



OFFICE OF THE  
CITY MANAGER

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February 19, 2002

City Council  
Sacramento, California

Honorable Members in Session:

**SUBJECT: City Strategies – Sacramento's Action Plan**

**LOCATION AND COUNCIL DISTRICT:** Citywide.

**RECOMMENDATION:**

This report recommends that the City Council approve the attached resolution which: 1) revises the adopted 2001-2004 City of Sacramento Strategic Plan; and 2) directs staff to incorporate use of the Strategic Plan in the Policy Considerations section of future Council reports.

**CONTACT PERSON: Reina Schwartz, Strategic Planning Director, 264-7195**

**FOR COUNCIL MEETING:** February 26, 2002

**SUMMARY:**

On June 26, 2001 the City Council adopted the City's first comprehensive Strategic Plan. This report recommends revisions to the adopted Strategic Plan and provides the City Council an update on the status of progress on the Initiatives identified in the plan.

**COMMITTEE/COMMISSION ACTION:** None.

**BACKGROUND:**

A strategic plan is a road map for the City – helping us to determine our priorities and focus our programs, projects and actions. On June 26, 2001 the Mayor and City Council adopted City Strategies – Sacramento's Action Plan, the City's first comprehensive Strategic Plan. As part of that adoption, staff was directed to report back to the City Council monthly on the status of progress on Initiatives identified in the plan.

**Proposed Guiding Principles for the Strategic Plan.** Having worked with the City's Strategic Plan for six months, in December 2001 staff recommended that the City Council consider adopting a set of Guiding Principles for each strategic Goal. A set of proposed Guiding Principles were discussed at a Council workshop in December 2001. Attachment 1 contains a revised set of proposed Guiding Principles based on the direction received at the workshop. These Guiding Principles are intended to replace the Objectives initially adopted with the Strategic Plan to help clarify how the City will achieve its goals, providing direction to staff and the City Council in making decisions regarding programs, projects and plans (i.e. future Initiatives).

**Status of Current Initiatives.** Attachment 2 (Strategic Plan Monitoring Chart) shows the current status of each of the Strategic Plan Initiatives. For the first time this month, the Initiatives have been grouped according to the new Guiding Principles, rather than the original Objectives – reflecting the proposal to incorporate the Guiding Principles. None of the specific work areas that were identified as part of the original Objectives have been removed from the plan; they are all either directly incorporated in a proposed Guiding Principle, or they are specifically identified in one of the Initiatives. Initiatives from the first six months of implementation, which have been completed, have been removed from the list.

**Proposed Change to Process for Developing and Monitoring Initiatives.** For the first draft of the Strategic Plan, the specific Initiatives were developed and adopted as a group. Since the adoption of the plan, staff has reported monthly to the Council on that static set of Initiatives. In the future, staff recommends a change in this process. Rather than having a relatively static set of Initiatives adopted by the City Council once every six or twelve months, staff recommends that Initiatives be added (or changed or deleted) to the Plan on a rolling basis – as identified in the Policy Considerations section of City Council reports.

The Policy Considerations section of City Council reports would describe how the item being proposed is consistent with the Strategic Plan, the Guiding Principles and how it helps the City achieve its strategic Goals. The Policy Considerations section would also contain any discussion of dilemmas or competing goals that affect the recommendation being presented. The monthly monitoring report would then reflect a dynamic set of Initiatives based on City Council actions.

It is recommended that staff begin incorporating these changes to the Policy Considerations section of Council reports beginning in Spring 2002 with the goal of having all Council reports reference the Strategic Plan by July 1, 2002 – the beginning of the next fiscal year.

**FINANCIAL CONSIDERATIONS:**

There are no direct financial implications from this item. However, beginning with the 2002-03 fiscal year, the strategic planning cycle will be aligned with the City's budget cycle so that the two processes complement one another. The Goals and Initiatives adopted in an annual strategic planning cycle should shape budget requests and the allocation of resources.

**ENVIRONMENTAL CONSIDERATIONS:**

Not applicable.

**POLICY CONSIDERATIONS:**

City Strategies – Sacramento's Action Plan is intended to be an overarching document – encompassing and guiding the many project, program and geographical plans already in place and under development in the City.

On an ongoing basis, this action plan will help the City of Sacramento to:

- (1) Determine our priorities as a city, define a common vision for the future, and determine what actions need to be taken today to assure that vision becomes reality;
- (2) Ensure the future growth and livability of our community by pro-actively addressing significant challenges and issues; and
- (3) Work across City departments and other agencies to improve services and quality of life.

**ESBD CONSIDERATIONS:**

No goods or services are being purchased as a result of this item.

Respectfully Submitted,



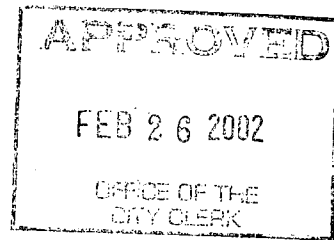
Reina J. Schwartz  
Strategic Planning Director

Recommendation Approved:



Robert P. Thomas  
City Manager

Attachments



**RESOLUTION NO. 2002-110**

**ADOPTED BY THE SACRAMENTO CITY COUNCIL**

**ON DATE OF \_\_\_\_\_**

**RESOLUTION REVISING THE**

**2001-2004 CITY OF SACRAMENTO STRATEGIC PLAN**

**NOW, BE IT RESOLVED, by the City Council of the City of Sacramento, as follows:**

- 1) The adopted 2001-2004 City of Sacramento Strategic Plan is hereby revised to incorporate the Guiding Principles identified in Attachment 1 in place of the original adopted Objectives; and
- 2) City staff is directed to incorporate the use of the Strategic Plan in the Policy Considerations section of Council reports.

\_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

**FOR CITY CLERK USE ONLY**

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<b>Goal: Enhance and preserve the neighborhoods</b>	
<b>Original Objectives</b>	<p>Establish citywide standards for services and infrastructure and policies to guide development.</p> <p>Promote the development and maintenance of a wide range of housing choices within Sacramento.</p> <p>Support increased self-determination and self-sufficiency of neighborhoods.</p> <p>Identify neighborhoods that need special attention and implement plans to address their needs.</p>
<b>Proposed Guiding Principles</b>	<p>Priority should be given to infrastructure and facility projects that elevate areas of the City to a baseline level.</p> <p>New development (and supportive infrastructure) should be directed to existing developed areas to allow for efficient use of existing facilities, features and neighborhoods. Development in new growth areas should be consistent with Smart Growth principles and with the tenets of the North Natomas Community Plan.</p> <p>Policies, programs and strategies should promote the maintenance and development of the fullest range of housing choices in every community in the City.</p> <p>The City has a responsibility and should demonstrate its commitment to ensuring that residents and community members have the capacity, ownership and motivation as well as a roadmap and City assistance to enhance and preserve their neighborhoods.</p>

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<b>Goal: Establish and strengthen community and regional partnerships to enhance the quality of life</b>	
<b>Original Objectives</b>	<p>Pursue opportunities to address regional issues.</p> <p>Pursue partnerships to plan, develop and promote the Sacramento Riverfront.</p> <p>Partner with the community and other governmental organizations to improve access to and use of services and public facilities.</p> <p>Develop and pursue a legislative agenda which increases funding opportunities for the City and for the region.</p>
<b>Proposed Guiding Principles</b>	<p>The City will take a leadership role in the decision-making in the region.</p> <p>Development and operation of regional properties, facilities and services should have the broad participation of area governments and partnerships.</p>

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<p><b>Goal: Preserve and expand the arts and culture, open space, urban forest, parks and recreation opportunities.</b></p>	
<p><b>Original Objectives</b></p>	<p>Develop sufficient open space and park land so that the City and the region are ranked among the top ten in the country in their ratio of open space to population.</p> <p>Develop plans for funding the expansion, growth and sustainability of arts, culture, parks facilities and the urban forest.</p>
<p><b>Proposed Guiding Principles</b></p>	<p>Open space acquisition, new park development and new program development should be considered and supported equitably.</p> <p>The City should sustain existing community priority programs/facilities before committing resources to expand or grow new programs/facilities.</p> <p>The City should support broader access to regional properties, facilities and services through specialized programs and partnerships.</p> <p>The City should optimize new public infrastructure to sustain open space or to develop new recreation opportunities where appropriate.</p> <p>Programming for arts, parks etc... should reflect the diversity of our community; one size does not fit all.</p>

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<p><b>Goal: Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements.</b></p>	
<p><b>Original Objectives</b></p>	<p>Retain, attract and develop a highly qualified and diverse City workforce.</p> <p>Strengthen and support the City's Inclusion Commitment.</p> <p>Use new technology to improve the delivery of services to the community.</p> <p>Continuously monitor, evaluate and improve City systems.</p>
<p><b>Proposed Guiding Principles</b></p>	<p>Workforce reinvestment should demonstrate our commitment to achieving market competitiveness, internal parity and staff development opportunities.</p> <p>City policies and practices should reflect the value of building a diverse workforce to serve the needs of residents, visitors and businesses.</p> <p>The City's operational needs and available resources will drive information technology decision-making.</p> <p>Operational procedures and information system changes should focus on meeting customer requirements, offering financial value, streamlining processes and achieving economies of scale.</p>

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<b>Goal: Enhance educational opportunities for the entire community.</b>	
<b>Original Objectives</b>	Expand facilities and programs for community learning. Establish and expand partnerships with local schools.
<b>Proposed Guiding Principles</b>	The City should provide resources to improve and expand accessibility to facilities and programs for community learning. Partnerships with multiple local institutions should be continuously expanded to leverage resources. Pursue opportunities to educate the public and promote civic engagement. Support students and provide resources (e.g. libraries, START Archives) to them so they have the best chance to be successful. Provide public information to the people of Sacramento to keep them informed about what is going on in the City.

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<b>Goal: Promote and support economic vitality.</b>	
<b>Original Objectives</b>	<p>Support the development and success of new and existing businesses of all sizes within the City of Sacramento.</p> <p>Invest in infrastructure development to support sustainable growth.</p> <p>Improve the planning and permitting process.</p>
<b>Proposed Guiding Principles</b>	<p>City programs should support the development and success of new and existing <i>targeted</i> businesses of all sizes within the City.</p> <p>Invest in infrastructure development that will achieve established community standards and will optimize economic growth.</p> <p>Provide for certainty, quality review, timeliness and consistency with City policies and plans in the planning entitlement and building permit processes.</p> <p>The City should pursue opportunities to improve the available qualified labor force to support both existing and new business activity.</p> <p>Amenities, facilities and programs should provide for an overall positive quality of life as a means to assist in business attraction and retention.</p>

**STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES (REVISED)**

<b>Goal: Improve and diversify the transportation system.</b>	
<b>Original Objectives</b>	<p>Support the further expansion of Light Rail and transit service in Sacramento.</p> <p>Develop an intermodal facility.</p> <p>Support the work of the Sacramento Transportation/Air Quality Collaborative.</p> <p>Create a comprehensive program to address pedestrian safety in Sacramento.</p> <p>Invest in bicycle infrastructure development.</p>
<b>Proposed Guiding Principles</b>	<p>Priority in the competition for transportation funding should be given to improvements that support City Council adopted Smart Growth and Infill policies.</p> <p>Allocation of transportation capital should reflect priorities of maintaining existing infrastructure investments, improving safety, improving air quality, reducing congestion by improving alternate mode choices, and improving mobility by improving connectivity between transportation modes.</p>

Note: Guiding principles should help tell us *how* we will achieve our goals.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE AND PRESERVE THE NEIGHBORHOODS

**GUIDING PRINCIPLE:** Priority should be given to infrastructure and facility projects that elevate areas of the City to a baseline level.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
April 2002	Public Works Director	Develop a work plan to inventory the City's infrastructure and facilities and recommend Citywide standards to the City Council.		X		Work plan and cost will be developed for consideration in the 2002-03 CIP.
Ongoing	Area Directors and Planning Director	Recommend to the Council a series of neighborhoods to be the focus of the next round for Strategic Neighborhood Action Plans or similar neighborhood planning effort.			X	Due date changed from December 2002 to Ongoing. The following projects are currently underway: > Gardenland Neighborhood Infill Strategic Plan recommended as part of Infill Strategy (March -August 2002) > Area 2 Neighborhood Assessment to identify criteria and priorities for neighborhood planning efforts to be completed May 2002. > Review status and update Tahoe-Colonial SNAP Spring 2002.
Ongoing	Area Directors	Recommend to the Council at least two neighborhoods where an intervention initiative would be appropriate to address significant neighborhood concerns.			X	Due date changed from December 2002 to Ongoing. The following projects are currently underway: > Participate in SHRA driven efforts: Oak Park Renaissance (ongoing) Weed & Seed (ongoing) Franklin Villa (ongoing)

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE AND PRESERVE THE NEIGHBORHOODS

**GUIDING PRINCIPLE:** New development (and supportive infrastructure) should be directed to existing developed areas to allow for efficient use of existing facilities and features and to the benefit of existing neighborhoods.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
February 2002	Planning Director and Economic Development Director	Present to the City Council for their consideration an infill development policy to enhance reinvestment in neighborhoods.		X		City Council heard draft Infill policy on December 18, 2002. It was continued to February 2002 for further public input.
June 2002	Planning Director	Present to the City Council a program and strategy for updating the City's General Plan.			X	Due date revised from December 2002 to June 2002. Staff anticipates requesting authorization to begin the update by June 30, 2002. The request for authorization will include information on the scope of work required, budget needed and a citizen participation process.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE AND PRESERVE THE NEIGHBORHOODS

**GUIDING PRINCIPLE:** Policies, programs and strategies should promote the maintenance and development of the fullest range of housing choices in every community in the City.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Executive Director of the Sacramento Housing and Redevelopment Agency (SHRA)	Present a policy paper to the City Council for their consideration regarding how to increase homeownership opportunities for low and very low-income households.		X		Report presented to City Council in November 2001 with commitment to six-month follow-up.
April 2002	Executive Director of the SHRA and Neighborhood Services Area Directors	Recommend action strategies for each Neighborhood Area focusing on the preservation and improvement of the existing single-family and multifamily housing stock.		X		
April 2002	Executive Director of the SHRA	Partner with the Capitol Area Development Authority and the Downtown Sacramento Partnership to prepare a marketing program promoting opportunities for development of additional housing within the Central City area.		X		
Ongoing	Planning Director and Executive Director of the SHRA	Develop strategies to implement the mixed-income housing ordinance in new growth areas.		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE AND PRESERVE THE NEIGHBORHOODS

**GUIDING PRINCIPLE:** The City has a responsibility and should demonstrate its commitment to ensuring that residents and community members have the capacity, ownership and motivation as well as a roadmap and City assistance to enhance and preserve their neighborhoods.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
April 2002	Area Directors (Area 4 - lead)	Identify a strategy for increasing and broadening community participation.			X	Due date revised from December 2002 to April 2002. Staff anticipates bringing a draft strategy to the City Council in mid-March 2002. The draft will provide a suggested definition for the phrase "increasing and broadening community participation" and will present information on the process being used to develop the strategy.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ESTABLISH AND STRENGTHEN COMMUNITY AND REGIONAL PARTNERSHIPS TO ENHANCE THE QUALITY OF LIFE

**GUIDING PRINCIPLE:** The City will take a leadership role in the decision-making in the region.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Mayor and City Council	Initiate regional dialogues through the sphere of influence and annexation studies on open space and affordable housing requirements, social services siting, fair share and SMART Growth.		X		
Ongoing	Mayor Fargo and Vice Mayor Waters	Participate in Mayors and Board Chairs Forum to discuss and resolve issues related to fair representation on regional boards.			X	Initiative revised to reflect establishment of the Mayors and Board Chairs Forum.
Ongoing	Planning Department, City Manager's Office	Develop strategies to implement the recently adopted Civic Standards.			NEW	Initiative added February 2002.
Ongoing	Assistant City Manager	Aggressively pursue Federal funding earmarks and State member requests.		X		
Ongoing	Assistant City Manager and Director of Utilities	Work with SAFCA and other organizations to secure federal, state and local funding for flood control.		X		Initial Federal FY 2002 Appropriations have earmarked approximately \$26 million for area flood protection improvements.
Ongoing	Assistant City Manager	Present to the Law and Legislation Committee a proposed scope of work with respect to State and Federal legislation and initiative tracking.		X		A draft state legislative agenda for 2002 is currently being reviewed and will be presented to the Law and Legislation Committee in February 2002.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ESTABLISH AND STRENGTHEN COMMUNITY AND REGIONAL PARTNERSHIPS TO ENHANCE THE QUALITY OF LIFE

**GUIDING PRINCIPLE:** Development and operation of regional properties, facilities and services should have the broad participation of area governments and partnerships.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Economic Development Director	Work with the Parks and Recreation Director and Redevelopment Director of West Sacramento to initiate a process to prepare an update of the Sacramento Waterfront Master Plan.		X		Update of the plan will be coordinated through the Waterfront Advisory Committee (WAC), which is scheduled to meet in February 2002 to discuss scope of the subject plan update. The tentative schedule for the plan update calls for selection of a consultant by May 2002; presentation of the draft plan update in September 2002; and completion of the plan update by December 2002.
June 2002	Economic Development Director	Work with the Redevelopment Director of the City of West Sacramento to implement a joint marketing program for the Riverfront with the City of West Sacramento.		X		A contract for preparation of updated materials including an updated Waterfront poster and website has been executed and the marketing materials are anticipated to be completed by June 2002.
Ongoing	Chief Information Officer	Partner with Sacramento County, SMUD and SACOG to develop additional GIS resources.		X		Developing common address database and new street centerline file to be used by all four partners.
June 2002	Area Directors	Present to the Council for their consideration priorities and funding to eliminate language barriers at all points of customer contact with the City organization.		X		

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Natomas Manager	Present to the City Council for their consideration a plan including financing for the Natomas Educational Complex as a stellar example of a joint use partnership involving the City, Natomas Unified School District, Los Rios Community College District, and the Public Library.		X		Joint Use Team has been meeting to design Memoranda of Understanding (MOUs) for financing, timing, construction, land acquisition, operations and maintenance, and other elements of development of the Education Complex. The Education Complex stakeholder group will be going back to a Joint Board / Council meeting in March 2002 to present an update on the project, including a Financing Plan.
June 2002	Area Directors (Area 3 lead)	Produce a "Guide to City Services" as a single, consistent document to assist community members gain improved understanding and access to City services.		X		
Ongoing	Council Member Hammond	Work with the Sacramento Emigrant Trails American Lung Association, Sacramento Metropolitan Air Quality Management District and Regional Transit to initiate a public campaign to get people out of their cars one day per week.		X		
Ongoing	Fire Chief and Public Works Director	Partner with the County, SMUD and other organizations to develop an emergency response to the energy crisis.		X		
Ongoing	Chief Information Officer	Provide for the Council's consideration recommendations regarding opportunities to participate with the State of California and regional jurisdictions on technology initiatives.		X		State discussions stalled due to budget situation; talks with County ongoing.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PRESERVE AND EXPAND THE ARTS AND CULTURE, OPEN SPACE, URBAN FOREST, PARKS AND RECREATION OPPORTUNITIES

**GUIDING PRINCIPLE:** Open space acquisition, new park development and new program development should be considered and supported equitably.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Parks and Recreation Director	Apply for available grants in all categories for funding of acquisition and development of parks and recreation programs and facilities.		X		Over \$7 million dollars in grants have been applied for this year (competitive and non-competitive). Applications for the Urban and Cultural Centers grant were turned in November 1st. Staff is preparing recommendations for the Council in December for the Prop. 12 Riparian and Riverine Program.
December 2002	Parks and Recreation Director and Economic Development Director	Develop a plan to complete Sacramento Riverfront Parkway from Discovery Park to Miller Park.		X		Update of the plan will be coordinated through the Waterfront Advisory Committee (WAC), which is scheduled to meet in February 2002 to discuss the scope of the plan update. The tentative schedule for the plan update calls for selection of a consultant by May 2002; presentation of the draft plan update in September 2002; and completion of the plan update by December 2002.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PRESERVE AND EXPAND THE ARTS AND CULTURE, OPEN SPACE, URBAN FOREST, PARKS AND RECREATION OPPORTUNITIES

**GUIDING PRINCIPLE:** The City should sustain existing community priority programs/facilities before committing resources to expand or grow new programs/facilities.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Spring 2002	Parks and Recreation Director	Open the Sutter's Landing Regional Park.		X		
June 2002	Parks and Recreation Director	Update the Citywide Tree Services Plan to finance pruning and distributing tree services equitably throughout the City.		X		Staff is preparing an update of the financing recommendations of the 1994 Urban Forest Management Plan for the City Council consideration in June 2002.
June 2002	Convention, Culture and Leisure Department Director	Complete the Crocker Art Museum Master Plan.		X		Master Plan (Program, Concepts and Narrative) is complete. Will be presented to City Council in early 2002. The next step is to refine the design and begin the environmental review process.
May 2002	Convention, Culture and Leisure Department Director	Identify needed Community Center Theater improvements.		X		Needs assessment has been completed by LMN Architects. Preliminary cost estimates have been developed. Waiting for TOT funding stabilization.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PRESERVE AND EXPAND THE ARTS AND CULTURE, OPEN SPACE, URBAN FOREST, PARKS AND RECREATION OPPORTUNITIES

**GUIDING PRINCIPLE:** The City should support broader access to regional properties, facilities and services through specialized programs and partnerships.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Parks and Recreation Director	Develop a recommendation on governance structure to identify and secure funding for purchase and maintenance of open space.		X		First draft has been completed and is being reviewed by staff and by the consultant, Bill Edgar.
March 2002	Economic Development Director	Report back to the City Council identifying opportunities to partner with the respective project sponsors to develop additional performing arts facilities within the Central City including, but not limited to, the Children's Theater of California, Inc. and California State University at Sacramento, as identified in the approved citywide Economic Development Strategy.		X		Discussions with CSUS are ongoing; CSUS is preparing a needs assessment and seeking funding to implement planning/predevelopment activities related to potential performing arts facility. Discussions between Sutter Health and CTC are ongoing related to incorporating CTC as part of the overall planned Sutter Health expansion in Midtown.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PRESERVE AND EXPAND THE ARTS AND CULTURE, OPEN SPACE, URBAN FOREST, PARKS AND RECREATION OPPORTUNITIES

**GUIDING PRINCIPLE:** The City should optimize new public infrastructure to sustain open space or to develop new recreation opportunities where appropriate.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Economic Development Director and Parks and Recreation Director	Complete preparation of a feasibility study for decking of Interstate 5, potentially from Capitol Avenue to R Street, as a means to reestablish an open-space linkage from the Central Business District to the Sacramento River waterfront.		X		The Downtown to the Riverfront Research Study was completed and presented to the City Council in August 2001. City Council authorized the City Manger to pursue an estimated \$4 million in federal, state and other funding to begin the public outreach and planning phase to further evaluate reconnection alternatives. In November 2001, the Honorable Robert Matsui announced award of a \$3.5 million federal appropriation for the project. Funds will be available in April 2002 with the amendment of the Metropolitan Transportation Improvement Program.
December 2002	Parks and Recreation Director and Natomas Manager	Acquire the 200-acre Regional Park in North Natomas using development impact fees, credits, bonds, private financing, loans and/or other funding mechanisms.		X		Resolution of Necessity and appropriation of \$13 million approved by City Council on August 28, 2001. Natomas Unified School District (NUSD) took action to appropriate \$2.3 million at their board meeting on October 10, 2001. CAO filed Orders of Possession on October 12, 15 and 16, 2001.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PRESERVE AND EXPAND THE ARTS AND CULTURE, OPEN SPACE, URBAN FOREST, PARKS AND RECREATION OPPORTUNITIES

**GUIDING PRINCIPLE:** Programming for arts, parks etc... should reflect the diversity of our community; one size does not fit all.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	City Manager	Work with the Unity Council to prepare and implement a plan for financing and development of the proposed Unity Center.		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** RETAIN, ATTRACT AND DEVELOP A HIGHLY QUALIFIED AND DIVERSE CITY WORKFORCE AND IMPLEMENT ORGANIZATIONAL IMPROVEMENTS

**GUIDING PRINCIPLE:** Workforce reinvestment should demonstrate our commitment to achieving market competitiveness, internal parity and staff development opportunities.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Human Resources Director	Implement classification and compensation recommendations adopted by City Council.		X		
July 2002	Human Resources Director	Implement a Citywide Employee Recognition Program.		X		Initiative added January 2002.
June 2002	Human Resources Director	Implement a citywide Continuous Improvement Program.		X		Initiative added January 2002.
October 2002	Human Resources Director	Implement a citywide Career Development Program and Employee Development Policy.		X		Initiative added January 2002.
October 2002	Human Resources Director	Administer 2002 bi-annual Employee Opinion Survey.		X		Initiative added January 2002.
March 2002	Deputy City Manager	2002 election item that will address retirement benefit inequities between active members of the Sacramento City Employees Retirement System (SCERS) and the Public Employees Retirement System (PERS).		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** RETAIN, ATTRACT AND DEVELOP A HIGHLY QUALIFIED AND DIVERSE CITY WORKFORCE AND IMPLEMENT ORGANIZATIONAL IMPROVEMENTS

**GUIDING PRINCIPLE:** City policies and practices should reflect the value of building a diverse workforce to serve the needs of residents, visitors and businesses.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Human Resources Director	Define and disseminate the Inclusion Commitment philosophy and practices to all employees.		X		Initiative added January 2002.
June 2002	Human Resources Director	Develop and begin delivering the citywide Inclusion Commitment training program.		X		Initiative added January 2002.
December 2002	Human Resources Director	Implement 2002 Multilingual Task Force recommendations.		X		Initiative added January 2002.

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** RETAIN, ATTRACT AND DEVELOP A HIGHLY QUALIFIED AND DIVERSE CITY WORKFORCE AND IMPLEMENT ORGANIZATIONAL IMPROVEMENTS

**GUIDING PRINCIPLE:** The City's operational needs and available resources will drive information technology decision-making.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Chief Information Officer	Develop recommendations for FY03 programs, plans and budgets to support implementation of the IT Strategic Plan.		X		Initiative added January 2002. To be approved by the IT Governance Board and presented to Council as part of the FY03 budget cycle.
June 2002	Chief Information Officer	Begin outreach to the community to identify what services they are interested in receiving on-line.		X		Plan to conduct survey during the summer of 2002; followed by focus groups. Revised completion date based upon availability of resources.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** RETAIN, ATTRACT AND DEVELOP A HIGHLY QUALIFIED AND DIVERSE CITY WORKFORCE AND IMPLEMENT ORGANIZATIONAL IMPROVEMENTS

**GUIDING PRINCIPLE:** Operational procedures and information system changes should focus on meeting customer requirements, offering financial value, streamlining processes and achieving economies of scale.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Information Technology Governance Board	Identify work processes that could be automated and improved through implementation of a citywide Intranet.		X		Will incorporate in to recommendations for FY03 programs, plans and budgets.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE EDUCATIONAL OPPORTUNITIES FOR THE ENTIRE COMMUNITY

**GUIDING PRINCIPLE:** The City should provide resources to improve and expand accessibility to facilities and programs for community learning.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Human Resources Director	Investigate expanding the City University programs to other governmental agencies and community leaders.		X		Outreach has been done to other government agencies. Outreach to community leaders has been started; a pilot program is being considered.
December 2002	Director of Parks and Recreation	Work with community colleges, SETA and other adult education institutions, will develop a plan to expand the availability of education and job training classes and skills centers at City community centers.		X		Through Weed and Seed efforts, staff is in the process of putting in a DSL line and placing a computer at the George Sim Community Center, to set up a station where people can come and search for jobs. Staff is continuing to work with staff at SETA.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE EDUCATIONAL OPPORTUNITIES FOR THE ENTIRE COMMUNITY

**GUIDING PRINCIPLE:** Partnerships with multiple local institutions should be continuously expanded to leverage resources.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
March 2002	Area Directors (Area 2 - lead) and the Human Resources Director	Develop a City mentoring program under the auspices of United Way, to provide outreach and career modeling at local schools.		X		
June 2002	Convention, Culture and Leisure Department Director	Partner with the City's Arts Education Task Force and local school districts to prepare a strategic plan to restore arts education in the schools.		X		Staff has met with and had input from Arts Providers, Educators and Business Leaders. It is anticipated that this item will be brought to the City Council and other community groups in early 2002.
June 2002	City Manager	Partner with the school districts to improve academic performance in the City's schools.		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE EDUCATIONAL OPPORTUNITIES FOR THE ENTIRE COMMUNITY

**GUIDING PRINCIPLE:** Pursue opportunities to educate the public and promote civic engagement.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	City Manager	Partner with local school districts and the Citizenship Center to develop and implement programs that increase civic awareness and pride in youth.		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE EDUCATIONAL OPPORTUNITIES FOR THE ENTIRE COMMUNITY

**GUIDING PRINCIPLE:** Support students and provide resources (e.g. libraries, START Archives) to them so they have the best chance to be successful.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	City Manager	Partner with the school districts and medical providers to establish a Medical Career Charter School.		X		

## STRATEGIC PLAN MONITORING REPORT

**GOAL:** ENHANCE EDUCATIONAL OPPORTUNITIES FOR THE ENTIRE COMMUNITY

**GUIDING PRINCIPLE:** Provide public information to the people of Sacramento to keep them informed about what is going on in the City.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
						(February 2002) Initiatives still being defined.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PROMOTE AND SUPPORT ECONOMIC VITALITY

**GUIDING PRINCIPLE:** City programs should support the development and success of new and existing *targeted* businesses of all sizes within the City.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Economic Development Director	Prepare and implement an outreach program to facilitate retention/expansion and development of existing and emerging small and medium sized businesses within the City of Sacramento.		X		An initial outreach program has been established. Details of the program were presented to the City Council in November 2001. Implementation will be on an ongoing basis. Staff will report to the City Council on results of such efforts as part of the annual and mid-year Economic Development Department reports.
March 2002	Economic Development Director (lead), SHRA Executive Director, Sacramento County Office of Economic Development	Prepare and implement a strategy to facilitate and create additional employment-generating commercial development in designated neighborhood business corridors within the City of Sacramento.		X		Initial effort related to South Sacramento as outgrowth of the approved Citywide Regional Retail Market Study. A consultant team has been selected and the process for preparation of the strategy is underway. The process includes opportunities for input by businesses, neighborhood organizations and general public. Staff anticipates the draft strategy to be complete by March 2002.

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Economic Development Director	Identify and develop public and private sector financing resources to provide direct/indirect assistance for economic development activities consistent with the adopted City of Sacramento Economic Development Strategy.		X		Economic Development Assistance Program guidelines for use of General Fund allocation for this program were approved by City Council in December 2001.
Ongoing	Economic Development Director	In partnership with business and community organizations prepare and implement a marketing program to promote the City of Sacramento as a highly desirable place to conduct business.		X		Ongoing effort; new/updated marketing materials to be complete by March 2002
Ongoing	Economic Development Director, SHRA Executive Director	Develop and implement revitalization initiatives and a strategic action program aimed at improving the overall economic health of designated neighborhood business corridors within the City of Sacramento.		X		Ongoing effort. An initial assessment of the nineteen designated corridors has been completed. Staff is working with respective business associations (and Sacramento Housing and Redevelopment Agency where applicable) regarding establishment of new strategies/revitalization initiatives related to the respective neighborhood business corridors.
December 2002	Convention, Culture and Leisure Department Director and Sacramento Convention and Visitors Bureau	Prepare and implement a program to increase convention and tourism business within the City of Sacramento.		X		

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
May 2002	Convention, Culture and Leisure Department Director	Update the Five-Year Sacramento Convention Center Business Plan.		X		Will be reviewing convention activity since the September 11, 2001 attacks.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PROMOTE AND SUPPORT ECONOMIC VITALITY

**GUIDING PRINCIPLE:** Invest in infrastructure development that will achieve established community standards and will optimize economic growth.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
March 2002	Convention, Culture and Leisure Department Director and the Economic Development Director	Update the existing Downtown Parking Strategy to establish standards for development of new facilities in order to meet identified public parking needs, support/facilitate planned downtown redevelopment activities and achieve targeted modal splits for downtown.		X		Staff is currently conducting research and compiling data.
September 2002	Economic Development Director and the Executive Director of the SHRA	Develop and implement plans to address parking needs in order to assist in achievement of planned revitalization for the respective designated neighborhood business corridors.		X		Staff (including Sacramento Housing and Redevelopment Agency) anticipates submitting report to City Council by March 2002 regarding process and timing for completion of such effort; anticipated completion by September 2002.
Ongoing	Utilities Department, Public Works Department, Parks Department, Neighborhood Services Directors	Establish and implement minimum standards for public improvements (parks, open space etc...) and infrastructure including water, sewer, drainage, streets, street lighting etc... with appropriate capital investment to provide a base level of community infrastructure in all neighborhoods within the City of Sacramento.			NEW	Initiative added February 2002. Note: the ability to implement this Initiative is dependent on obtaining funding through the Capital Improvement Program (CIP) process to perform an inventory of infrastructure. A work plan and estimate is being prepared for inclusion in the FY02/03 CIP request process.

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Utilities Department Director, Planning Director	Participate directly with those external organizations responsible for delivery of utility services (water, sewer, electricity, natural gas etc...) to assure that there is sufficient capacity of such utilities to serve/support planned development and economic growth within the City of Sacramento at reasonable rates.			NEW	Initiative added February 2002.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PROMOTE AND SUPPORT ECONOMIC VITALITY

**GUIDING PRINCIPLE:** Provide for certainty, quality review, timeliness and consistency with City policies and plans in the planning entitlement and building permit processes.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
July 2002	Chief Building Official	Establish and maintain a work plan to implement and update the recommendations of the Mayor's Commission on Development. Specifically: 1) develop, update and maintain work plan with reports back to the City Council from the Development Oversight Commission; and 2) complete the move to the North Permit Center and solidify plans for the Downtown and South Permit centers.		X		
March 2002	Chief Building Official	Implement a project management unit to proactively manage complex, infill, economic development and other high profile projects. Specifically: 1) establish job specifications and recruit for positions; 2) develop criteria and screening method to establish and update project assignments; and 3) develop an improved process for assigned projects.		X		

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Chief Building Official	Foster communication and outreach with our customers and business partners. Specifically: 1) use the Development Oversight Commission and Technical Advisory Committees to improve customer input and dialogue on planning and permitting process; 2) use the Development Cabinet to improve inter-agency communication, coordination and project handoffs; and 3) improve customer-related information and materials with the ultimate goal of a web-based information system encompassing the overall development process.		X		

## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Chief Building Official	Develop and implement minimum base level standards of service for all development services; and a process that is responsive, streamlined, coordinated and balances an expeditious process with quality review. Specifically: 1) establish and publish minimum service levels for all development services; 2) develop process-wide service level monitoring system and create the processes to implement short-term resources required to meet minimum service levels; 3) complete high-level system-wide development process flow chart; 4) identify and prioritize work efforts to improve elements of the process; and 5) establish work initiatives, monitor and update work plan.		X		

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 2002	Chief Building Official	Develop and publish policies and procedures. Implement and update new codes and standards. Specifically: 1) work with the Existing Buildings Committee of the Structural Engineers Association of Central California to establish guidelines for the use and structural rehabilitation of existing structures; 2) adopt a new California Building Code while updating and minimizing local City of Sacramento amendments to the statewide regulations; and 3) develop and publish a development-related operations, policy and procedures manual.		X		

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PROMOTE AND SUPPORT ECONOMIC VITALITY

**GUIDING PRINCIPLE:** The City should pursue opportunities to improve the available qualified labor force to support both existing and new business activity.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Economic Development Director, with Cal State Sacramento and UC Davis	Coordinate with area colleges and universities to assure that their educational programs produce qualified graduates in the disciplines related to employment needs for targeted industries for the City of Sacramento.			NEW	Initiative added February 2002.
Ongoing	Economic Development Director, Executive Director SETA	Support the efforts of the Sacramento Employment and Training Agency (SETA) to develop and implement training programs for developing skill sets related to employment needs for targeted industries within the City of Sacramento.			NEW	Initiative added February 2002.
Ongoing	Economic Development Director, SHRA Executive Director	Pursue all federal and state programs that provide tax incentives/benefits and/or financing for businesses that employ certain segments of the labor force.			NEW	Initiative added February 2002.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** PROMOTE AND SUPPORT ECONOMIC VITALITY

**GUIDING PRINCIPLE:** Amenities, facilities and programs should provide for an overall positive quality of life as a means to assist in business attraction and retention.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Convention, Culture and Leisure Department Director, Parks Director	Improve/expand existing and develop new art, culture, sports and entertainment facilities and programs within the City of Sacramento and surrounding region.			NEW	Initiative added February 2002.
Ongoing	Planning Director, SHRA Executive Director	Develop a wide range of housing types located in proximity to new/existing employment that is priced in relation to the range of incomes for the subject related employment.			NEW	Initiative added February 2002.
Ongoing	Parks Director	Develop and maintain an exemplary system of parks, open space and recreational programs within the City of Sacramento.			NEW	Initiative added February 2002.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** IMPROVE AND DIVERSIFY THE TRANSPORTATION SYSTEM

**GUIDING PRINCIPLE:** Priority in the competition for transportation funding should be given to improvements that support City Council adopted Smart Growth and Infill policies

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Public Works Director and Planning Director	Identify and articulate the City of Sacramento's issues and interests as a participant in the Sacramento Transportation/Air Quality Collaborative.		X		Initial issue and interest statement completed. Meetings of the Collaborative are ongoing.
Ongoing	Public Works Director	Modify the Transportation Programming Guide criteria to increase focus and prioritization to target improvements in areas that are consistent with adopted City of Sacramento policies/plans (i.e. Smart Growth principles, Infill Strategy, Citywide Economic Development Strategy).			NEW	Initiative added February 2002. Also supports Economic Vitality Goal.
Ongoing	Public Works Director, Planning and Building Director	Participate directly with Sacramento Regional Transit to assure that a comprehensive public transportation system (specifically bus and light rail transit) is planned, funded and implemented in order to serve/support planned development and economic growth with the City of Sacramento.			NEW	Initiative added February 2002. Also supports Economic Vitality Goal.

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## STRATEGIC PLAN MONITORING REPORT

**GOAL:** IMPROVE AND DIVERSIFY THE TRANSPORTATION SYSTEM

**GUIDING PRINCIPLE:** Allocation of transportation capital should reflect priorities of maintaining existing infrastructure investments, improving safety, improving air quality, reducing congestion by improving alternate mode choices, and improving mobility by improving connectivity between transportation modes.

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Ongoing	Public Works Director	Work with the Planning Director and Economic Development Director to partner with Regional Transit to identify proposed rail rights-of-way and station locations to support successful funding of the Downtown-Natomas-Airport Line in the 2002 state transportation funding cycle.		X		Regional Transit has submitted a 2002 State Transportation Improvement Program (STIP) fund request for \$3 million for preliminary engineering and environmental study of the Downtown Natomas Airport (DNA) Light Rail Line. City staff is assisting with consultant selection for Alternatives Analysis/Draft EIR/EIS of the DNA Project.
Ongoing	Public Works Director	Coordinate with Regional Transit for the development of the South Line Phase Two to maximize funding opportunities.		X		City staff is assisting with consultant selection for Environmental Review and Preliminary Engineering for the South Corridor Phase 2 Light Rail Extension project.
Ongoing	City Council	Consider for adoption a preliminary concept plan for developing the Sacramento Intermodal Center at the Historic Depot site.			X	Staff continues to coordinate with Union Pacific, SORD and the Mayor and City Council. The next step in the process is for Union Pacific to submit their Development Application to the City for review. The Development Application is anticipated in January 2002.

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## STRATEGIC PLAN MONITORING REPORT

DATE DUE	WHO	INITIATIVE	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June 2002	Public Works Director	Present to the City Council for their consideration a strategy for addressing pedestrian safety in the City.		X		The City Traffic Engineer will be presenting this report to the City Council by June 2002. The report will include strategies for existing and new developments.
December 2002	Public Works Director	Develop and present to the City Council for their consideration a 20-year Pedestrian Master Plan.		X		Staff is working to scope the Pedestrian Master Plan and develop a schedule.
Ongoing	Public Works Director	Implement the 2010 City/County Bikeway Master Plan with the goal of completing 22 miles of on-street bikeways and 6.5 miles of off-street bikeways per year.		X		This year the City has delivered 27 miles of on-street bikeways and is working on delivering 10 miles of off-street bikeways.

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