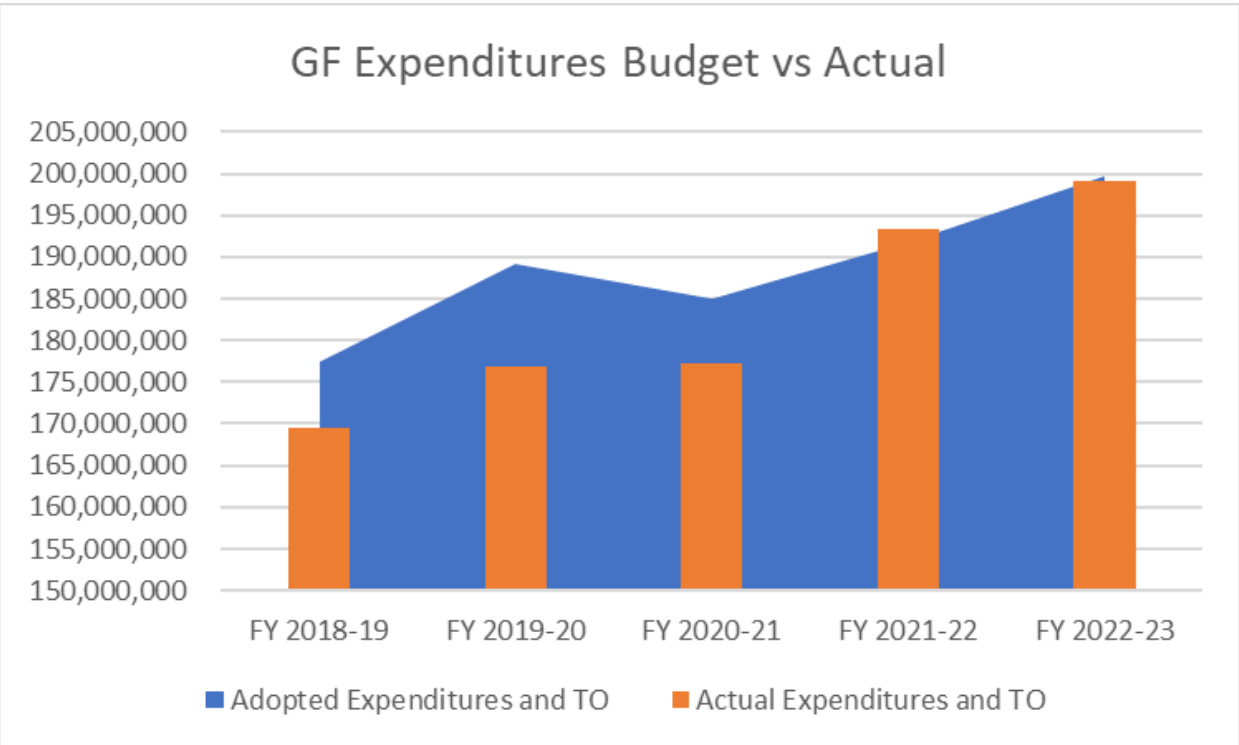
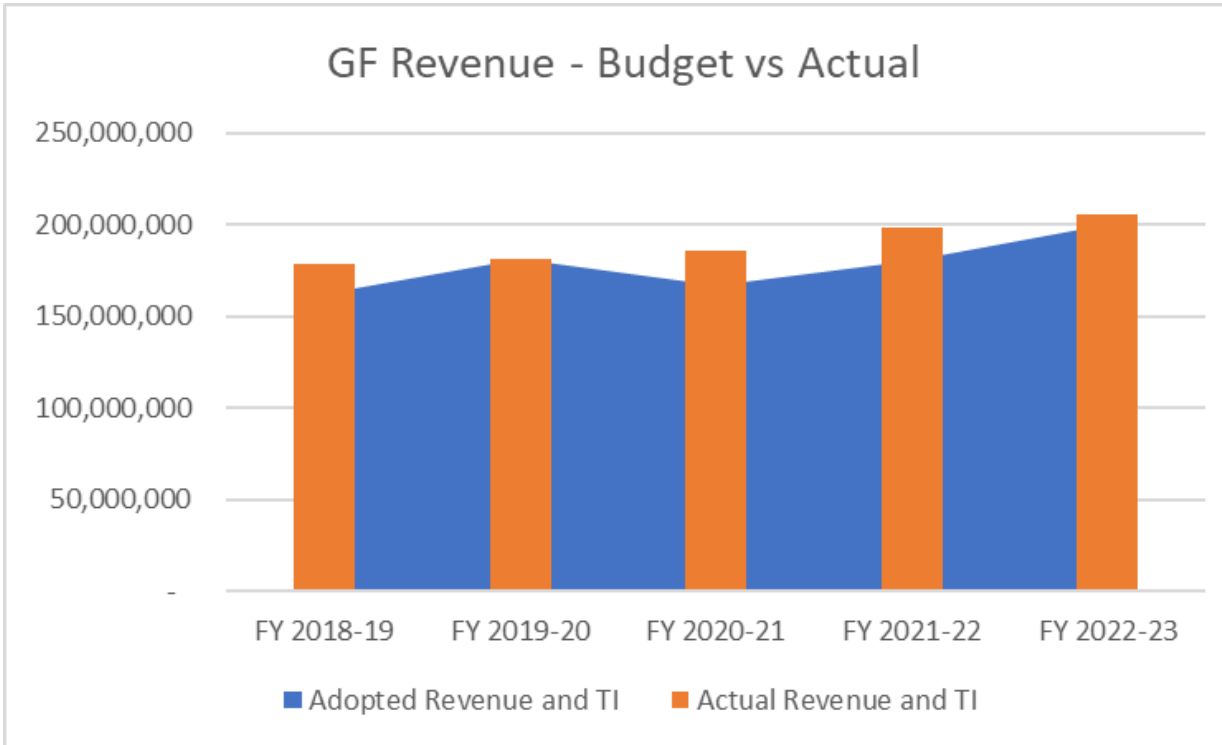
Fiscal Update & Long-Range Financial Plan

Current Issues

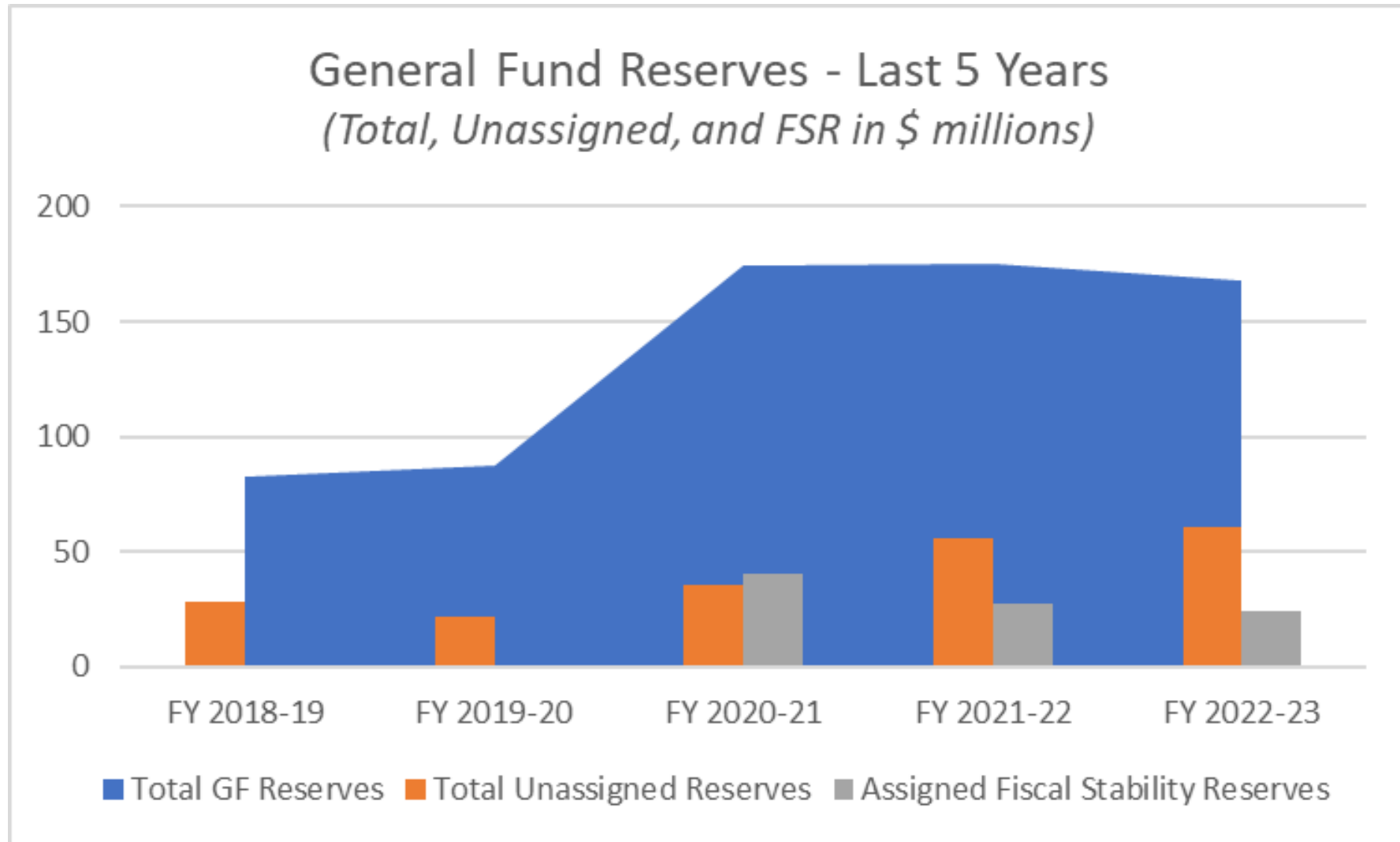
- General Fund Structural Deficit
- Deferred Maintenance
- Over-extended and Under-funded
- Future Labor Costs and Inability to Retain Employees

Fiscal Update & Long-Range Financial Plan

General Fund Budget vs Actual – Past Five Years



Fiscal Update & Long-Range Financial Plan



Fiscal Update & Long-Range Financial Plan

City of Santa Rosa Base Long Range Financial Forecast

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

\$230K General Fund
Subsidy to Golf
Course

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

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

Fiscal Update & Long-Range Financial Plan

Where Do We Go From Here?

- Reset and Rethink the General Fund – Shift the Paradigm
- Focus on Core Services
- Add Revenue and Protect Current Revenue
- Reprioritize Program Funding

Fiscal Update & Long-Range Financial Plan

How Do We Get There?

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

Thank you

Public Comment

Adjourn to Closed Session

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