BUSINESS and STRATEGIC ACTION PLAN

Prepared for

SANTA ROSA RECREATION AND PARKS DEPARTMENT

Prepared by
MIG, Inc.
MuniFinancial

April 2008
table of contents

Acknowledgements ............................................................................................................. iii
A Statement from the Department .................................................................................. vi
Executive Summary ......................................................................................................... ix

1 INTRODUCTION
Setting the Stage ................................................................................................................ 1
Plan Purpose ..................................................................................................................... 1
Plan Development .......................................................................................................... 2
Relationship to Other Planning Activities ....................................................................... 4
Implementation ............................................................................................................. 4

2 COMMUNITY NEEDS
Methods ............................................................................................................................ 7
Key Themes ..................................................................................................................... 7
Summary ......................................................................................................................... 17

3 STRATEGIC ACTION PLAN
Core Values ...................................................................................................................... 19
Mission .......................................................................................................................... 19
Guiding Principles ......................................................................................................... 19
Goals and Strategies ...................................................................................................... 20
Performance Measures ................................................................................................... 42

4 PARKS FUNDING PLAN
Existing Funding Sources .............................................................................................. 47
Proposed Capital Projects ............................................................................................. 55
Potential Funding for Capital Projects .......................................................................... 60
Summary ......................................................................................................................... 70
TABLES - CHAPTER 4
1 Recreation and Parks Department Budgeted Expenditures ......................... 48
2 General Fund Revenue ................................................................................. 49
3 CIP Budgeted Expenditures by Funding Sources ........................................ 52
4 Park Development Impact Fees as of January 1, 2007 ............................... 53
5 Historic Development Fee Revenue ............................................................. 53
6 Grant Revenue – 2007 .................................................................................. 54
7 Total Recreation and Parks Department Capital Needs .............................. 56
8 Capital Project Priorities – Year 1 to 10 ....................................................... 56
9 Capital Project Priorities – Year 11 to 20 .................................................... 57
10 Estimated Park Maintenance Costs by Level of Service ....................... 58
11 Estimated Maintenance Cost for Planned Projects — Years 1 to 10 ....... 59
12 Estimated Maintenance Cost for Planned Projects — Years 11 to 20 ...... 60
13 Estimated Additional Parks Maintenance Costs ....................................... 61
14 Impact Fee Revenue Projections ............................................................... 62
15 Capital Projects Funding Gap Analysis ....................................................... 63
16 City of Santa Rosa Assessed Value ............................................................ 67
17 Revenue and Debt Capacity of Potential Tax Increase ......................... 68
18 Recreation Program Cost Recovery ............................................................ 69
19 Capital Costs and Revenue Summary ......................................................... 71
20 Annual Operations and Maintenance Summary ........................................ 71

MAPS - CHAPTER 4
Greenbelts, Trail Connections, and Projects for the Santa Rosa Area ............ 65
Santa Rosa Plain Conservation Strategy ....................................................... 66

APPENDICES
A Community Profile .................................................................................... A-1
B Parks and Facilities Maps .......................................................................... B-1
C Comprehensive List of Unfunded Projects .............................................. C-1
D Maintenance and Operations ................................................................. D-1
E General Plan Amendment Matrix ............................................................ E-1
F Public Involvement Documentation ....................................................... (available as separate document)
WE WOULD LIKE TO OFFER OUR SINCEREST GRATITUDE to the numerous residents, community groups, service agencies and City officials who provided extensive input into developing the Santa Rosa Recreation and Parks Department Business and Strategic Action Plan. This project was truly a community effort, from completing surveys to actively engaging in discussion groups.

CITY COUNCIL
Bob Blanchard, Mayor
John Sawyer, Vice-Mayor
Jane Bender
Carol Dean
Susan Gorin
Veronica Jacobi
Lee Pierce
Janet Condron (former)
Michael Martini (former)
Steve Rabinowitsh (former)

RECREATION AND PARKS DEPARTMENT, BOARD OF COMMUNITY SERVICES
Craig Lawson, Chair
David Brown, Vice-Chair
Caroline Bañuelos
Kim Costa
Laura Martell
Patty Regalia
Jennifer Schwinn

PLANNING COMMISSION
Scott Bartley, Chair
Patty Cisco, Vice-Chair
Nick Caston
Vicki Duggan
Tom Karsten
David Poulsen
John Walsh

CITY DEPARTMENTS
Jeff Kolin, City Manager
Marc Richardson, Assistant City Manager/Recreation and Parks
Chuck Regalia, Director of Community Development

PROJECT WORK GROUP
Denise Anderson
Trisha Carter Brown
Yvonne Earle
Lisa Grant
Rich Hovden
acknowledgements

Eric Jorgeson
Ernesto Olivares
Meredith Strom
Jennifer Tuell
Recreation and Parks
Department Employees

CONSULTANTS
MIG, Inc.
MuniFinancial
Nancy Dakin,
   Environmental Planner

CITIZEN ADVISORY COMMITTEE
Gary Balcerak
David Brown
Sandy Cooper
Paul Coussens
Julie Cox
Patrice Cox
Christine Culver
Nancy Dakin
Bob Drews
Yancy Forest-Knowles
Kathy Hayes
Toni Hower
David Johnson
Barbara Leder
James Plaisted
Steve Rabinowitz
Patty Regalia
Hermine Terhorst
Don Tomasi
Cindy Toran
Phil Trowbridge
Kathy White
Connie Wiemeyer
Joan Woodard

COMMUNITY PLANNING TEAMS
Craig Anderson
Gary Balcerak
Mary Balcerak
Frank Briceno
Kim Brown
Suzanne Bruhn
Sue Bolt
Chris Carrieri
Kay Clegg
Jeri Corrin
Duane DeWitt
Jenny Fleischer
Kim Nielsen-Glynn
Richard Gunderson
Cristina Gosling
Phillip Grazide
Aliza Gomes
Stephen Greenberg
Arlie Haig
Linda Hall
Bill Haluzak
And the many, many more citizens who completed surveys, answered questions, invited friends to meetings, and stopped to share thoughts and ideas throughout the planning process.
A Statement from the Department

As you read through the Recreation and Parks Department Business and Strategic Action Plan there is one central question you must ask and answer for yourself:

What kind of neighborhood and city do I want to live in?

I believe that we all want to live in a sustainable and livable community; however, it is most likely we all have a slightly different vision of what that means. Together, we must attempt to create a shared vision of the public places, programs and services that will form a vigorous and healthy community. The Business and Strategic Action Plan provides a roadmap so that progress can be planned and we can respond as opportunities arise.

In developing our Business and Strategic Action Plan, we are mindful of the importance, history and legacy of our parks and programs. Since the dedication of Olive Park in 1918, the Santa Rosa Recreation and Parks Department has been creating community through people, parks and programs. Through the development, programming and maintenance of our park and recreation system, with tremendous support from more than 1500 dedicated community volunteers; and through countless partnerships that make parks, facilities and programs possible for our community, we have continually sought to deliver quality parks and recreation experiences to residents of and visitors to Santa Rosa.

Since January 2007, we have been engaged in a planning process that has allowed us to examine our system and the range of services we provide as well as plan for the future needs of a dynamic and changing Santa Rosa. Our goal was to explore how well our pro-
grams and facilities were meeting the community’s needs, make improvements wherever they were needed, and seek help in developing a vision of the future that addresses some of the issues and constraints under which we have been operating. Santa Rosa is a changing community, with significant growth in the numbers of seniors and youth and increasing population diversity, and we want to be sure that we continue our long tradition of offering a range of services that meets changing community needs.

This draft Business and Strategic Action Plan was shaped with significant community involvement and input, including a random sample telephone survey, an online survey, a number of special community forums and 40 intercept events. Throughout the process, we have benefited from the guidance of an active and passionate group of community stakeholders who have served us well on our Community Advisory Committee and Community Planning Teams and we are grateful for their energy, enthusiasm and commitment.

This Business and Strategic Action Plan not only shows us where we are, but where we would like to go. More importantly, it gives some direction as to how we can get there together. It is clear when looking at the Business and Strategic Action Plan that what we want to achieve for the citizens of Santa Rosa is difficult and challenging. When something is beyond our reach we can make the choice of giving up or, with the help of others and through planning, strive to realize our dreams. Please join me in striving to make our dreams a reality.

Marc Richardson,
Director and Assistant City Manager
INTRODUCTION
IN SANTA ROSA, parks and open spaces play a key role in shaping the character and identity of neighborhoods throughout the community. Residents take pleasure in the mature landscapes, creek and trail corridors, and the unique vistas from the foothills and low lands alike. City forebears worked hard to infuse these enriching features, ensuring that they become part of the city fabric as the community grows and evolves.

The City of Santa Rosa is experiencing steady growth, with many new residents from diverse communities, especially the Latino community. This growing population includes an increasing number of youth and seniors. These new residents, youth and seniors have recreation needs and interests that may not be addressed by current community programs and facilities.

Plan Purpose and Development
To address these changes and respond to community needs, the Santa Rosa Recreation and Parks Department (Department) embarked on a planning process to prepare a Business and Strategic Action Plan. The plan has three main purposes:

- Identify and assess Santa Rosa’s current and anticipated parks and recreation needs and priorities;
- Provide practical and strategic direction for meeting these needs through selected service, program and facility improvements; and
- Prepare a financial plan to adequately provide for the funding and financing of new parks and facilities, as well as identify additional funding to revitalize existing parks and facilities and for basic park operations and maintenance.

For planning purposes, the planning area was organized into four geographic areas: Northeast, Southeast, Northwest, and Southwest. The planning areas are generally bisected by Highway 101 and Highway 9.

The Business and Strategic Action Plan is the product of an extensive public involvement process, with community input serving as the driving force behind its recommendations.
12, with the City boundary as their outer edge. Each quadrant offers strong community assets, as well as distinct challenges for strengthening neighborhoods and building civic pride.

A Community Planning Team (CPT) was established for each planning area. Members of each CPT represented key stakeholders from neighborhoods and community organizations actively involved in their planning area.

In addition, a Community Advisory Committee (CAC) was formed. Members embodied a wide range of interests including sports such as swimming and soccer, bicycle coalitions, pathway coalitions and open space preservation. Representatives from the City of Santa Rosa Community Advisory Board and Board of Community Services, as well as other public serving agencies, also participated on the CAC.

The planning process was organized into three phases.

- Phase One—Existing Conditions
- Phase Two—Needs Assessment
- Phase Three—Plan Development

The Business and Strategic Action Plan was developed in close coordination with other planning activities underway in the City. While this Plan was being developed, the City was also in the process of updating the Bicycle and Pedestrian Master Plan and the Citywide Creek Master Plan. A number of specific planning efforts were also underway such as the Downtown Station Area
Specific Plan and Sebastopol Road Corridor Plan. Each planning effort provided an opportunity for the Santa Rosa community to comment on the critical role that parks and recreation play in their life.

**Implementation**

The Business and Strategic Action Plan serves as a framework for future decision making, priority setting and budgeting. The core values and guiding principles describe a desired future for the community (Chapter Three). The recommended goals and strategies are intended to have a measurable impact on the quality of programs and services for the community and to enhance the role and effectiveness of the Department. Staff will develop an annual work plan for implementing the strategies in each goal area.

The Assistant City Manager will develop an annual progress report to review implementation progress. This report will provide an evaluation of the Department’s effectiveness in meeting the intent of the Plan. The report will also identify opportunities to improve the correlation between long-term planning and actions taken each year to improve services.

**COMMUNITY NEEDS ASSESSMENT**

The Community Needs Assessment weaves together information from the public involvement and outreach process, research on emerging recreation trends, technical review of existing conditions and analysis of the community profile (Appendix A). Findings from this assessment were used to examine how Santa Rosa’s current park, recreation and arts facilities meet the needs of the community. They also drive the goals and strategies presented later in this plan (Chapter Three).

**Methods**

Several different methods were used to gather community input regarding their park and recreational needs and priorities, including: a telephone survey, a web-based community questionnaire, intercept surveys, focus groups (including youth and park maintenance staff), advisory meetings, CPT meetings and CAC meetings. Overall, more than 2,200 people participated.

**Key Themes**

Several highlights emerged from the public involvement process. In many instances, a
need was specific to one of the four planning areas or to the Downtown; other needs were expressed as a community-wide concern.

• **Maintenance.** A top priority for the community is for parks and facilities to be clean, safe and well-maintained. There was a disconnect between the public perception of park maintenance standards and the maintenance staff perception of park and facility condition. Overall, the community valued and recognized the Department’s maintenance standards, as expressed by their high level of satisfaction in the random sample survey. Conversely, staff felt frustrated and unable to keep up with deferred maintenance. Replacement of aging structures like restrooms and play equipment has not kept pace with industry standards for health and safety, creating a significant backlog of repairs. Additionally, they reported that graffiti and repairing vandalism diverts them from other important tasks, such as preventative maintenance.

• **Community Parks.** Additional community parks—especially in the Southwest and Southeast Planning Areas—are a high priority. Many residents would like to see signature parks in each of the planning areas, connected by a system of linear trails. They also expressed the desire to renovate parks from the existing outdated equipment to safer, more modern equipment and amenities.

• **Neighborhood Parks.** Another common theme was the need for more neighborhood-based parks throughout the City. Residents highly value feeling connected to their neighborhoods and having places where they can gather, informally or formally. They value parks the most for providing an opportunity to enjoy nature and to connect families and neighborhoods.
• **Trails and Access.** Trails are popular in Santa Rosa and, repeatedly, participants expressed interest in expanding opportunities for walking and hiking, as well as biking. While people acknowledged the outstanding trails and pathways system within the City, they felt access was limited and connections inconsistent. The need for more convenient and safe connections to north/south corridors was especially notable. They were also concerned about the physical barriers that limit access to parks (wide boulevards, large complexes, etc.).

• **Culture and History.** The multi-cultural nature of the City was singled out in discussions and input during many of the outreach activities. Likewise, participants appreciated the deep agricultural history of their community. Increasing the offering of events and programs that celebrate particular heritages may strengthen the social fabric and enhance civic and cultural pride.

• **Programs and Facilities.** Current population growth has resulted in an increase in the number of people participating in community programs and using facilities. Growth is expected to continue for at least the next 10 years, further increasing the demand for Department services. Residents recognized the need to accommodate the growing population with additional parks and community programs. They saw op-
opportunities to increase resident support for recreation and park services and to promote volunteerism.

- **Safety.** Safety is a chief concern—both in and out of parks—among participants and staff. An increase in gang activity was especially noted and residents expressed the need to focus on early intervention with youth and teens.

- **Amenities and Design.** Many of the existing parks are aging and the current features reflect lifestyles and preferences of previous generations. The community desires a greater variety of park features and updated park amenities.

- **Information Campaign.** Residents did not feel they are receiving enough information about the Department’s events, programs and activities. While the Department’s Adventure Guide (the City’s schedule of programs and activities) is distributed to all households in Santa Rosa, it does not appear to be delivering target messages. In addition, residents are increasingly relying on information posted on the Internet.

- **Future Growth.** Santa Rosa’s population has grown steadily from roughly 100,000 people in 1980 to 158,600 in 2000, with a projected population of 195,000 by 2020. The Department is challenged to keep pace with increasing density, rising land costs and emerging social and recreation trends. Many participants expressed an interest in aiding the Department with planning efforts, park design and development projects. They also saw opportunities to increase resident support for recreation and park services and to promote volunteerism.

- **Sustainable Funding.** Like residents in many other cities in northern California, participants expressed concern that funding has not kept pace with the growth in the demand for parks and recreation services and needs. Feedback often centered on the challenges of meeting operational needs of the Department.
STRATEGIC ACTION PLAN
The Department is guided by three doctrines: a list of core values, a mission statement and a set of guiding principles. Together, these move the agency toward the vision of delivering excellent customer service, responding to community needs and priorities and creating a supportive workplace environment.

Goals and Strategies
Goals and strategies in the Plan seek to embrace and reflect these three doctrines. They are intended to have a measurable impact on the quality of programs and services for the community and to enhance the role and effectiveness of the Department within the Santa Rosa government. A detailed list of recommended strategies is found in Chapter 3.

Park Development Standards. Promote a consistent application of park standards throughout the City. Santa Rosa’s current General Plan recreation and park standards describe neighborhood parks and community parks, but the General Plan Vision Statement promotes pocket parks. By comparison, cities in northern California typically adopt park standards and definitions that enable the community to develop multiple park types and sizes to meet the variety of needs and interests. A General Plan Amendment (GPA) is a standard approach to revising parkland definitions and types, and is accomplished through the GPA Application process (see Appendix E).

Maintenance and Safety. Provide safe, clean and well-maintained facilities to meet the diverse needs of a growing community. The Department will address the number one priority for Santa Rosa residents: the desire for a safer and well-maintained park and recreation system. The community highly values their park and recreation opportunities, takes great pride in these resources and expects the care of such amenities to remain a high priority for the City. A well-balanced approach to management and operations—between rehabilitation projects and new construction—will continue to favorably impact community image, safety, health and wellness, as well as to protect environmental resources.

Programs. Promote quality recreational programs that are physically and economically accessible, and responsive to changing needs, demographics and interests. The Department will continue to create and promote a rich and diverse assembly of programs to serve the entire community.
Santa Rosa’s recreational programs offer one of the best ways to bring people together and build relationships, at all levels. Community events build civic pride while sports opportunities contribute toward healthy lifestyles.

**Facilities.** *Provide a variety of high quality facilities to meet the recreational needs of the community and to help reinforce community identity and sense of place.* The Department will work to provide community facilities that contribute toward a sense of place in Santa Rosa. Santa Rosa’s recreation and parks facilities are currently at capacity, and some planning areas and neighborhoods are lacking facilities in general. Developing additional high-quality facilities will position the City as a leader in celebrating arts and culture, and serve as a key facilitator in building successful neighborhoods.

**Connectivity.** *Connect and expand a system of trails and pathways linking neighborhoods with parklands, facilities, schools, libraries and other community destinations.* The Department will continue to work toward completing trail and pathway linkages. The people of Santa Rosa expressed interest in expanding opportunities for hiking, biking and walking. Access and connectivity improvements would result in safer and more convenient recreational experiences.

**Gathering.** *Create and enhance neighborhood-based places for people to gather.* The Department will work to provide places for residents to have meaningful experiences. Parks and public spaces offer one of the best ways of bringing people together. Neighborhood parks can provide a social and recreational focus for local residents, and a place where they can feel connected to each other.

**Culture and History.** *Celebrate and honor Santa Rosa’s cultural diversity and historical legacy.* The Department will continue to recognize the City’s growing ethnic diversity and historical legacy within the county. Parks and different facilities offer an excellent opportunity for celebrations, festivals, fairs and other types of events.
Partnerships. Develop partnerships with public and private organizations to fully leverage all resources and expand opportunities to meet growing needs. The Department will actively seek partnership arrangements and joint use agreements as a way to sustain limited resources amid increasing demand for programs and services. By partnering with school districts, advocacy groups, environmental organizations, open space authorities and others, the Department will be able to more clearly determine the needs of its users and make appropriate choices.

Results. Deliver excellent customer service and be responsive to the needs and priorities of the community. In order to successfully deliver services, the Department must have an efficient organizational structure and adopt practices to boost effectiveness. New systems include both internal and external elements, from staff development to public outreach and communications. The Department will also seek ongoing community feedback in assessing the performance of programs and services.

Performance Measures

A key component of the Business and Strategic Action Plan is the ability to gauge progress toward plan implementation. Performance measures will be used to evaluate how well the Department is doing in advancing specific actions to achieve the stated goals. Chapter 3 provides a list of recommended performance measures as they relate to each goal and strategy.

Performance measures provide a way to monitoring results by answering the question: Are we achieving what we set out to accomplish?

The performance measures are comprehensive and are presented as elements of a “measurement tool kit” to aid the Depart-
ment in building a long-term evaluation program. Some of the recommendations will be easier to implement than others, but collectively they provide an in-depth appraisal of programs and services and their impact on the community.

**PARKS FUNDING PLAN**

In response to the growing population and desire for parks and recreation opportunities, the Department plans to provide significant additional facilities within the next 10 to 20 years. The combined total cost of priority facilities and needed neighborhood parkland is almost $203 million. A Park Funding Plan was prepared (Chapter Four) and focuses on existing funding sources, proposed capital projects and potential funding for capital projects.

**Existing Funding Sources**

Existing municipal funding resources for parks, facilities and recreation programs are limited. The Department must compete with many other municipal services and community facilities for that funding.

**Operations and Maintenance Funds**

There are two major funding sources for the Department’s operations, maintenance and services:

- **General Fund.** The General Fund is an unrestricted funding source and critical component of the Department’s budget. Approximately $13.8 million dollars is requested from the General Fund in the (state year - 7/08? 8/09?) budget. The percentage of General Fund revenues allocated to the Department has been steadily declining, while the request from residents for more services has risen.

- **Measure O.** In November 2004, Santa Rosa voters passed a sales tax measure to fund critical public safety improvements in Police, Fire, and Recreation and Parks. The Department provides valuable services and programs to meet youth needs, discourage at-risk behavior and address the community’s gang prevention and intervention needs. The sales tax is expected to generate a total of about $7 million per year for the next 20 years and the department receives 20% of this revenue.

The passage of Measure O provides some assurance that programs and services will continue for youth at risk. Other programs and services deemed important by the community, such as art programs, swimming and water safety, and programs for active seniors, may not be able to expand...
without alternative funding support.

Additionally, park maintenance service levels have declined due to the combination of workforce retirements and General Fund reductions. Maintaining parks and facilities in a safe, attractive manner is highly important to residents and the popularity of active sports and recreation in Santa Rosa requires a high level of service to meet safety needs.

**Capital Improvements Revenue Fund**
The Capital Improvement Fund includes all funding sources used to pay for new capital projects and substantial renovations of existing facilities to meet the growing needs of the community. The majority of the funding for park capital projects comes from development impact fees and from state and other agency grants. Land for parks and facilities is set aside by development projects or purchased by the City with development fees, identified as “In-Lieu” when the fee is paid instead of providing land.

- **In-Lieu and Development Impact Fees.** These are one-time fees paid by development at the time of building permit issuance to provide parks and facilities for new development, as well as renovate existing facilities to accommodate growth. These fees can provide a significant source of revenue for capital projects. Fee revenue, however, is dependent on the development market, and therefore is highly variable from year to year. This revenue stream cannot be the sole or primary source of funds due to variability of the market, equity concerns, and its limitation to capital expenditures.

- **Grant Revenue.** Grants are historically the other significant source of funding for new park and recreation facilities. The Department receives grants from a variety of sources. At least $5 million in grants funding was received in 2007.

**Proposed Capital Projects**
Chapter Four further identifies anticipated park capital project priorities, reflecting the most recent suggestions by Department staff, community input, and considerations by the Board of Community Services (BOCS). In addition to the community wide and signature projects proposed, several neighborhood parks need to be developed and at least 28 acres of new neighborhood parks will be needed. While new construction contributes to the development of new parks and facilities, there remains a substantial gap between the fees collected from new development and the
The total combined cost of priority projects and neighborhood parks is approximately $203 million, far exceeding available funding.

**Capital Expenditure**

The community’s wish for larger community parks, signature cultural facilities, and parks and green spaces closer to home far exceeds the current financial capabilities. (See Appendix C for a comprehensive list of desired projects.) Current projects such as the purchase of the Bayer property and the Northwest Community Park renovation rely on funding other than development fees, and in the last several years some neighborhood parks were left undeveloped because of a shortage of funds. Additionally, the General Plan references several new facilities such as aquatic centers in every quadrant. The CAC supported reducing the duplication of these facilities in favor of a balanced distribution of park types and facilities throughout the city.

A city’s planning efforts address the development of new parks and facilities throughout the timeframe of final community development, and funding for capital projects fluctuates; therefore cities typically plan for short term and long term capital projects. Santa Rosa has prioritized the comprehensive list of projects estimated at approximately $607 million through a community and staff process. This resulted in two groups of projects to include in the Capital Improvement Plan. Tier One projects are those the Department hopes to accomplish as soon as possible, but more realistically within the next six to 10 years. Tier Two projects are those the Department has identified and hopes to realize construction of within the next 10 to 20 years.

Estimated remaining costs for Tier One projects—new construction and rehabilitation—is about $83 million. And estimated remaining costs for Tier Two projects—new construction and rehabilitation—is about $78 million. The estimated cost for new neighborhood parks is approximately $42 million. The estimates also do not include any costs associated with potential habitat mitigation requirements for the protection of the California Tiger Salamander in the wetland environments primarily on the western edge of Santa Rosa. See summary table on the next page.

General deferred rehabilitation projects such as updating playgrounds, making accessibility improvements to meet ADA requirements, re-roofing park structures,
upgrading restrooms, and resurfacing courts and pathways has not been included in capital projects funding or general fund allocations.

Essentially, every park requires some rehabilitation. Estimated cost for general rehabilitation, at 2.5% of asset valuation, is $3 million each year.

**Estimated Operations and Maintenance Costs**

The addition of new park land and recreational facilities will increase annual operations and maintenance costs typically funded by the General Fund, which has been declining. The Department will not be able to provide the same level of service for more parks and amenities without additional funding. The highly skilled workforce developed within the last fifteen years can barely meet basic safety maintenance needs today, and spends a greater percentage of time addressing vandalism and graffiti. The Department also needs to hasten its efforts to incorporate technology into park maintenance practices to increase efficiency, for example installing central irrigation systems and developing GIS-based work order systems.

Overall, based on the data available in the
Department budget, the average annual park operations and maintenance cost per acre is approximately $9,600. Multiplying the annual estimated costs by the estimated number of total park acres (existing and planned) results in nearly $5.6 million needed annually for ongoing annual maintenance costs (all costs are in current 2008 dollars). Howarth Park, community centers and special recreational facilities will require additional maintenance funding because they are funded by other divisions and not the general park maintenance division. These facilities are currently operating at capacity levels and showing signs of wear and tear, stepping up the need to develop a renovation plan. If the maintenance level of service increases to meet residents’ expectations, the annual costs could exceed $8.7 million (at a desired level of $15,000 per acre). See summary table above.

### Potential Funding For Capital Projects

Even with successful grant funding and new development contributing to new parks and facilities, additional funding sources will be needed to complete all the projects desired by the community. Potential new funding sources for capital projects include increasing in-lieu and development impact fees, seeking non-traditional grants, voter approved measures, and additional Community Facility Districts funding. Voter approved measures can also support annual maintenance and operations as well as capital projects. Parcel taxes and landscape and lighting assessment districts are used successfully in other communities to provide dedicated funding in addition to the General Fund.

- **In-Lieu and Development Impact Fees.** The City is currently in the process of updating the park in-lieu

### Annual Operations and Maintenance Summary

<table>
<thead>
<tr>
<th>Maintenance Cost per Acre</th>
<th>Acres</th>
<th>Current</th>
<th>Proposed</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>$9,600</td>
<td></td>
<td>$ 9,600</td>
<td>15,000</td>
<td>$ 5,400</td>
</tr>
<tr>
<td>Existing Parks - Annual Maintenance</td>
<td>332.2</td>
<td>$3,189,000</td>
<td>$4,982,000</td>
<td>$1,793,000</td>
</tr>
<tr>
<td>Priority Projects - 1 to 10 years</td>
<td>103.9</td>
<td>997,000</td>
<td>1,559,000</td>
<td>562,000</td>
</tr>
<tr>
<td>Priority Projects - 11 to 20 years</td>
<td>144.0</td>
<td>1,382,000</td>
<td>2,160,000</td>
<td>778,000</td>
</tr>
<tr>
<td>Neighborhood Parks</td>
<td>28.0</td>
<td>269,000</td>
<td>420,000</td>
<td>151,000</td>
</tr>
<tr>
<td>Total Annual O&amp;M - Existing and Priority Projects</td>
<td></td>
<td>$5,568,000</td>
<td>$8,701,000</td>
<td>$3,133,000</td>
</tr>
</tbody>
</table>

Note: Costs shown in this table do not include existing deferred maintenance costs. However the increase in funding for existing parks will provide additional funding to address these costs.

Sources: Santa Rosa Recreation and Parks Department; MainFinancial.
and park development impact fees. New fee levels have not been adopted. However, preliminary fee calculations have been made for single family household fees of $12,000 per household and $15,000 per household. Several factors, including the price of land, improvements and planned facilities will affect the ultimate level of the fee. Preliminary estimates show that maximum fees of approximately $15,000 per single-family dwelling unit can be justified.

- **Potential Grants.** If the current year’s level of grants funding were sustained annually for the next 20 years it might be sufficient to bridge the gap for the priority capital projects. However, grant funds do not represent a steady stream of funding and recent trends indicate lean years in the future. Additional funding will still be needed.

- **Voter Approved Bond Measure.** A bond measure could be advanced to fund Department needs. A bond is issued based on increasing the property tax rate on real property assessed value. The political acceptability of issuing a bond for Department projects may decrease in the short term as the housing market worsens. Also, ‘voter fatigue’ may cause voters to decline issuing a bond, as several other bond measures have been approved recently for various City of Santa Rosa capital needs.

- **Parcel Tax.** Parcel taxes are a type of excise tax on the use of property. A great advantage of a parcel tax is its flexible use of revenues – capital project, rehabilitation, deferred maintenance. Widely used throughout the state, these taxes are adopted as a special tax dedicated to specific purposes. All special taxes require two-thirds voter approval. Thus, the greatest challenge for this funding source is gaining voter approval. Creating new assessment districts falls under the same requirements.
• **Sales Tax.** An increase in sales tax could generate revenue for the Department. However, the voters have already approved a sales tax increase recently so it is assumed that the political acceptability of approving another increase in the sales tax rate is very low.

As such, an estimate of potential sales tax revenue is not included in the analysis.

• **Additional Community Facility Districts (CFD) Funding.** In addition to the three small existing CFDs the City should consider establishing a city wide CFD that all new development will be required to annex into as a condition of approval. This CFD could provide additional annual revenue for maintenance costs, but may have to compete with other municipal services for the funding.
MAKING IT HAPPEN

The Business and Strategic Action Plan sets a course for the Department to work side by side with the community in developing a premier parks and recreation system that is sustainable for future generations. Sustainability will necessarily rely on a strong and committed team effort between departments and with the community, at large. The Department will seek opportunities for such collaboration, staying focused on delivering quality facilities and programs to Santa Rosa through:

- Solid plans, incorporating technical expertise and community input;
- Well-defined, achievable goals and supporting strategies;
- Collaboration with and cooperation of partner agencies;
- Sustainable, long-term funding for capital projects and maintenance;
- The continued leadership and vision of the City Council and supporting committees and boards; and
- The continued commitment and dedication of the Department staff.
**SETTING THE STAGE**

PARKS AND RECREATION facilities and programs provide significant benefits to the City of Santa Rosa. Residents take pleasure in the mature landscapes, creek and trail corridors, and the unique vistas from the foothills and lowlands alike. City forebears worked hard to infuse these enriching features, ensuring that they become part of the city fabric as the community evolves.

Residents and decision makers value the strong role that parks and recreation play in the livability of the community and the human development and health of its residents. Economic leaders recognize that parks and recreation opportunities attract businesses, residents and tourists, and help maintain connections between community members and the overall character of the community. Santa Rosa is also nestled among County and State parks that are connected to local parks, creating a vibrant system of open space parks and trails for everyone to access and enjoy.

The City of Santa Rosa is experiencing steady growth, with many new residents from diverse communities, especially the Latino community. This growing population includes an increasing number of youth and seniors. These new residents, youth and seniors have recreation needs and interests that may not be addressed by current community programs and facilities.

Population growth and shifting demographics can result in changes in the way people view parks and recreation—facilities and programs that met community needs 20 years ago may no longer be as valuable. Additionally, the range of recreation and parks programs and services has expanded to encompass new areas and uses such as crime prevention, economic development, environmental stewardship, health and wellness.

**PLAN PURPOSE**

To address these changes and respond to community needs, the Santa Rosa Recreation and Parks Department (Department) embarked on a planning process to prepare a *Business and Strategic Action Plan*. Since the planning process began, more than 2,200 participants have provided input.
The plan has three main purposes:

- Identify and assess Santa Rosa’s current and anticipated parks and recreation needs and priorities;
- Provide practical and strategic direction for meeting these needs through selected service, program and facility improvements; and
- Prepare a financial plan to adequately provide for the funding and financing of new parks and facilities, as well as identify additional funding to revitalize existing parks and facilities and for basic park operations and maintenance.

**PLAN DEVELOPMENT**

The Business and Strategic Action Plan is the product of an extensive public involvement process, with community input serving as the driving force behind its recommendations. Involving the people of Santa Rosa ensured that the Plan would be responsive to current community priorities and future needs.

For planning purposes, the planning area was organized into four geographic areas: Northeast, Southeast, Northwest and Southwest. The planning areas are generally bisected by Highway 101 and Highway 12, with the City boundary as their outer edge. (See Appendix B.) Each quadrant offers strong community assets, as well as distinct challenges for strengthening neighborhoods and building civic pride.

A Community Planning Team (CPT) was established for each planning area. Members of each CPT represented key stakeholders from neighborhoods and community organizations actively involved in their planning area.

In addition, a Community Advisory Committee (CAC) was formed. Members embodied a wide range of interests including sports such as swimming and soccer, bicycle coalitions, pathway coalitions and open space preservation. Representatives from the City of Santa Rosa Community
Advisory Board and Board of Community Services, as well as other public serving agencies, also participated on the CAC.

The planning process was organized into three phases.

- **Phase One—Existing Conditions.** Phase One largely centered around collecting information related to: how population changes in the City will affect future needs for parks, natural areas, trails, recreation facilities and services; the current condition of the recreation and parks system; population and economic data; changes in family composition, cultural diversity and income; and implications for future recreation and parks needs. During this phase, the CAC and CPTs were formed. This phase culminated with a Community Profile Report, summarizing the key findings. (See Appendix A and B.)

- **Phase Two—Needs Assessment.** Phase Two concentrated on establishing a firm understanding of recreation and park needs from the community’s perspective. To gain this understanding, the following methods were employed: a telephone survey to residents; a web-based community questionnaire; community intercept (interviews) surveys; focus groups; and CAC and CPT meetings. This phase culminated with a Community Needs Assessment Report.

- **Phase Three—Plan Development.** Phase Three concentrated all the information gathered during the two previous phases. The Business and Strategic Action Plan highlights key community needs, specific strategies and actions to best meet these needs within realistic budget constraints and a strategy to adequately fund and finance park facilities and services.
RELATIONSHIP TO OTHER PLANNING ACTIVITIES

The Business and Strategic Action Plan was developed in close coordination with other planning activities underway in the City. While this Plan was being developed, the City was also in the process of updating the Bicycle and Pedestrian Master Plan and the Citywide Creek Master Plan. A number of specific planning efforts were also underway such as the Downtown Station Area Specific Plan and the Sebastopol Road Corridor Plan. Each planning effort provided an opportunity for the Santa Rosa community to comment on the critical role that parks and recreation play in their life.

IMPLEMENTATION

The Business and Strategic Action Plan serves as a framework for future decision making, priority setting and budgeting.
The core values and guiding principles describe a desired future for the community while providing the Department flexibility in achieving the goals. The Assistant City Manager will develop an annual progress report to review implementation progress. This report will provide an evaluation of the Department’s effectiveness in meeting the intent of the Plan. The report will also identify opportunities to improve the linkage between long-term planning and actions taken each year to improve services.
THE COMMUNITY NEEDS Assessment weaves together information from the community outreach process, research on emerging recreation trends, technical review of existing conditions and analysis of the community profile (Appendix A). Findings from this assessment are used to examine how Santa Rosa’s current park, recreation and arts facilities meet the needs of the community. They also drive the goals and strategies presented later in this plan (Chapter Three).

METHODS
The Department employed a wide variety of community outreach methods throughout 2007, documenting the expressed needs and desires of more than 2,200 residents. (See Appendix F, available as a separate document.) Residents had several opportunities to provide input on their perception of current and future community needs:

- A random dial telephone survey (400 participants) designed to obtain statistically valid results from households within the city limits
- A web-based questionnaire accessible to all residents (about 350 hits)
- Intercept surveys (Spanish and English and reaching 945 people at 40 events)
- A Youth focus group (over 200 participants)
- A Spanish-speaking residents focus group (over 30 participants)
- Focus groups with members of the Department
- Workshops with selected City departments
- Workshops with local sports organizations
- Community Advisory Committee (CAC) meetings
- Community Planning Team (CPT) meetings
- Joint meetings of the CPT’s and CAC

KEY THEMES
The community takes pleasure in the rolling mountains, natural creeks and mature oak and redwood forests of their surroundings. They identifying Santa Rosa’s recreation and parks needs leads to goals and strategies for future development decisions that will result in a stronger sense of place for residents and increased support for recreation and parks in the city.
enjoy having a distinctive recreation and park system that includes signature parks known throughout the region, local parks where neighborhoods thrive and trails and pathways connect outdoor spaces. Additionally, a remarkable legacy of the city’s history has been achieved through the preservation of numerous facilities.

This section highlights key themes from the outreach process. In many instances, a need was specific to one of the four planning areas or to the Downtown; other needs were expressed as a community-wide concern.

- Maintenance
- Community Parks
- Neighborhood Parks
- Trails
- Access
- Culture and History
- Programs
- Safety
- Amenities and Design
- Information Campaign
- Future Growth
- Sustainable Funding

**Maintenance**

In the telephone survey, maintenance of existing parks, facilities and streetscapes emerged as the highest priority—by a significant margin. In the intercept surveys, it was a top priority for parks to be clean, safe and well-maintained.

The community valued and recognized the Department’s maintenance standards, as expressed by their high level of satisfaction in the random sample survey. An interesting dichotomy emerged between the public perception and the Department maintenance staff perception. Nearly 80 percent of telephone survey respondents were satisfied with current level of park maintenance and the general public was not disappointed with the condition of parks. On the other hand, 25 percent of maintenance staff felt they are “drowning in a backlog” of maintenance projects, they are “putting out fires” and they are unable to keep up with deferred maintenance. Additionally, they reported that graffiti and vandalism diverts them from other important tasks, such as preventative maintenance.

The differing views on park maintenance services, as described by park users and
city staff, points to the need to develop a more streamlined resource management plan. A multi-tiered level of maintenance services enables the Department to focus its resources on parks where residents place the highest value, as well as to address critical needs when they occur. (See Appendix D.) Also, with strong support for protecting the existing parks and facilities, it opens the door to developing a park renovation program that encompasses the latest technology and best practices in environmental stewardship.

Over and above general maintenance services, the Department has a significant backlog of repair projects to upgrade buildings, structures and play equipment. Restroom facilities and playgrounds are aging throughout the City, and several structures in Howarth Park need replacing. The Department would benefit by developing a resource management plan that identifies asset life cycle needs, replacement programs and technology improvements such as computerized irrigation.

**Community Parks**
Additional community parks—especially in the Southwest and Southeast Planning Areas—are a high priority to many residents. During CAC meetings, participants cited a desire for signature parks in each of the planning areas, connected by a system of linear trails. They also expressed the desire for parks with features such as modern equipment, unique play areas, picnic areas and a set of active recreational activities.

In focus groups with representatives from sports organizations and with youth, the need for more and larger parks was reiterated. The Summer Camp staff focus group stated the desire for more outdoor adventure activities in parks and for improving existing playing fields.

**Neighborhood Parks**
While there are many reasons Santa Rosa park users love their parks, survey respondents valued parks the most for providing an opportunity to enjoy nature and to connect families and neighborhoods. Neigh-
Residents value highly the need to feel connected to their neighborhoods and to have places where they can connect.

Neighborhood parks can provide a social and recreational focus for local residents.

A large number of residents expressed the need for additional numbers of smaller parks closer to home, ideally within walking distance. They emphasized the key role parks play in neighborhood identity and building stronger families.

Participants frequently mentioned their desire for more and better connections between neighborhoods, schools, libraries, the open space district and other key destinations.

In the CPT meetings:

- Northwest, Northeast and Downtown participants focused less on the number of parks and more on the quality of the parks. There was a great deal of discussion that several of the existing parks are unexciting, unattractive and underused. Northeast participants noted a reasonable combination of city, county and state parks.

- Southwest and Southeast participants clearly expressed the need for parks, in general. The Southeast has designated parkland that remains undeveloped. Currently there is little parkland in the Southwest; participants ranked park acquisition as a high priority.

- Members of all CPT planning groups felt strongly that parks in neighborhoods should have amenities and features that serve multi-generations and various interest levels. Parks that are too small, with only one item, limit use and discourage parks from becoming all-inclusive public spaces.

Trails and Access

Trails and open space corridors are popular in Santa Rosa as a transportation option and for recreation and fitness. Over 50 percent of telephone survey respondents hike or walk at least once a week and 70 percent of web respondents use the existing trail system. Repeated often during the public involvement process, participants expressed interest in expanding opportunities for walking, hiking, and biking.

Almost 55 percent of telephone survey respondents stated it was a high priority to develop corridors that connect neighborhoods. Collectively, residents felt that trails and pathways were adequate moving east and west through town, but seriously lacking moving north and south.

Many of Santa Rosa’s signature parks are surrounded by physical barriers such as wide roadways, facilities and private property. Repeatedly mentioned during CAC meetings, these barriers negatively impact...
park access for potential users. People also expressed the need to improve access to parks via public transportation and non-motorized means. Well-designed sidewalks and pathways separate from roadways were desired.

Residents recognized that some outstanding trails and pathways exist within the City, but access and interconnectivity improvements need to be made to move the current inventory into an integrated system. The need for more convenient and safe connections to north/south corridors was especially notable.

Residents participating in all the community meetings pointed to the “necklace” of parks, trails and corridors woven through the downtown neighborhoods as an excellent model for access and connectivity throughout greater Santa Rosa.

In the CPT meetings:

- Northwest, Southwest and Southeast participants cited inadequate pathways or unconnected trails.
- Southwest participants were very concerned with the unsafe pedestrian conditions (lacking curbs, gutters and sidewalks).
- Southwest and Southeast participants were very concerned about the lack of bicycle facilities.
- Northwest, Northeast and Downtown participants, while comfortable with their ease of access to parks and open space, noted that connectivity between destinations could be improved.

80 percent of the web-based community questionnaire participants rated natural areas and conservation as very important.
Community Needs

Culture and History
Over the past 20 years, Santa Rosa’s population has grown steadily and is expected to increase over the next 20 years. Many of these new residents are from diverse communities, especially the Latino community. In addition, the City boasts an active older adult population and a growing family and youth population. The coming together of multiple generations contributes to a unique energy in the community. Participants repeatedly expressed appreciation for this diversity.

The multi-cultural nature of the City was singled out in discussions during many of the outreach activities. Ethnicity and cultural origin are important factors to consider when developing recreational programs and community services. Different ethnic groups may have interest in different types of activities currently not available in the community. Participants stressed the need for activities and programs that specifically reflect different neighborhood cultures and interests.

Santa Rosa’s rich history features noteworthy contributions in arts and entertainment, as well as the sciences, and has influenced new development while calling attention to the City’s precious past.

Programs and Facilities
Santa Rosa residents are actively involved in all types of recreation programs. Youth tend to participate in organized team sports such as soccer, baseball and softball. A majority of adults participate in less structured activities such as walking, hiking and gardening. Many also participate in individual fitness programs offered by the Department that are at capacity. Also, Santa Rosa boasts one of the most successful adult softball programs in the North Bay and is nationally recognized for its masters swimming program.

The Department is positioned well to serve as a leader in developing health and wellness strategies for the community, and
in enhancing opportunities for residents to use parks and programs for health and fitness. To this end, key points emerged throughout the outreach effort, including:

- Most respondents of the community-wide survey felt the Department should provide services to the community, but should work to partner with other organizations to ensure services for all residents, particularly in youth recreation programs, and gang and drug-use prevention.

- Changing demographics and increased housing prices may be contributing to the feeling held by some participants that Santa Rosa is losing its “family feel.” Increased family programs were seen as a possible way for combating this loss.

- More robust programming attuned to Santa Rosa’s changing demographic is needed, specifically addressing the large and growing older adult and senior populations in Santa Rosa.

- Public arts activities and programming should be increased, specifically, a performing arts center and related activities in downtown.

Of special note were the aquatics facilities and programs. Analysis showed that the two existing facilities are heavily used, in high demand and are at capacity. When compared to similar size communities, Santa Rosa is below standard in the number of public pools. In addition, since the schools do not have pools, there is no opportunity to develop joint use agreements to respond to the demand.

The nation wide trend for developing aquatic facilities leans toward waterslides, moving water and play structures. In Santa Rosa, 35 percent of the survey respondents enjoy recreational swimming at least weekly. However, there is still a need for water fitness programs and swimming instruction. Also, the Santa Rosa community is nationally known for its talent in competitive swimming, indicating the need for a variety of features in new aquatic centers.

In the intercept surveys:

- Demand for youth activities was heaviest in the Southwest and Southeast planning areas.

- A youth center and increased activities for teens were popular recommendations from residents.

- Residents expressed high interest in dance, movement, gymnastics and yoga.

Almost 60 percent of telephone survey respondents visit aquatic facilities at least once a week and 80 percent said they visit at least once a month. 43 percent would like to see more aquatic centers.
• Older adults were looking for more bocce ball opportunities.

• Spanish speaking residents cited a need for more classes in technology and computer use, along with English as a Second Language (ESL).

Safety
Safety is a chief concern—both in and out of parks—among participants and staff. Participants were concerned that alcohol abuse, homelessness and gang activity are increasingly prevalent in parks. Residents expressed the need to focus on early intervention with youth and teens.

By providing programs and events in various parks, especially underused parks, the Department can encourage positive activities, aid in strengthening neighborhoods and facilitate connections among the community. New parks can be designed with more defensible space by eliminating visual barriers along the perimeter of parks and providing lighting. Similarly, existing parks can be renovated with such features.

In the CPT meetings:
• While mentioned as a city wide issue, Southwest and Southeast participants, in particular, are troubled about the increase in gang activity and graffiti.

• Southwest and Southeast participants were principally concerned with bicycle and pedestrian safety. Most roads lack curbs and gutters and there are few crosswalks and other safety features.

• Northeast participants noted that when residents had the opportunity to contribute to the design and construction of neighborhood parks, they were more likely to monitor park use.

Amenities and Design
The community desires a greater variety of park amenities, updated structures in existing parks, restrooms, lighting and signature facilities for future parks. Additionally, the need to increase the safety of playground equipment was mentioned repeatedly in all planning areas.

While Howarth Park, and its connection to County and State parks, is the most recognized park in Santa Rosa, members of the CAC recognized that signature community amenities should be distributed throughout the planning areas—not concentrated in one neighborhood or area of the City.

Recommended improvements in park design fall into three broad categories: usability, maintenance and safety. Many of the existing parks are aging and the current features reflect lifestyles of previous gen-
erations, thereby rendering them not very “usable.” A number of residents expressed the importance of designing parks for all ages and providing something appealing for each generation. Maintenance and safety have been discussed in detail earlier in this chapter.

**In the CPT meetings:**
- Northwest participants noted the number of parks with outdated amenities, and in some cases, unsafe play equipment and structures. They also felt there was not enough variety between parks.
- Northwest and Southeast participants expressed the need to move away from “cookie-cutter” design.
- Participants from all CPTs believed the strength of their neighborhoods was attributed to the natural topography of the parkland such as the rolling hills or oak woodlands.

**Information Campaign**
Residents clearly indicated a need to improve methods currently used to distribute information regarding events, programs and activities. Only 38 percent of the respondents receive information from the Department Adventure Guide (the City’s schedule of programs and activities). The most common form of getting information was “word of mouth.”

The public was not entirely aware of the vast array of services the Department offers. There is a need to develop a more seamless approach by the different units to deliver programs and services to the community. Of the web-based community questionnaire respondents who do not participate in recreation or sports programs offered by the Department, 15 percent said they were not aware of the programs. In addition, residents are increasingly relying on information posted on the Internet.

**In the CPT meetings:**
- Northeast, Southeast and Downtown participants perceive the Department’s

Almost 50 percent of telephone survey respondents cited the need to upgrade existing park amenities as a high priority.
services and programs as “not well advertised.”

- Southwest participants would like more information provided in Spanish.

- Generally, all CPTs felt the need to increase the number and type of offerings in their neighborhoods.

### Future Growth
Residents recognized the need to accommodate the growing population with additional parks and community programs. Santa Rosa’s population has grown steadily from roughly 100,000 people in 1980 to 158,600 in 2000, with a projected population of 195,000 by 2020. The Department is challenged to keep pace with increasing density, rising land costs and emerging social and recreation trends. It is also a challenge to strike a balance of passive parkland and social gathering spaces with active health and fitness facilities.

Nearly all the participants from the CAC and CPTs expressed an interest in aiding the Department with planning efforts, park design and development projects. They also saw opportunities to increase resident support for recreation and park services and to promote volunteerism.

### Sustainable Funding
Like residents in many other cities in northern California, participants expressed concern that funding has not kept pace with the growth of parks and recreation services and needs. Feedback often centered on the challenges of meeting operational needs of the Department. One discussion group described the city as having “big city problems, but small city funding.” Other groups commented that there was not enough money to build new facilities and parks or to maintain existing ones.

The web-based community questionnaire asked: “Do you think the City and the community should commit additional funding to parks, recreation, open space or trails?” The response was overwhelming, with 93 percent of the participants indicating “yes.” In the same questionnaire, 87 percent were willing to pay more money to improve parks, recreation, open space and trails, depending on the cost and the projects recommended.
SUMMARY

More than 2,200 Santa Rosa residents participated in surveys, interviews, focus groups and other community meetings. Analysis of this extensive outreach effort provides a strong and clear direction for the Department. Residents highlighted many strengths of existing parks and programs, as well as opportunities to address key needs. Messages from the community are revisited in the following chapter, which lays out specific goals and strategies to incorporate this input.
THIS CHAPTER DESCRIBES the general goal areas and specific strategies to help the Department fulfill its mission and respond to community needs and priorities. Striving toward the goals and using the strategies in this chapter, the Department will make clear steps toward enhanced customer service, organizational effectiveness and sustainable funding.

**CORE VALUES**

The Department is the steward of the community’s parks and recreation legacy, and has committed to carrying out the vision expressed by so many. Its core values are accepted principles and regarded by all staff as very important for creating a high quality of life for all residents. They include:

- Inclusivity
- Accessibility
- Diversity of experience
- Spirituality
- Sense of community
- Environmental stewardship
- Personal development
- Healthy lifestyles
- Professional growth
- Lifelong learning
- Fun and celebration

**MISSION**

A mission statement is a description of why an organization exists—the key programs and services the organization seeks to provide. The Department’s mission builds upon the core values and echoes the vision adopted statewide by park and recreation professionals:

**We create Community through People, Parks and Programs.**

**GUIDING PRINCIPLES**

The following guiding principles are fundamental to the mission-driven decision making efforts of the Department, community advocates and civic leaders.

- Providing a **balanced parkland development** program to maximize positive outdoor experiences.

Themes from the community needs assessment directly informed the goals and strategies.
• Providing recreational **programming** to strengthen youth development and foster family, neighborhood and multi-generational connectivity.

• Adopting best **business practices** to maximize resources and improve the delivery of services.

• Creating an innovative, efficient and effective **organization** that responds to community change.

• Maximizing **community involvement** through partnerships and collaborations.

**GOALS AND STRATEGIES**

To achieve the Department vision, 10 goals were developed, reflecting community input, Department input and technical review of current conditions. Each goal is linked to expressed community needs and sets forth a list of strategies to answer the question:

> How can the Department better meet the expressed needs of the community?

The recommended goals and strategies are intended to have a measurable impact on the quality of programs and services for the community and to enhance the role and effectiveness of the Department. Staff will develop an annual work plan for implementing the strategies in each goal area.
goals

1 PARK DEVELOPMENT STANDARDS. Promote a consistent application of park standards throughout the City.

2 MAINTENANCE AND SAFETY. Provide safe, clean and well-maintained facilities to meet the diverse needs of a growing community.

3 PROGRAMS. Promote quality recreational programs that are physically and economically accessible, and responsive to changing needs, demographics and interests.

4 FACILITIES. Provide a variety of high quality facilities to meet the recreational needs of the community and to help reinforce community identity and sense of place.

5 CONNECTIVITY. Connect and expand a system of trails and pathways linking neighborhoods with parklands, facilities, schools, libraries and other community destinations.

6 GATHERING. Create and enhance neighborhood-based places for people to gather.

7 CULTURE AND HISTORY. Celebrate and honor Santa Rosa’s cultural diversity and historical legacy.

8 PARTNERSHIPS. Develop partnerships with public and private organizations to fully leverage all resources and expand opportunities to meet growing needs.

9 EDUCATION AND INFORMATION. Promote the Department’s role within the community and its array of facilities, programs and services, in addition to the resulting deeper community benefits and outcomes.

10 RESULTS. Deliver excellent customer service and be responsive to the needs and priorities of the community.
GOAL 1

Park Development Standards

Promote a consistent application of park standards throughout the City.

Santa Rosa’s current recreation and park standards definition in the General Plan focuses on neighborhood parks and community parks, while in the General Plan Vision Statement there is a stated desire to promote many pocket parks. By comparison, cities in northern California typically adopt park standards and definitions that enable the community to develop multiple park types and sizes to meet the variety of needs and interests. Santa Rosa residents are seeking parks with multiple features that are attractive to various age demographics, and value having these parks located close to home.

STRATEGIES

1.1 Submit General Plan amendment (see Appendix E) to make it possible to develop parks consistent with the park standards described in this Plan and including:

- Public plazas and gathering spaces that provide access and connectivity throughout the city.
- Neighborhood parks that provide enough space for informal play, children’s play structures, space for walking, picnic areas, passive natural areas and at least one active recreation feature.
- Community parks that provide enough space for organized recreation activities, centers and facilities, unique features such as public art or water, parking, restrooms and many of the items found in neighborhood parks.
- City wide parks that provide signature elements, cultural amenities, historical amenities and provide significant contributions to City image, tourism and development.
1.2 Pursuant to the General Plan, apply the standard of six acres of parkland per 1,000 residents to all development projects and ensure the following allocation is met:

- **3.5 acres of parkland designated as City parks;**
- **1.4 acres of parkland as accessible school recreational land; and**
- **1.1 acres of public serving open space.**

1.3 Redefine access to park and public spaces for all residents to meet the following:

- **within 1/4 mile to public plazas, gathering spaces, pathways and trails;**
- **within 1/2 mile to neighborhood parks; and**
- **within 1 mile to community parks.**

1.4 Create criteria for developing parks and facilities that provide a balanced recreation and park system, removing the chance of having only one type of park in a given planning area. Include elements such as community need, funding, revenue generation potential, expansion and connection of existing parks in close proximity and partnership opportunities.

1.5 Continue meeting state and federal development guidelines such as the Americans with Disabilities Act (ADA) and Consumer Product Safety Commission (CPSC) when developing new parks and facilities and renovating aging structures.
Maintenance and Safety

INTENT
This goal addresses the community’s articulated need for:

- ✔ Maintenance
- ✔ Community Parks
- ✔ Neighborhood Parks
- ✔ Trails
- ✔ Access
- ✔ Culture and History
- ✔ Programs
- ✔ Facilities
- ✔ Safety
- ✔ Amenities and Design
- ✔ Education and Information
- ✔ Future Growth
- ✔ Sustainable Funding

Provide safe, clean and well-maintained facilities to meet the diverse needs of a growing community.

Santa Rosa residents highly value their park and recreation opportunities. They take great pride in these resources and expect the maintenance and care of such amenities to remain a high priority for the City. A well balanced approach to management and operations—between rehabilitation projects and new construction—will continue to favorably impact community image, safety, health and wellness, as well as to protect environmental resources.

STRATEGIES

2.1 Develop park maintenance standards to support better allocation of existing resources including a tiered level of service (see Appendix D):

- Level One, Signature: Parks with high visitation, regional popularity and co-located with economic development and investment.
- Level Two, High: Parks with structured facilities and well-developed amenities such as ballfields.
- Level Three, Moderate: Parks with more casual and passive use areas and fewer amenities.
- Level Four, Basic: Parks with primarily open space and natural areas.

2.2 Incorporate environmentally-friendly maintenance practices such as water conservation, technology, and use of reclaimed water and continue integrated pest management.

2.3 Create a maintenance reporting and tracking system.

2.4 Incorporate new technology and products in maintenance standards.

2.5 Increase the use of communication technology by department employees, such as cell phones and computers for e-mail.
2.6 Promote a sense of neighborhood ownership of parks and increase volunteerism as a way to supplement existing maintenance resources.

2.7 Improve staff’s ability to respond proactively to maintenance issues, rather than reactively.

2.8 Provide opportunities for structured input and feedback early in the park design process in order to identify potential maintenance challenges prior to final plan approval.

2.9 Contract with private service providers for standard maintenance (mowing, litter, custodial, trees and back-on landscape services).

2.10 Shift park maintenance responsibility to school districts with parks that provide limited public physical access and availability, like J.X. Wilson Park.

2.11 Develop consistent methods of maintenance contribution from community organizations, user groups and youth sports.

2.12 Develop a part-time, seasonal workforce in parks and facilities.

2.13 Facilitate preventative care of street trees through private providers and organizations.

2.14 Shift private parcel tree-care responsibility to the property owner.

2.15 Develop a community-based urban forestry program.

2.16 Establish a central maintenance crew for large service areas.

2.17 Develop guidelines for the frequency of maintenance tasks using the factors affecting maintenance (found in Appendix D).
INTENT

This goal addresses the community’s articulated need for:

- ✔ Maintenance
- ✔ Community Parks
- ✔ Neighborhood Parks
- ✔ Trails
- ✔ Access
- ✔ Culture and History
- ✔ Programs
- ✔ Facilities
- ✔ Safety
- ✔ Amenities and Design
- ✔ Education and Information
- ✔ Future Growth
- ✔ Sustainable Funding

PROGRAMS

Promote quality recreational programs that are physically and economically accessible, and responsive to changing needs, demographics and interests.

Santa Rosa’s recreational programs offer one of the best ways to bring people together and build relationships, at all levels. Community events build civic pride while sports opportunities contribute toward healthy lifestyles. The community places a high value on programs and services for youth, and the Department is a leader in providing summer camps and programs for kids of all ages. Also, Santa Rosa enjoys an older population that is active in parks and programs, and aging well in Santa Rosa is very important. The Department strives to provide meaningful experiences at a reasonable cost for all residents and today, the net cost per capita for all programs is $15.80.

The Department continuously seeks to create a rich and diverse assembly of programs to serve the entire community.

STRATEGIES

3.1 Strengthen city wide youth initiatives through creative and focused service delivery tailored to the following age groups:

- Young children under age 5
- Early elementary school age children under age 10
- Older elementary school age children between 10 and 14
- Teens age 14 -17

3.2 Evaluate the delivery of services to ensure a balance of service throughout the City and reduce duplication among different providers.

3.3 Increase multi-generational activities and family programs.

3.4 Improve and build upon the core services: youth camps, community center activities, health and wellness (including adult softball) and aquatics.
3.5 Provide and facilitate programs that support public health and individual fitness, and influence health policy.

3.6 Create consistent guidelines, policies, and contractual procedures for using private program providers.

3.7 Re-direct program implementation of a limited nature, to a nonprofit organization or community group.

3.8 Develop and implement Measure O programs that improve upon the services provided for youth and families.

3.9 Transition operations at signature facilities and/or high revenue-generating programs toward an Enterprise Fund-type operation.

3.10 Compare local, regional, state and national trends and benchmarks with local programs to evaluate whether the Department is meeting community needs shown by these trends.

3.11 Create an opportunity fund for staff to develop experimental, new or pilot programs.

3.12 Modify existing cost recovery goals and develop principles to guide the establishment of recovery targets for specific program types including: adult recreation, aging and senior services, youth services, ability to pay, special populations, special interest and city wide signature events.
Facilities

Provide a variety of high quality facilities to meet the recreational needs of the community and to help reinforce community identity and sense of place.

Community facilities reinforce a sense of place in Santa Rosa. Santa Rosa’s recreation and parks facilities, however, are currently at capacity and some planning areas and neighborhoods are lacking facilities in general. Developing more facilities will position the City as the leader in celebrating arts and culture, and serve as a key facilitator in building successful neighborhoods.

Older adults find companionship and camaraderie, families discover quality time together and residents of all ages enjoy learning new skills in parks and recreation facilities.

STRATEGIES

4.1 Develop a business plan for signature parks, facilities and community centers.

4.2 Continue ongoing efforts to locate new facilities throughout the community and not concentrated in one planning area.

4.3 Provide a balance of new facility types in all recreation and park planning areas.

4.4 Incorporate revenue-generating opportunities into facility development to enhance long-term sustainability.

4.5 Incorporate new technology and products in facility design and construction.
Connect and expand a system of trails and pathways linking neighborhoods with parklands, facilities, schools, libraries and other community destinations.

Increasingly, the people of Santa Rosa want to improve non-vehicular mobility throughout the City (hiking, biking and walking). While the City enjoys a great number of trails and pathways, there are several instances of gaps, or lack of connections, between trails and destinations. Connecting these gaps would result in an integrated system.

Access and connectivity improvements would result in safer and more convenient connections.

STRATEGIES

5.1 Add trails and pathways to connect destinations throughout the City such as schools, libraries and parks.

5.2 Complete the connection of existing trails, pathways and corridors that stand independent from other community amenities.

5.3 Integrate corridors and pathways into overall community design, planning and development decisions.

5.4 Encourage new development to include a system of internal trails and pathways within developments and identify opportunities to connect with established trails and pathways.
INTENT
This goal addresses the community’s articulated need for:

- Neighborhood Parks
- Access
- Amenities and Design

GOAL 6
Gathering

Create and enhance neighborhood-based places for people to get together.

Santa Rosa’s parks and public spaces offer one of the best ways to bring people together. Neighborhood parks can provide a social and recreational focus for local residents, and a place where they can connect with each other. Local parks help establish a neighborhood identity and can define the character of an area.

Parks provide an opportunity for meaningful experiences at all levels—between young and old, among neighbors, and between people and the natural environment.

STRATEGIES

6.1 Develop neighborhood parks to include open areas that can be used for gatherings, serving both active and passive needs and providing for informal and formal gatherings.

6.2 Provide amenities in neighborhood parks such as children’s play areas, picnic areas, informal play areas and at least one active recreation feature.

6.3 Develop programs and recreational opportunities to “take on the road” and offer in neighborhood parks and community recreation rooms (e.g., Burbank Housing) in the outlying areas of the community.

6.4 Provide tools to help community members host neighborhood block parties or events.

6.5 Develop a community guide that includes information on topics such as: reserving park facilities, securing permits and street closures for a neighborhood block party, safety, publicity opportunities and other related topics.
GOAL 7

Culture and History

INTENT

This goal addresses the community’s articulated need for:

- [ ] Maintenance
- [ ] Community Parks
- [ ] Neighborhood Parks
- [ ] Trails
- [ ] Access
- [✓] Culture and History
- [✓] Programs
- [✓] Facilities
- [ ] Safety
- [✓] Amenities and Design
- [✓] Education and Information
- [ ] Future Growth
- [ ] Sustainable Funding

Celebrate and honor Santa Rosa’s cultural diversity and historical legacy.

Santa Rosa’s ethnic diversity and shifting demographics create new challenges and opportunities for the Department. Cultural issues must continue to be principal elements when creating programs and services, and community outreach and public relations should reflect cultural neighborhoods.

Santa Rosa’s parks and open spaces can serve as testaments to the City’s history and as touchstones for its diverse and vibrant culture.

STRATEGIES

7.1 Continue to support and involve residents from ethnic communities in organizing events that celebrate and share their different cultures.

7.2 Incorporate agricultural tourism, community history and cultural contributions into park development and design.

7.3 Support the independence of Luther Burbank Home and Gardens by creating a nonprofit 501(c)(3) to manage the facility and program; and by developing a business plan to increase the independent status of the operation and reduce funds allocated from the General Fund.

7.4 Complete development of a Business Plan to strengthen the city wide Arts District, addressing ongoing funding, programs, public art, culture and history.

7.5 Create an historic district through coordination with the Economic Development Department and city wide marketing efforts.

7.6 Continue to encourage and support events and festivals hosted by other organizations.
7.7 Provide tools to help community members host neighborhood block parties or events.

7.8 Increase outreach activities and materials in neighborhood-based parks.
Partnerships

Develop partnerships with public and private organizations to fully leverage all resources and expand opportunities to meet growing needs.

With the anticipated increase in population and commensurate demand for parks and recreation programs over the next decade, it is unrealistic to expect the Department to be solely responsible for meeting these needs. Partnership arrangements and joint use agreements would enable the Department to better leverage resources to meet the needs of the community.

Similar to partnership opportunities, volunteer involvement will be essential to stretch scarce resources.

STRATEGIES

8.1 Collaborate with the Sonoma County Agricultural Preservation and Open Space District to acquire and preserve lands that are important for habitat preservation or critical for linking natural corridors.

8.2 Develop consistent joint use agreements with all school districts for a coordinated management approach to include: maintenance, scheduling, fees/charges, development, use and access.

8.3 Develop criteria and a procedure for accepting and soliciting donations, fundraising activities, and sponsorships.

8.4 Increase fundraising activities and events.

8.5 Improve upon the success of current advisory groups.

8.6 Support County wide agricultural preservation efforts.

8.7 Strengthen City and County health initiatives through recreational programs.
8.8 Partner with public, private and nonprofit organizations to fund parks and facilities (e.g., the Sonoma County Water Agency, Santa Rosa Junior College, and neighborhood/homeowners associations).

8.9 Collaborate with the Economic Development Department to include new signature elements in proposed projects in eligible areas.

8.10 Partner with health providers and hospitals to develop and provide programs that support the health and well being of residents.
GOAL 9

Education and Information

INTENT

This goal addresses the community's articulated need for:

- Maintenance
- Community Parks
- Neighborhood Parks
- Trails
- Access
- Culture and History
- Programs
- Facilities
- Safety
- Amenities and Design
- Education and Information
- Future Growth
- Sustainable Funding

Promote the Department’s role within the community and its array of facilities, programs and services, in addition to the resulting deeper community benefits and outcomes.

The Department offers a wide variety of recreational opportunities to the community. Education, outreach, information and marketing efforts should reflect the objectives of the different types of programs and activities. Programs and facilities operating at capacity should focus on continued participation from current customers while city wide events would benefit from a broader appeal to the greater community.

To access programs and services, people need to know about the programs and services.

STRATEGIES

3.1 Continue to augment the current City wide branding campaign to focus on the Department.

9.2 Increase public awareness of the Department’s programs and services and characterize them as a means to broader ends: social, economic, physical, environmental and spiritual benefits.

9.3 Ensure that all marketing is gender neutral, language-appropriate and culturally sensitive.

9.4 Create and implement a consistent, updated signage program in all parks and facilities.

9.5 Develop a targeted public relations and marketing approach for programs and activities that are at capacity or the most popular.
Deliver excellent customer service and be responsive to the needs and priorities of the community.

To successfully deliver services, the Department must have an efficient organizational structure and adopt practices to boost effectiveness. New systems include both internal and external elements, from staff development to public outreach and communications. The following recommendations illustrate some key ways the Department can maintain a full awareness of public perception, as well as some methods for assessing its programs on an ongoing basis.

The Department can help ensure its success by creating tools for the public to provide ongoing feedback on services, programs and facilities.

**STRATEGIES**

10.1 Identify best practices for implementing park and recreation programs and services and disseminate to staff.

10.2 Develop an annual “report card” to demonstrate how well the Department performs each year.

10.3 Continue to regularly evaluate the Department’s organizational structure to effectively meet changing community needs and improve service delivery.

10.4 Promote structured intra-departmental collaboration to enhance staff development.

10.5 Promote staff development and training, including fostering innovation and creativity.

10.6 Communicate existing training opportunities.

10.7 Coordinate a comprehensive service delivery approach with other city departments.
10.8  Evaluate individual program performance and success.

10.9  Develop evaluation tools for outreach and marketing effectiveness.

10.10 Continue the integrated approach to delivering Neighborhood Revitalization Program (NRP), Measure O activities and city wide recreation.

10.11 Apply the 40 Developmental Assets (Search Institute) as a tool to measure success with children and youth.

10.12 Identify target job and position needs to meet seasonal and year round needs.

10.13 Develop a staffing plan that retains the expertise of long-term employees and is sustainable into the future as they begin to retire.
PERFORMANCE MEASURES
A key component of the Business and Strategic Action Plan is the ability to gauge progress toward plan implementation. Performance measures will be used to evaluate how well the Department is doing in achieving the stated goals.

Performance measures can be quantita-
tive (e.g., number of participants, number of programs, miles of trail) or qualitative (e.g., satisfaction with tutoring program). While result-oriented, qualitative performance measures are often the most indicative of real change and success, they are often more difficult to measure.

The performance measures are presented as a “tool kit” of options to evaluate progress toward meeting the Business and Strategic Action Plan goals. Some of these will be easier to implement than others, but collectively they provide an in-depth appraisal of programs and services and their impact on the community.

1. Park Standards
   1.1 Percentage increase of park acreage to provide six acres of parkland per 1,000 residents; 3.5 City, 1.4 accessible school recreational lands, 1.1 public serving open space.

   1.2 Percentage increase of new or existing residential land located within 1/4 mile, 1/2 mile or 1 mile of public spaces and park land.

2. Maintenance and Safety
   2.1 Percentage increase in the number of people who rate park and facility safety, cleanliness and maintenance as good or excellent.

   2.2 Percentage increase in the amount of graffiti removed from parks and facilities within 72 hours of being reported.

   2.3 Increase in the number of people participating in tree and arborist education programs.

   2.4 Percentage increase in the number of park, facility and public spaces receiving weed abate-
ment service.

3. Programs
   3.1 Percentage increase in the number of people who rate visits, services and programs at signature attractions as good or excellent.
3.2 Increase in the number of adults over age 60 participating in programs, events and activities.

3.3 Increase in the number of youth participating in programs, events and activities.

3.4 Increase in the number of residents representing diverse groups participating in programs, events and activities.

3.5 Percentage increase of youth reporting high numbers corresponding to the 40 Developmental Assets as identified by the Search Institute.

3.6 Increase in the number of visitors to City parks, signature attractions and events.

3.7 Percentage increase in the number of people who report that they use City parks and facilities to remain fit, active and healthy.

3.8 Percentage increase in the number of people reporting improved health from participating in fitness and wellness programs or through use of facilities.

3.9 Increase in the number and type of general programs that are also meeting the Measure O mission and directive.

3.10 Increase in the number of residents participating in environmental stewardship programs.

4. Facilities

4.1 Increase in the number and type of facilities developed in the recreation and park planning areas.

4.2 Increase in the number and type of facilities recognized as signature facilities, city wide.
4.3 Increase in the number of projects completed that meet high priority criteria for development.

4.4 Percentage increase in the number of active recreation and sports facilities provided.

5. Connectivity

5.1 Increase in the number of linear mileage of trails and pathways connecting residents to other neighborhoods, commercial centers, and other trails and pathways.

5.2 Percentage increase of users and neighbors who have access to pathways and trails connecting them to parks, facilities, and neighborhood commercial centers.

6. Gathering

6.1 Increase in the number of neighborhood parks until underserved areas are served.

6.2 Increase in the number of rehabilitation projects to upgrade and modernize existing parks.

6.3 Increase in the number of rehabilitation projects to upgrade and modernize existing facilities.

7. Culture and History

7.1 Percentage increase in the number of programs or events that promote awareness, appreciation or stewardship of historical and cultural resources.

7.2 Increase in the number of community events celebrating ethnic diversity.

7.3 Increase in the number of community events celebrating the agricultural industry.

7.4 Increase in the number of community events celebrating Santa Rosa’s history.

8. Partnerships

8.1 Increase in the number and type of partnerships that leverage resources for the Department.
8.2 Increase in the number of partnerships supporting facilities and programs by contributing revenue, management support and volunteers.

8.3 Percentage increase in the total annual value of gifts, donations and sponsorships.

8.4 Increase in the number of volunteer hours provided in park maintenance and recreational programming.

8.5 Increase in the number of leases, agreements and joint ventures to address balance, equity and sustainability of parks and facilities.

8.6 Increase in regular communication mechanisms to provide timely information between partners.

9. **Education and Information**

9.1 Percentage increase of people receiving information from Department public information efforts.

9.2 Percentage decrease in the cancellation of programs, classes and activities.

9.3 Percentage increase of participation resulting from the Adventure Guide and other direct publications.

10. **Results**

10.1 Percentage increase in the number of programs and business operations meeting participation goals.

10.2 Percentage increase in the number of programs and business operations meeting cost recovery goals.

10.3 Increase in the number of staff participating in professional development and training programs.

10.4 Percentage increase in the number of staff who rate the Department as accountable, innovative, efficient and responsive.

10.5 Percentage increase in the number of residents who rate the Department as accountable, innovative, efficient and responsive.

10.6 Percentage increase in the number of residents who rate Department customer service as good or excellent.
THE DEPARTMENT NEEDS to provide park facilities that are well distributed throughout the city and that provide an engaging variety of recreational opportunities. The Department also needs to adequately operate and maintain its facilities in order to maximize their use and enjoyment by the citizens of Santa Rosa. This chapter focuses on funding sources, both existing and proposed, for current and future planned Recreation and Park Facilities. Additionally, this chapter presents the most current identified priorities for park and recreation facility projects and the estimated costs of those projects. Probable funding shortfalls are identified and additional potential funding sources are suggested.

EXISTING FUNDING SOURCES
Municipal resources for park facilities and recreation programs are limited. The Department must compete with many other municipal services and facilities for that funding. The first section of this chapter sets the stage for the funding discussion by presenting the existing financial situation within the context of the City’s overall budget. The first section also details the Department’s existing funding sources. Funding sources are further identified by those sources used for annual operating and maintenance costs and those sources dedicated to park acquisition and improvements.

Budget Overview
The Department receives revenue from a variety of funding sources. Table 1 displays the historical and current expenditures for the Department budget by funding source. In 2007/2008, the department anticipates spending $23 million including almost $5.6 million on capital facilities. A description of each funding source comprising the Department’s budget detailed in Table 1 is provided below. Funding sources for operations and maintenance are discussed, followed by funding sources for capital expenses.
Operations and Maintenance

The section presents funds available for annual operations and maintenance costs. Most of these are dedicated for specific uses. Although technically not limited to this use, for practical purposes almost all General Fund revenue to the Department is used for operations and maintenance.

General Fund

The General Fund is an unrestricted funding source and critical component of the Department’s operations and maintenance budget. Revenue in the General Fund comes from a variety of sources including sales tax, property tax, vehicle license fees, licenses and permits, fines and forfeits, intergovernmental revenue, interest, charges for services and other miscellaneous sources. Approximately $13.8 million is requested from the General Fund in this year’s budget.

As a reference for this discussion, Table 2 displays current and historical total General Fund revenue for all of the City of Santa Rosa.

Full service cities in California typically allocate between nine and 12 percent of General Fund expenditures to Department needs.¹ In the approved 2007/08 City budget, the Department accounted for approximately 10.5 percent of the General Fund expenditures, which falls at the low end of the expected range. By comparison, in the City of Roseville the Department

---

¹ Based on experience of MIG.

### Table 1: Recreation and Parks Department Budgeted Expenditures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations and Maintenance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>$11,874,128</td>
<td>$11,857,339</td>
<td>$12,009,751</td>
<td>$13,528,971</td>
<td>$13,397,796</td>
<td>$13,804,373</td>
</tr>
<tr>
<td>Measure &quot;O&quot; - Recreation</td>
<td>-</td>
<td>28,511</td>
<td>679,164</td>
<td>1,484,054</td>
<td>1,390,569</td>
<td>1,489,134</td>
</tr>
<tr>
<td>Burbank Home &amp; Gardens</td>
<td>89,749</td>
<td>64,839</td>
<td>66,331</td>
<td>95,901</td>
<td>93,500</td>
<td>106,386</td>
</tr>
<tr>
<td>Change For Kids Fund</td>
<td>2,530</td>
<td>25,377</td>
<td>31,902</td>
<td>20,828</td>
<td>38,000</td>
<td>65,047</td>
</tr>
<tr>
<td>St. Francis Knolls</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,000</td>
<td>1,461</td>
<td>1,461</td>
</tr>
<tr>
<td>Stony Ranch</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,418</td>
<td>1,418</td>
<td>1,418</td>
</tr>
<tr>
<td>The Orchard at Oakmont</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>37,678</td>
<td>37,678</td>
</tr>
<tr>
<td>Bennett Valley Golf Course Fund</td>
<td>1,195,641</td>
<td>971,590</td>
<td>1,031,059</td>
<td>1,305,709</td>
<td>1,065,551</td>
<td>1,205,367</td>
</tr>
<tr>
<td>Municipal Golf Course Bonds Construction/Taxable</td>
<td>-</td>
<td>388,739</td>
<td>1,189,866</td>
<td>375,993</td>
<td>346,812</td>
<td>-</td>
</tr>
<tr>
<td>Municipal Golf Course Bonds Construction/Tax-exempt</td>
<td>-</td>
<td>-</td>
<td>1,455,472</td>
<td>224,687</td>
<td>224,787</td>
<td>-</td>
</tr>
<tr>
<td>Golf Course Bonds/Taxable Debt Service</td>
<td>-</td>
<td>-</td>
<td>75,862</td>
<td>90,993</td>
<td>45,497</td>
<td>100,765</td>
</tr>
<tr>
<td>Golf Course Bonds/Tax-exempt Debt Service</td>
<td>-</td>
<td>-</td>
<td>136,187</td>
<td>160,450</td>
<td>80,225</td>
<td>204,775</td>
</tr>
<tr>
<td>Trust &amp; Agency Balance &amp; Miscellaneous</td>
<td>75,000</td>
<td>168,594</td>
<td>282,000</td>
<td>180,000</td>
<td>116,811</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>$13,276,315</td>
<td>$13,546,659</td>
<td>$16,976,019</td>
<td>$17,759,853</td>
<td>$17,090,843</td>
<td>$17,391,930</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Improvement Fund</td>
<td>$3,131,762</td>
<td>$1,228,118</td>
<td>$1,816,837</td>
<td>$2,347,698</td>
<td>$8,951,111</td>
<td>$5,674,291</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$16,408,077</td>
<td>$14,774,777</td>
<td>$18,792,856</td>
<td>$24,132,551</td>
<td>$26,041,954</td>
<td>$23,066,221</td>
</tr>
</tbody>
</table>

Source: City of Santa Rosa Approved 2007/08 O&M Budget.
accounts for approximately 12.5 percent of the estimated General Fund expenditures for the 2007/08 fiscal year.2

**Measure “O”**

In November 2004, Santa Rosa voters passed a sales tax measure to fund critical public safety improvements in Police, Fire and Recreation and Parks. The sales tax is expected to generate a total of about $7 million per year for the next 20 years. The measure has provided the Department with roughly $676,000 in its first full year and between $1.4-1.5 million in succeeding years to fund crucial youth programs and other activities designed to address the community’s gang prevention and intervention needs.

Recreation and parks activities funded by Measure O include coordination of the Mayor’s Gang Prevention Task Force and start-up and operation of 17 new after-school recreation programs. These programs provide safe places for children to learn and grow in schools and neighborhood centers throughout Santa Rosa. These after-school programs offer homework help, adult mentors and a wide variety of recreation activities intended to increase the health and resilience of Santa Rosa’s youth and community.

It must be noted that only a small portion (20 percent) of the total Measure O revenue is allocated to the Department. In the fiscal year ending June 30, 2006 (based on the most recent available Comprehensive Annual Financial Report (CAFR)) the fund received approximately $6,979,000 in total revenue and had approximately $676,000 in Recreation and Parks Department expenses. Any dedicated unspent funds carry-over to the Department from year-to-year.

---

2 Based on experience of MIG.

### Table 2: General Fund Revenue ($000)

<table>
<thead>
<tr>
<th>Description</th>
<th>2003/04 Actual</th>
<th>2004/05 Actual</th>
<th>2005/06 Actual</th>
<th>2006/07 Budget</th>
<th>2007/08 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>$30,138</td>
<td>$30,756</td>
<td>$32,564</td>
<td>$34,834</td>
<td>$34,229</td>
</tr>
<tr>
<td>Property Tax</td>
<td>15,881</td>
<td>15,408</td>
<td>17,922</td>
<td>20,392</td>
<td>22,419</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>23,204</td>
<td>25,131</td>
<td>26,408</td>
<td>26,165</td>
<td>26,795</td>
</tr>
<tr>
<td>Vehicle License Fees</td>
<td>7,113</td>
<td>11,698</td>
<td>11,044</td>
<td>10,800</td>
<td>12,574</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>1,585</td>
<td>1,805</td>
<td>2,123</td>
<td>2,573</td>
<td>2,410</td>
</tr>
<tr>
<td>Fines &amp; Forfeits</td>
<td>1,798</td>
<td>1,680</td>
<td>1,724</td>
<td>1,721</td>
<td>1,864</td>
</tr>
<tr>
<td>Intergovernmental Revenue</td>
<td>2,327</td>
<td>2,674</td>
<td>2,486</td>
<td>3,087</td>
<td>4,432</td>
</tr>
<tr>
<td>Uses of Money &amp; Property</td>
<td>656</td>
<td>1,042</td>
<td>1,565</td>
<td>1,248</td>
<td>1,731</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>5,041</td>
<td>8,193</td>
<td>11,760</td>
<td>11,750</td>
<td>10,218</td>
</tr>
<tr>
<td>Interfund Charges</td>
<td>7,484</td>
<td>7,548</td>
<td>6,964</td>
<td>6,411</td>
<td>7,833</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,380</td>
<td>2,097</td>
<td>2,860</td>
<td>4,058</td>
<td>3,135</td>
</tr>
<tr>
<td>Other</td>
<td>3,041</td>
<td>3,142</td>
<td>3,147</td>
<td>3,294</td>
<td>3,556</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$100,648</strong></td>
<td><strong>$111,172</strong></td>
<td><strong>$120,549</strong></td>
<td><strong>$126,333</strong></td>
<td><strong>$131,196</strong></td>
</tr>
</tbody>
</table>

Note: Amounts in thousands of dollars.

Source: City of Santa Rosa Approved 2007/08 O&M Budget.
Minor Operations and Maintenance Revenue Sources

In addition to the major revenue sources for operations and maintenance needs outlined above, there are several other minor revenue sources. The following revenue sources are restricted to the purposes listed.

- **Burbank Home and Gardens.** The Burbank Home and Gardens fund maintains revenue from operation of the facility. Revenue comes from programs and fundraising events, interest on the fund balance and from the gift shop. Per the most recent CAFR, in the fiscal year ending June 30, 2006 the fund received approximately $105,500 in revenue and had approximately $66,000 in expenses. The fund balance at the end of that fiscal year was $209,696.

- **Change for Kids Fund.** The Change For Kids Program generates revenue when City utility customers, including businesses, “round up” their monthly utility bill (water and sewer) payment to the nearest dollar giving the extra “change” to an after school fund for Santa Rosa kids. This program will help raise funds so more after school programs can be provided in areas where services are most needed. In the fiscal year ending June 30, 2006, the fund began the year with an existing balance of $35,041, received approximately $30,600 in revenue and had approximately $31,900 in expenses. The fund balance at the end of that fiscal year was $33,723.

- **Bennett Valley Golf Course Fund.** The Bennett Valley Golf Course is run as a City-owned enterprise. The Bennett Valley Golf Course Fund provides for the capital needs of the golf course. According to the most recent Comprehensive Annual Financial Report (CAFR), in the fiscal year ending June 30, 2006 the fund had $6,260,305 in net assets at the beginning of the year, and $6,355,058 at the end of the year. Department staff indicated that current operating revenues are sufficient to cover expenses to pay off construction bonds and fund overhead charges.

- **Special Taxes.** The City currently has three relatively small Community Facility Districts (CFDs, special tax districts) in place that contribute to the Department operations and maintenance revenue. The special taxes are used to pay for landscape maintenance contracts in each respective CFD.

   The oldest is the special tax for the Saint Francis Knolls development, which was first adopted in 2002. The budget approved $1,461 from the St. Francis
Knolls special tax in that year. There are a total of twenty lots in the district. Half of the lots in the development are assessed $48.70 per year, and the other half are assessed $97.40 per year. The special tax is escalated yearly for inflation using the Consumer Price Index (CPI).

The Stony Ranch special tax district was established in the 2004/05 fiscal year, although funding was not approved until the 2006/07 fiscal year. There are twenty-nine lots in the district. All lots are assessed the same amount. In 2006/07 the annual maximum allowable special tax was $244.63 per lot, although a much smaller special tax of approximately $48.90 will be placed on the tax roll. The budget requested $1,418 from the Stony Ranch special tax district in 2006/07.

The third special tax district that contributes to the Department’s funding in Santa Rosa is the Orchard at Oakmont subdivision. The district was established in 2005. A total of $37,678 was approved in the 2006/07 budget. The special tax per parcel is $348.24.

According to Department staff, the current revenues are sufficient to cover assessment district costs in each district. An inflationary index mechanism is included in each special tax to ensure that revenue will be sufficient to maintain service levels over time.

**Capital Improvements Revenue Sources**

The Capital Improvement Fund includes all funding sources used to pay for capital projects. Funding for capital projects comes from far fewer sources than for operations and maintenance. The majority of the funding for park capital projects comes from in-lieu park land dedication or development impact fees and from state and other agency grants. General Fund contributions comprise a smaller component. In comparison to operations and maintenance revenue sources, impact fees and grants are subject to wide variance from year to year, depending on local development activity and the grant opportunities available, respectively.

While revenue from the General Fund is not restricted, impact fee revenue is specifically restricted to capital facilities and improvements needed to accommodate growth. Grant revenue is also restricted to the specific uses allowed by the grant. Table 3 shows all Capital Improve-
ment Plan (CIP) funding sources for the 2005/06, 2006/07 and 2007/08 fiscal years. The data in Table 3 differs from Table 1 because fewer projects were approved for funding in the 2007/08 CIP than were estimated at the time the 2007/08 budget was approved. The Department requested approximately $5.6 million for capital projects in FY 2007/08 (see Table 1). As shown in Table 3, approximately $4.9 million in capital needs was adopted in the City of Santa Rosa 2007/08 Five-Year CIP.

**In-Lieu and Development Impact Fees**

As shown in Table 3, a major revenue source for the Department capital projects is the existing in-lieu park dedication fee and development impact fee program. The current park in-lieu and development impact fee schedule is shown in Table 4. The fees shown in Table 4 rely on both the Mitigation Fee Act (California Government Code sections 66000-66008) and the Quimby Act (California Government Code section 66477). The Quimby Act allows for cities to require subdivisions to either dedicate park land at certain standards or to be required to pay a corresponding in-lieu fee for parks. The Mitigation Fee Act allows for park impact fees to be imposed and is also applicable to development on parcels not requiring subdivision.

In-lieu park dedication fees and impact fees are one-time fees paid by development at the time of building permit issuance to provide facilities for new development. These fees can provide a significant source of revenue for capital projects, with two main constraints:

- The capital facilities must benefit new development; facilities that do not ben-

---

**Table 3: CIP Budgeted Expenditures by Funding Sources**

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Budget (2005/06)</th>
<th>Budget (2006/07)</th>
<th>Budget (2007/08)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$55,000</td>
<td>$1,865,000</td>
<td>$385,000</td>
</tr>
<tr>
<td>Park Impact Fee Zone 1</td>
<td>629,955</td>
<td>1,345,200</td>
<td>-</td>
</tr>
<tr>
<td>Park Impact Fee Zone 2</td>
<td>1,170,000</td>
<td>667,723</td>
<td>774,193</td>
</tr>
<tr>
<td>Park Impact Fee Zone 3</td>
<td>1,147,770</td>
<td>1,971,782</td>
<td>1,156,178</td>
</tr>
<tr>
<td>Park Impact Fee Zone 4</td>
<td>811,020</td>
<td>659,000</td>
<td>843,920</td>
</tr>
<tr>
<td>State Grants Fund</td>
<td>3,001,500</td>
<td>3,865,525</td>
<td>1,150,000</td>
</tr>
<tr>
<td>Storm Water Enterprise - Creek Restoration</td>
<td>-</td>
<td>50,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Redevelopment Contribution Fund</td>
<td>200,000</td>
<td>200,000</td>
<td>445,000</td>
</tr>
<tr>
<td>SCWA Zone 1A</td>
<td>354,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bennett Valley Golf Course Fund</td>
<td>100,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Requested</strong></td>
<td><strong>$7,469,245</strong></td>
<td><strong>$10,444,230</strong></td>
<td><strong>$4,904,291</strong></td>
</tr>
</tbody>
</table>

Source: City of Santa Rosa 2005/06 CIP; City of Santa Rosa 2006/07 CIP.
efit new development cannot be funded with impact fees; and

• Park in-lieu dedication and impact fee revenue is dependent on the development market. As such, revenue generation is irregular, and is highly variable from year to year.

Park in-lieu and development impact fees were implemented relatively recently in Santa Rosa, beginning in the 2002/03 fiscal year. In their initial year they generated approximately $1.2 million. Table 5 displays historical development impact fee revenue per zone and total per recent

<table>
<thead>
<tr>
<th>Table 4: Park Development Impact Fees as of January 1, 2007 (per unit)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area</strong></td>
</tr>
<tr>
<td>Northwest</td>
</tr>
<tr>
<td>Northeast</td>
</tr>
<tr>
<td>Southwest</td>
</tr>
<tr>
<td>Southeast</td>
</tr>
</tbody>
</table>

Source: City of Santa Rosa Recreation and Parks Department.

<table>
<thead>
<tr>
<th>Table 5: Historical Development Fee Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zone 1 NW</strong></td>
</tr>
<tr>
<td>Zone 1 NW</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Zone 2 SW</strong></td>
</tr>
<tr>
<td>Zone 2 SW</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Zone 3 NE</strong></td>
</tr>
<tr>
<td>Zone 3 NE</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Zone 4 SE</strong></td>
</tr>
<tr>
<td>Zone 4 SE</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Interest</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Total Fee Revenue</strong></td>
</tr>
<tr>
<td><strong>Total Interest Revenue</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Note: Park development impact fees were established in 2002.

Source: City of Santa Rosa.
The difference between the FY 2005/06 data in Table 3 compared to Table 5 represents the difference between the budgeted expenditures and actual revenue. According to the City of Santa Rosa's Comprehensive Annual Financial Report (CAFR), in the fiscal year ending June 30, 2006 the fund received approximately $5,260,201 in revenue and had approximately $1,224,855 in expenses. The fund balance at the end of that fiscal year was $15,774,059. It is often necessary to collect in-lieu or impact fees for several years in order to acquire sufficient funds for a specific park project. However, the section of the California Government Code that governs development impact fees also specifies that impact fees held more than five years must be committed to capital projects or

---

**Table 6: Grant Revenue - 2007**

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Total Grant</th>
<th>Project Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved</td>
<td>Pending</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Proposition 12</td>
<td>$413,453</td>
<td>$413,453</td>
</tr>
<tr>
<td>A Place to Play - Phase 2</td>
<td>672,000</td>
<td></td>
</tr>
<tr>
<td>Church of One Tree</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>Ridgway Swim Center</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>SW Neighborhood Youth Center</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Rec Facilities Re-Lamping</td>
<td>200,000</td>
<td></td>
</tr>
<tr>
<td>Rec Facilities Rehabilitation</td>
<td>162,000</td>
<td></td>
</tr>
<tr>
<td>Proposition 40 - Roberti-Z' Berg Block Grant</td>
<td>414,031</td>
<td>414,031</td>
</tr>
<tr>
<td>Prince Gateway</td>
<td>822,375</td>
<td></td>
</tr>
<tr>
<td>DeTurk Round Barn</td>
<td>822,375</td>
<td></td>
</tr>
<tr>
<td>Open Space District - Competitive Grant</td>
<td>1,311,229</td>
<td>1,311,229</td>
</tr>
<tr>
<td>Bayer Property Acquisition</td>
<td>1,311,229</td>
<td>1,311,229</td>
</tr>
<tr>
<td>Proposition 46</td>
<td>174,560</td>
<td>Not yet allocated</td>
</tr>
<tr>
<td>Workforce Housing Rewards Program (WFH)</td>
<td>462,720</td>
<td></td>
</tr>
<tr>
<td>Department of Housing and Community Development</td>
<td>462,720</td>
<td></td>
</tr>
<tr>
<td>Jobs Housing Balance Incentive Grant Program (JHBP)</td>
<td>462,720</td>
<td></td>
</tr>
<tr>
<td>Martin Luther King Park</td>
<td>462,720</td>
<td></td>
</tr>
<tr>
<td>Habitat Conservation Fund$</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>A Place to Play Bridge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Forestry - Inventory grant$</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>City-wide street tree inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$4,270,368</td>
<td>$400,000</td>
</tr>
</tbody>
</table>


Source: Santa Rosa Recreation and Parks Department.
refunded (*Government Code §§66001.d.2*). Hence, any impact fee funds held for five years should be allocated to a project identified in the CIP. The Department should continue to budget the fund balances to specific projects to ensure compliance with impact fee statutes.

According to the City resolution governing collection and distribution of park in lieu and/or impact fees, the permitted distribution for expending in-lieu and impact fee revenues collected is approximately one-third of collected revenues for city wide park and recreation projects, two-thirds for park facilities in the zone (city quadrant) the fee is collected in. Furthermore, up to but not exceeding one third of fees collected can be used for park and recreation facility rehabilitation projects. This plan supports continuation of the current suggested fee distribution approach.

**Grant Revenue**

Grants are historically the other significant source of funding for new park and recreation facilities. The Department receives grants from a variety of sources. Table 6 displays projects that were eligible to receive grant funding in 2006/2007. If grant funding has been secured and allocated to a specific project, the amount and the project are listed. If the grant has not yet been secured, the amount to be received is listed in the “Pending” column. As shown in Table 6, approximately $4.5 million in grants funding was received in 2007.

**PROPOSED CAPITAL PROJECTS**

The following tables identify the current park capital project priorities. These priorities reflect the most recent suggestions by

---

3 Resolution 25495. The enabling ordinance for Park and Recreation Land and Fees is included as Chapter 17-70 of the City Code.

4 The park development fee structure must be reviewed by legal counsel and brought for City Council consideration as a separate item.
the Department and have been preliminarily considered by the Santa Rosa Board of Community Services (BOCS). The Department provided preliminary cost estimates for the priority projects. After identifying the prioritized projects, estimated project costs are compared to future suggested funding sources. In particular, increases to the park in-lieu and development impact fees are suggested. Recommendations for additional funding sources are suggested to potentially fill projected gaps in funding.

Table 7 provides a summary of the complete capital projects database from which the priority projects were chosen. See Appendix C for the complete list of all projects in the database.

Table 8 identifies those projects in the first tier of priorities, or those...
that the Department hopes to accomplish as soon as possible, but more realistically within the next six to 10 years. Table 9 follows and shows desired future projects that the Department has identified and hopes to realize construction of within 11 to 20 years.

Tables 8 and 9 reflect capital projects that primarily fall into the following categories of park and recreation facilities: Public Plazas and Gathering Places, Community Parks, and Citywide Parks/Special Use Facilities. The exception is the Kawana neighborhood park. The priority lists do not include approximately 28 acres of neighborhood park land that will be needed to accommodate an anticipated increase of approximately 32,400 more residents in the city by build out of residential land within the current city limits.

A preliminarily estimated cost of developing neighborhood park facilities is approximately $52 million in 2008 dollars. These costs are based on the acquisition and development of approximately 28 additional acres of neighborhood park land and includes assumptions about the average cost of suitable available land per acre, the average cost per acre of park improvements, and in the southwest quadrant of the city, the probable habitat mitigation requirements for the California Tiger Salamander.

The total combined costs of priority projects listed on Tables 8 and 9 is approximately $187 million. Of that total, almost $161 million remains unfunded. Note that the total excludes the estimated cost of general deferred maintenance rehabilitation projects, which could be as high as $168 million.

Urgent replacement needs include updating

---

Table 9: Santa Rosa Recreation and Parks Capital Project Priorities - Years 11 to 20 (2008$)

<table>
<thead>
<tr>
<th>Project</th>
<th>Zone</th>
<th>Total Cost</th>
<th>FY 05/06</th>
<th>FY 06/07</th>
<th>Remainder</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Construction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Howarth Park Café/Coffee Shop</td>
<td>NE</td>
<td>$1,000,000</td>
<td>- $</td>
<td>- $</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Saddle Mountain - Gateway Park to OS District</td>
<td>NE</td>
<td>4,000,000</td>
<td>-</td>
<td>-</td>
<td>4,000,000</td>
</tr>
<tr>
<td>Colgan Creek Property Purchase and Development</td>
<td>SE</td>
<td>2,074,560</td>
<td>2,430</td>
<td>272,130</td>
<td>1,800,000</td>
</tr>
<tr>
<td>Kawana Community Park Development</td>
<td>SE</td>
<td>20,005,000</td>
<td>4,916</td>
<td>84</td>
<td>20,000,000</td>
</tr>
<tr>
<td>Youth Community Park</td>
<td>NW</td>
<td>20,130,793</td>
<td>2,992,121</td>
<td>388,672</td>
<td>16,750,000</td>
</tr>
<tr>
<td>Laguna Community Park, Gateway to Trail System</td>
<td>SW</td>
<td>20,000,000</td>
<td>-</td>
<td>-</td>
<td>20,000,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$67,210,353</td>
<td>$2,999,467</td>
<td>$60,866</td>
<td>$63,550,000</td>
</tr>
<tr>
<td><strong>Rehabilitation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northwest Community Park</td>
<td>NW</td>
<td>$4,500,000</td>
<td>- $</td>
<td>- $</td>
<td>$4,500,000</td>
</tr>
<tr>
<td>Howarth Park Renovations</td>
<td>NE</td>
<td>11,000,000</td>
<td>1,530,165</td>
<td>712,648</td>
<td>8,757,187</td>
</tr>
<tr>
<td>Church of One Tree</td>
<td>NE</td>
<td>1,982,003</td>
<td>185,915</td>
<td>796,088</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$17,482,003</td>
<td>$1,716,080</td>
<td>$1,508,736</td>
<td>$14,257,187</td>
</tr>
<tr>
<td><strong>Total - All Projects</strong></td>
<td></td>
<td>$84,692,356</td>
<td>$4,715,547</td>
<td>$2,169,622</td>
<td>$77,807,187</td>
</tr>
</tbody>
</table>

Sources: Santa Rosa Recreation and Parks Department, MuniFinancial.
play structures to meet safety standards, updating aging restrooms in community parks, and replacing several structures in Howarth Park. They also do not include any costs associated with potential habitat mitigation requirements for the protection of the California Tiger Salamander.

**Estimated Operations and Maintenance Costs**

In addition to capital expenditures, the addition of park land and recreation facilities will also increase annual park operations and maintenance costs, typically funded by the General Fund. Overall, based on the data available in the Department budget, the average annual park operations and maintenance cost per acre is approximately $9,600. By comparison, the City of Roseville currently budgets $10,500 an acre for maintenance of developed parkland. Maintenance of Howarth Park and certain facets of pool maintenance are funded through the Recreation Division of the Department. Community center building maintenance falls under the Administrative Services Department’s General Services Division, augmented by assistance from Recreation Division maintenance staff in each community center.

The following estimated costs (Table 10) are based on the Levels of Service described in Chapter 3 (Strategic Action Plan) and assume the current annual

---

5 City of Roseville Budget for Fiscal Year 2007/2008, page 177. This is a decrease from approximately $12,000 per acre of developed park land in Fiscal Year 2005/2006.
maintenance average of $9,600 correlated to a service level of approximately 2.5.

Table 11 allocates anticipated maintenance service levels to the facilities listed on Table 8. An estimate of net new acres has also been made. Multiplying the annual estimated costs by service level by the estimated number of acres of each Tier 1 project yields an estimate of $1.9 million in ongoing annual maintenance costs once all projects are completed. (All costs are shown in current 2008 dollars). Recreational facilities may require additional maintenance funding.

Table 12 (next page) similarly estimates annual maintenance costs for the remaining projects shown in Table 9. Total annual maintenance costs for the next increment of planned park projects (years 11 to 20) are significantly lower, estimated at $1.7 million.

There are a number of special use facilities listed on Tables 8 and 9 including the proposed Howarth Park Café/Coffee Shop and the DeTurk Round Barn facility. The annual operating expenses associated with these special facilities have not been estimated here. These uses will require separate business plan analysis to properly identify annual costs, projected revenue, and potential net return or additional costs to the Department to operate these facilities.
In addition to the priority park facilities delineated in Tables 11 and 12, it is assumed that there will be an additional approximately 28 acres of neighborhood park land developed assuming sufficient land is dedicated and/or in-lieu fees or impact fees are collected at a level to continue the city’s existing standard of neighborhood park land. (The proportional share of the city’s overall General Plan park standard is approximately one acre per 1,000 residents for neighborhood parks. The need for additional neighborhood park land assumes an increase of approximately 32,000 new residents, or approximately 32 more acres. However, construction of Kawana Neighborhood park is estimated at four acres and is already included on Table 11.) Assuming that neighborhood park land is maintained at Level 3, the estimated annual maintenance costs at build out are estimated at approximately $140,000 (Table 13).

The sum of the annual maintenance costs of new facilities, assuming all facilities are constructed and maintained at the estimated levels and costs, results in annual estimated costs of approximately $3.7 million as shown in Table 13. Table 13 also calculates what the annual costs would be if all planned new facilities, including 28 acres of neighborhood parks, were maintained at the current average annual maintenance cost of $9,600. The results show a difference of almost $1.1 million if all acres of the new parks are maintained at the suggested levels indicated.

### POTENTIAL FUNDING FOR CAPITAL PROJECTS

There are a number of potential funding sources for the proposed capital projects, including in-lieu and development impact fees, grants, funding from other entities,

---

**Table 12: Estimated Maintenance Costs for Planned Projects - Years 11 to 20 (2008$)**

<table>
<thead>
<tr>
<th>Project</th>
<th>Zone</th>
<th>New Acres</th>
<th>LOS</th>
<th>Maintenance Cost/Acre</th>
<th>Annual Maintenance Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howarth Park Café/Coffee Shop</td>
<td>NE</td>
<td>25.0</td>
<td>Level 3</td>
<td>$5,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Saddle Mountain - Gateway Park to OS District</td>
<td>NE</td>
<td>3.0</td>
<td>Level 1</td>
<td>$20,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Colgan Creek Property Purchase and Development</td>
<td>SE</td>
<td>25.0</td>
<td>Level 3</td>
<td>$5,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Kawana Community Park Development</td>
<td>NW</td>
<td>66.0</td>
<td>Level 2</td>
<td>$15,000</td>
<td>$900,000</td>
</tr>
<tr>
<td>Laguna Community Park, Gateway to Trail System</td>
<td>SW</td>
<td>25.0</td>
<td>Level 2</td>
<td>$15,000</td>
<td>$375,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>144.0</td>
<td></td>
<td></td>
<td>$1,675,000</td>
</tr>
</tbody>
</table>

1 Excludes existing developed acres. When unknown, acreage for some parks estimated based on size guidelines for similar park facilities.

Sources: Santa Rosa Recreation and Parks Department; MuniFinancial.

---

[ 60 ] santa rosa recreation and parks
voter approved bond measure, parcel tax, sales tax, potential increase in Recreation Program cost recovery and additional Community Facility Districts.

**In-Lieu and Development Impact Fees**

The City is currently in the process of updating the park in-lieu and park development impact fees. New fee levels have not been adopted. However, extensive research has been conducted and preliminary fee calculations have been made. Several factors, including the price of land, improvements and planned facilities will affect the ultimate level of the fee. Preliminary estimates show that maximum fees of approximately $15,000 per single-family dwelling unit can be justified, considering the aforementioned factors in Santa Rosa.

While substantial park development fees can be legally justified under the Mitigation Fee Act and the Quimby Act, the City may not wish to adopt the maximum justifiable fees at this time. Table 14 (next page)

**Table 13: Estimated Additional Parks Maintenance Costs**

<table>
<thead>
<tr>
<th>Average Current Maintenance Cost Per Acre</th>
<th>$ 2,094,934</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Landscape Maintenance Section (Org. 0933, Charge 0933)</td>
<td>$ 2,094,934</td>
</tr>
<tr>
<td>Park Maintenance (Org. 0933, Charge 3962)</td>
<td>$ 1,079,736</td>
</tr>
<tr>
<td>Total Maintenance Costs</td>
<td>$ 3,174,670</td>
</tr>
<tr>
<td>Total Existing Park Acres Maintained by Recreation &amp; Parks Dept.</td>
<td>332</td>
</tr>
<tr>
<td>Maintenance Cost per Acre</td>
<td>$ 9,600</td>
</tr>
</tbody>
</table>

**Maintenance Costs for New Facilities at Current Average Cost**

<table>
<thead>
<tr>
<th>Planned New Parks (Acres)</th>
<th>103.9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Projects, Year 1 - 10</td>
<td>103.9</td>
</tr>
<tr>
<td>Priority Projects, Year 11 - 20</td>
<td>144.0</td>
</tr>
<tr>
<td>Estimated New Neighborhood Parks</td>
<td>28.0</td>
</tr>
<tr>
<td>Total New Park Acres</td>
<td>275.9</td>
</tr>
<tr>
<td>Current Average Maintenance Cost per Acre</td>
<td>$ 9,600</td>
</tr>
<tr>
<td>Maintenance Cost for New Facilities at Current Average Cost</td>
<td>$ 2,648,600</td>
</tr>
</tbody>
</table>

**Maintenance Costs for New Facilities at Estimated Level of Service Costs**

<table>
<thead>
<tr>
<th>New Parks Maintenance Costs</th>
<th>1,921,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Projects, Year 1 - 10</td>
<td>1,921,000</td>
</tr>
<tr>
<td>Priority Projects, Year 11 - 20</td>
<td>1,675,000</td>
</tr>
<tr>
<td>Estimated New Neighborhood Parks (Acres)</td>
<td>28.0</td>
</tr>
<tr>
<td>Maintenance Cost per Acre (Level 3)</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Neighborhood Parks Maintenance Cost</td>
<td>140,000</td>
</tr>
<tr>
<td>Total Maintenance Costs at Estimated Level of Service Costs</td>
<td>$ 3,736,000</td>
</tr>
<tr>
<td>Increase in Maintenance Costs with Estimated Level of Service Costs, Compared with Current Average Cost per Acre</td>
<td>$ 1,087,400</td>
</tr>
</tbody>
</table>

1. Includes all existing park facilities except Howarth Park, Burbank Home and Gardens, and Santa Rosa Rural Cemetery.
2. See Table 11.
3. See Table 12.

explores two scenarios for additional revenue from increased fees:

- Single family fees at $12,000 per household; and
- Single family fees of $15,000 per household.

(Multifamily fees for each scenario are proportionally lower, reflecting lower resident densities in multifamily units).

The impact fees under consideration depart slightly from the current fee structure. The fee amount would be uniform city wide with the stipulation that fee revenue would be either spent entirely in the quadrant in which it was collected or spent according to the current distribution of fee revenue (one-third citywide; two-thirds within the quadrant, no more than one-third for rehabilitation). The exception would be the fee amount levied in the southwest quadrant of the city, if land mitigation costs for California Tiger Salamander habitat is included in the fees. (see following discussion).

Fees imposed at the $12,000 per single family unit scenario would yield almost $150 million. If fees were imposed at the recommended higher level of $15,000, about $185 million is projected. (All fees and projections are in current 2008...
dollars. It is assumed and strongly suggested that fees would be adjusted annually to keep pace with inflation.)

Table 14 also addresses an additional factor that will likely significantly increase the cost for the City to provide additional parkland in the Southwest planning area of the city. It is assumed that the City will be required to mitigate for California Tiger Salamander (CTS) habitat for all parkland developed in the Southwest planning area. This requirement will increase the cost by an estimated $750,000 per acre. The corresponding maximum justified fee in the southwestern portion of the city would increase to approximately $23,000 if the cost of CTS habitat mitigation is included in the fee calculations. As additional context for the distribution of CTS habitat, maps provided by the Open Space District showing CTS conservation lands are included on page 65 and 66 as “Greenbelts, Trail Connections and Projects, and “Santa Rosa Plain Conservation Strategy Map”.

The City plans to collaborate with the Sonoma County Agricultural Preservation and Open Space District and the City of Santa Rosa Utilities Department to acquire and preserve lands that are important for habitat preservation or critical for linking natural corridors.

Table 15 shows the comparison between the estimated project costs for the priority park projects shown in Tables 11 and 12 and the estimated cost of 28 acres of neighborhood parks not included in Tables 11 and 12. If the $12,000 fee per single family unit were adopted, the funding gap

---

**Table 15: Capital Projects Funding Gap Analysis**

<table>
<thead>
<tr>
<th>Remaining Project Costs - Years 1 to 10</th>
<th>Impact Fee $12,000 / Unit</th>
<th>Impact Fee $15,000 / Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>$83,150,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining Project Costs - Years 11 to 20</td>
<td>$77,807,187</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Parks¹</td>
<td>$41,681,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$202,638,000</td>
<td></td>
</tr>
<tr>
<td>Projected Impact Fee Revenue Through Buildout</td>
<td>$148,040,000</td>
<td>$184,920,000</td>
</tr>
<tr>
<td>Funding Gap</td>
<td>$54,598,000</td>
<td>$17,718,000</td>
</tr>
</tbody>
</table>

¹ Assumes additional 28 acres of neighborhood parks. Does not include costs of California Tiger Salamander habitat mitigation. Costs would increase by approximately $10 million in the southwest quadrant of the city.

Sources: Tables 8, 9 and 14; MuniFinancial.

---

6 Assumes a maximum 3:1 acre mitigation requirement and mitigation land costs of $250,000 per acre. These assumptions per the City of Santa Rosa Recreation and Parks Department.

7 These costs do not include mitigation costs for the California Tiger Salamander habitat nor do the fee amounts shown in Table 15 assume a component for those costs. The additional costs would be approximately $10 million and the additional revenue would depend on the amount of fee imposed to cover those costs. The total park project costs shown above also do not include renovation costs, which are yet undetermined.
would be approximately $55 million. If a fee of approximately $15,000 per single family unit was imposed, the gap would be reduced to approximately $18 million.\footnote{2}

### Potential Grants

While the Department expects to receive grant funding for various needs in the next fiscal year, it is difficult to predict the amounts with any precision. If the current year’s level of grants funding, approximately $5 million in 2007, were sustained annually for the next 20 years an additional $100 million would be received. This would be more than sufficient to bridge the gap based on the priority projects identified. However, it seems unlikely given the recent State budget cuts that it will be sustained at this level, at least for the next few years. If grant funding is estimated at approximately half of last year’s levels for the next 20 years, it would yield approximately $44 million. Additional funding will still be needed if park in-lieu fees are adopted at a level of approximately $12,000 per acre, but may not be needed if fees are adopted at a $15,000 per unit level.
Funding from Other Entities

The Courthouse Square project may be considered for in-lieu or development fee funding, considering its proximity to future high density residential development. The Department should also pursue other city or redevelopment funding if it is available. A similar sounding project is on the project list for the Santa Rosa Center and Grace Brothers redevelopment project areas. However, the project is listed as not having an identified funding source and at a significantly lower cost than the improvements estimated by the Department ($100,000 compared to $9 million).8

Potential Additional Revenue Sources

Voter Approved Bond Measure

There are several other potential revenue sources to fund Department needs. One potential source is a voter approved bond measure. A bond is issued based on increasing the property tax rate on real property assessed value. Table 16 shows the assessed value of real property and personal property in Santa Rosa from 1996-97 to 2005-06.

Table 17 (next page) shows an estimate of the revenue that a general obligation bond issue could potentially generate.

---


<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Real Property</th>
<th>Personal Property</th>
<th>Total Assessed</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996-97</td>
<td>$7,688,624</td>
<td>$420,334</td>
<td>$8,108,958</td>
<td>3.1%</td>
</tr>
<tr>
<td>1997-98</td>
<td>7,889,439</td>
<td>441,415</td>
<td>8,330,854</td>
<td>2.7%</td>
</tr>
<tr>
<td>1998-99</td>
<td>8,395,590</td>
<td>505,782</td>
<td>8,901,372</td>
<td>6.8%</td>
</tr>
<tr>
<td>1999-00</td>
<td>9,045,560</td>
<td>502,248</td>
<td>9,547,808</td>
<td>7.3%</td>
</tr>
<tr>
<td>2000-01</td>
<td>9,876,920</td>
<td>582,116</td>
<td>10,459,036</td>
<td>9.5%</td>
</tr>
<tr>
<td>2001-02</td>
<td>11,091,590</td>
<td>662,746</td>
<td>11,754,336</td>
<td>12.4%</td>
</tr>
<tr>
<td>2002-03</td>
<td>12,040,505</td>
<td>663,984</td>
<td>12,704,489</td>
<td>8.1%</td>
</tr>
<tr>
<td>2003-04</td>
<td>13,167,977</td>
<td>649,898</td>
<td>13,817,875</td>
<td>8.8%</td>
</tr>
<tr>
<td>2004-05</td>
<td>14,289,643</td>
<td>613,132</td>
<td>14,902,775</td>
<td>7.9%</td>
</tr>
<tr>
<td>2005-06</td>
<td>15,725,609</td>
<td>589,269</td>
<td>16,314,878</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

Source: Sonoma County Assessor’s and Auditor’s Office.
The analysis assumes an interest rate of six percent and a 30-year bond issue. Although the current tax rate in Santa Rosa varies depending on local assessments, special taxes and school bonds, it is assumed to be approximately 1.3 percent. The table shows revenue generated by three scenarios that would add minimally to the 1.3 percent rate (0.010, 0.015, and 0.020 percent, respectively).

While a general obligation bond could provide a substantial amount of funding upfront for the Department’s capital needs, there are certain limiting factors that may influence the feasibility of such a bond. The City may be considering issuing a bond for other City Departments’ capital project needs. The political acceptability of issuing a bond for Department projects may decrease in the short term as the housing market worsens. Also, ‘voter fatigue’ may cause voters to decline issuing a bond, as several other bond measures have been approved recently for various City of Santa Rosa capital needs.

### Parcel Tax

Parcel taxes are a type of excise tax on the use of property. A great advantage of a parcel tax is its flexible use of revenues. Widely used throughout the state, these taxes are adopted as a special tax dedicated to specific purposes. All special taxes require two-thirds voter approval. Thus, the greatest challenge for this funding source is gaining voter approval. Parcel taxes are usually levied as a flat amount per parcel with variances by major land use category. The parcel tax must not be correlated with assessed value to avoid being considered a property tax subject to the constraints of Proposition 13. The parcel tax on a specific property need not be correlated with the benefit received by that property from the expenditure of tax revenues.
Sales Tax
An increase in sales tax could generate revenue for the Department. However, the voters have already approved a sales tax increase recently so it is assumed that the political acceptability of approving another increase in the sales tax rate is very low. As such, an estimate of potential sales tax revenue is not included in this analysis.

Potential Increase in Recreation Program Cost Recovery
The Santa Rosa City Council has issued a directive to achieve a cost recovery rate for Department programs of 63 percent. In recent years, the Department has come close to meeting this goal, as shown in Table 18.

Cost recovery for certain recreation programs could be increased without negatively impacting participation (e.g., field maintenance fee for adult softball leagues). Increased cost recovery where feasible and appropriate would provide additional funding for operations and maintenance or capital projects. Funding would increase about $50,000 for every one percent increase in the cost recovery rate.

The A Place to Play project is intended to provide seasonal baseball and soccer field facilities. Consequently it is designated for Level 1 maintenance. Due to its large size and the anticipated frequency of required maintenance, over $1 million in annual maintenance costs are estimated (see Table 11). Once constructed and operational, actual maintenance costs should be monitored closely. League and tournament charges should be established to recover as much of the annual maintenance costs as is feasible.

Additional Community Facility Districts Funding
In addition to the three small existing CFDs discussed earlier, the City recently established a new CFD that all new development will be required to annex into as a condition of approval. To date the Department has not received funding from this source. Use of funds would be limited to activities within the CFD. The CFD specifically allows for funding for services including landscaping, parks and open space services. However, the CFD may also pay for other services including public safety,

---

See Chapter 4-56 of the City Code.
streets and street lighting, and storm drain and flood control services. Given the lack of budget history with this source it remains to be seen how much funding the Department will receive.

**SUMMARY**

The Department plans to provide significant additional recreational facilities within the next 10 to 20 years. Much of the needed new facilities can be associated with growth, including the costs of California Tiger Salamander mitigation. Consequently, an increase in the City’s park in-lieu and development impact fee is recommended. **Table 19 summarizes the funding deficit facing the Department’s capital improvement program.** Funding from grants may be sufficient to fill any funding gaps, but such funding can be uncertain, particularly in periods of State budgetary shortages. Grants and other potential funding, including redevelopment area funding, are particularly well suited for facilities not necessarily related to demands from new development.

The more challenging issue facing the Department will likely be keeping up with annual maintenance costs. **Table 20 summarizes the funding needs for the Department’s annual maintenance costs to provide for an adequate level of service, including the costs associated with the planned priority projects.** The estimated average annual cost per acre of $15,000 represents the “high” level of service shown in Table 10 and is slightly higher than the $13,500 weighted average cost for planned projects (derived from Table 13) to provide some funding for existing deferred maintenance projects. Care should be taken to adequately charge for use of facilities. The recently implemented City-wide Community Facility District may provide additional annual revenue for maintenance costs, but may have to compete with other municipal services for the funding. A bond measure, parcel or sales tax may also be considered. Passage of such taxes will require voter approval. Tax measures should be structured to appeal as broadly as possible to the greater Santa Rosa community. Tax measures may be especially good for additional park rehabilitation funding, including refurbishment of geographically dispersed neighborhood parks and for facilities of particular historical importance or city wide appeal.
### Table 19: Capital Costs and Revenue Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Existing Impact Fees - Revenue through buildout</td>
<td>$ 112,269,000</td>
</tr>
<tr>
<td><strong>Costs</strong></td>
<td></td>
</tr>
<tr>
<td>Priority Projects - Years 1 to 10</td>
<td>$ 83,150,000</td>
</tr>
<tr>
<td>Priority Projects - Years 11 to 20</td>
<td>$ 77,807,000</td>
</tr>
<tr>
<td>Neighborhood Parks</td>
<td>$ 41,681,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 202,638,000</td>
</tr>
<tr>
<td>Net Unfunded (All Projects)</td>
<td>$ (90,369,000)</td>
</tr>
<tr>
<td><strong>Additional Revenue From Proposed Fee Increase</strong></td>
<td>$ 35,771,000</td>
</tr>
<tr>
<td>Net Unfunded After Fee Increase</td>
<td>$ (54,598,000)</td>
</tr>
<tr>
<td><strong>Additional Costs for Cal. Tiger Salamander Mitigation</strong></td>
<td>$ 39,280,000</td>
</tr>
<tr>
<td>Net Unfunded After CTS Mitigation</td>
<td>(93,878,000)</td>
</tr>
</tbody>
</table>

Note: Costs shown in this table do not include existing deferred maintenance costs, estimated at $168 million.

1 Assumes increase from $8,735 - $9,992 (depending on zone) to $12,000 per single family unit (citywide).

2 Only includes mitigation for 53.4 acres of Southwest Quadrant priority projects. Assumes 3.1 acre mitigation ratio and $250,000 per acre.

Sources: Santa Rosa Recreation and Parks Department; MuniFinancial.

### Table 20: Annual Operations and Maintenance Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Acres</th>
<th>Maintenance Level of Service</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Current</td>
<td>Proposed</td>
</tr>
<tr>
<td>Maintenance Cost per Acre</td>
<td></td>
<td>$ 9,600</td>
<td>$</td>
</tr>
<tr>
<td>Existing Parks - Annual Maintenance</td>
<td>332.2</td>
<td>$ 3,189,000</td>
<td>$ 4,982,000</td>
</tr>
<tr>
<td>Priority Projects - 1 to 10 years</td>
<td>103.9</td>
<td>$ 997,000</td>
<td>$ 1,559,000</td>
</tr>
<tr>
<td>Priority Projects - 11 to 20 years</td>
<td>144.0</td>
<td>$ 1,382,000</td>
<td>$ 2,160,000</td>
</tr>
<tr>
<td>Neighborhood Parks</td>
<td>28.0</td>
<td>$ 269,000</td>
<td>$ 420,000</td>
</tr>
<tr>
<td>Total Annual O&amp;M - Existing and Priority Projects</td>
<td>$ 5,837,000</td>
<td>$ 9,121,000</td>
<td>$ 3,284,000</td>
</tr>
</tbody>
</table>

Note: Costs shown in this table do not include existing deferred maintenance costs. However the increase in funding for existing parks will provide additional funding to address these costs.

Sources: Santa Rosa Recreation and Parks Department; MuniFinancial.
appendix

community profile

Santa Rosa Recreation and Parks

[ BUSINESS AND STRATEGIC ACTION PLAN ]
appendix b

parks and facilities maps

Santa Rosa Recreation and Parks

[ BUSINESS AND STRATEGIC ACTION PLAN ]
comprehensive list of unfunded projects
appendix d

maintenance and operations

Santa Rosa Recreation and Parks

[ BUSINESS AND STRATEGIC ACTION PLAN ]
appendix e

general plan amendment matrix

Santa Rosa Recreation and Parks

[ BUSINESS AND STRATEGIC ACTION PLAN ]
appendix

public involvement documentation

Santa Rosa Recreation and Parks

[ BUSINESS AND STRATEGIC ACTION PLAN ]