



OFFICE OF THE  
CITY MANAGER

CITY OF SACRAMENTO  
CALIFORNIA

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February 23, 2005

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City Council  
Sacramento, California

Honorable Members in Session:

**SUBJECT:** RESOLUTION APPROVING THE STRATEGIC PLAN  
FOR THE CITY OF SACRAMENTO

**LOCATION AND COUNCIL DISTRICT:** Citywide

**RECOMMENDATION:**

This report recommends that the Mayor and City Council, by resolution, formally approve the work completed by the City Council and Charter Officers on January 25, 2005 as the Strategic Plan for the City of Sacramento (Attachment A).

**CONTACTS:** Patti Bisharat, Special Project Mgr, 808-8197

**FOR THE MEETING OF:** March 1, 2005

**SUMMARY:**

On January 25, 2005 a City Council and Charter Officers strategic planning retreat was held. This report recommends approval of the results of that day as the City's Strategic Plan.

**BACKGROUND:**

The City Council and Charter Officers held a daylong retreat on January 25, 2005 to:

- Discuss the strengths and challenges of the City of Sacramento



City Council  
Transmittal of Strategic Plan  
March 1, 2005

- Discuss external factors/trends that may impact the City in the next three years
- Review and revise, if needed, the City of Sacramento's Mission/Purpose Statement, Vision Statement and Core Values/Guiding Principles
- Identify and discuss Three-Year Goals plus identify six month Strategic Objectives for meeting each Goal
- Discuss process to monitor progress on Goals and Objectives

The full results of the effort are included as Attachment A of this report. Specifically, the City Council and Charter Officers:

- Reaffirmed the City's mission statement "to protect, preserve and enhance the quality of life for present and future generations."
- Revised the City vision statement to – "Sacramento will be the most livable city in America."
- Identified three year goals of:
  - Improve and expand public safety
  - Achieve sustainability and livability
  - Increase opportunities for all Sacramento residents to live in safe and affordable housing
  - Expand economic development throughout the City of Sacramento
- Developed specific objectives within each goal area.
- Identified the City's Core Values/Guiding Principles as:
  - *Our Customers*  
We are here to serve our customers. We treat our customer with respect, concern and appreciation.
  - *Our Employees*  
We treat each other with respect. We actively seek employee involvement, commitment and ideas for positive change. We genuinely encourage employees to have balanced lives.
  - *Diversity*  
We recognize, respect and honor our differences.
  - *Inclusiveness*  
We respect and honor the interests of diverse groups and individuals. Everyone's opinion has value.
  - *Teamwork*  
We achieve common goals through cooperation. We recognize our strengths and use them for the benefit of all.

- *Community Participation and Input*  
Our team includes the community. We encourage community members to be a genuine part of the process and we truly seek and value community input and involvement.
- *Fiscal Responsibility*  
(Definition being developed and will be brought to the Mayor and City Council for approval.)
- *Integrity*  
We are committed to honesty, fairness and doing what's right and earning the public's trust.
- *Excellence*  
We are committed to providing excellent service.
- *Innovation*  
We value the freedom to be creative in serving our community. We are willing to take risks.
- *Accountability*  
(Definition being developed and will be brought to the Mayor and City Council for approval.)

This report recommends that the Mayor and City Council, by resolution, formally adopt the work completed by the City Council and Charter Officers on January 25, 2005 as the Strategic Plan for the City of Sacramento. As directed by the Mayor and Council, the City Manager will be monitoring progress on the goals and objectives, preparing an update report monthly and distributing the update report.

This report was heard by the City Council on February 22, 2005. At that time an additional issue of charging apartment owners for calls for services to their apartment complex was identified for the "SWOT" analysis. It is recommended that this issue be added. The City Manager and Executive Team will be reviewing the SWOT analysis for possible action items.

In March the update report will include proposed definitions for the Core Values of "Fiscal Responsibility" and "Accountability" as well as the process and format for monitoring progress.

## **FINANCIAL CONSIDERATIONS**

Financial considerations will be identified as specific objectives information is further developed and presented to the Mayor and City Council.

City Council  
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## **ENVIRONMENTAL CONSIDERATIONS**

This report concerns administrative activities that will not have any significant effect on the environment and that do not constitute a "project" as defined by the California Environmental Quality Act (CEQA) {CEQA Guidelines Sections 15601(b)(3); 15378(b)}.

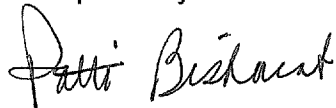
## **POLICY CONSIDERATIONS**

The follow-up identified at the Strategic Planning Retreat included presenting the Strategic Plan to the community at a February 2005 Council meeting.

## **ESBD CONSIDERATIONS**

No goods or services are being purchased under this report.

Respectfully submitted,



Patti Bisharat  
Special Project Manager

## **RECOMMENDATION APPROVED:**



Robert P. Thomas  
City Manager

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# RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

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

## RESOLUTION APPROVING THE STRATEGIC PLAN FOR THE CITY OF SACRAMENTO

WHEREAS, the City Council and Charter Officers held a retreat on January 25, 2005 and,

WHEREAS, the results of that retreat will become the Strategic Plan for the City of Sacramento,

### BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

- 1) The City Council approves the Strategic Plan for the City including the mission statement, vision statement, 3-year goals, core values and specific objectives (attached).
- 2) The City Manager and the Executive Team will review the "What's Not Going as Well As You'd Like" list for possible action items.
- 3) The City Manager will monitor progress on the goals and objectives and provide monthly updates to the City Council.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
City Clerk

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FOR CITY COUNCIL USE ONLY

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

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

**CITY OF SACRAMENTO  
CITY COUNCIL AND CHARTER OFFICERS**

**STRATEGIC PLANNING RETREAT**

**January 25, 2005 \* SETA Shasta Room**

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904 or (916) 483-9802  
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

**MISSION STATEMENT**

The City of Sacramento's mission is to protect, preserve and enhance the quality of life for present and future generations.

**VISION STATEMENT**

Sacramento will be the most livable city in America.

**THREE-YEAR GOALS**

2005-2008 • not in priority order

- Improve and expand public safety
- Achieve sustainability and livability
- Increase opportunities for all Sacramento residents to live in safe and affordable housing
- Expand economic development throughout the city

**CORE VALUES**  
not in priority order

**The City of Sacramento values . . .**

**Our Customers**

We are here to serve our customers. We treat our customers with respect, concern and appreciation.

**Our Employees**

We treat each other with respect. We actively seek employee involvement, commitment and ideas for positive change. We genuinely encourage employees to have balanced lives.

**Diversity**

We recognize, respect and honor our differences.

**Inclusiveness**

We respect and honor the interests of diverse groups and individuals. Everyone's opinion has value.

**Teamwork**

We achieve common goals through cooperation.  
We recognize our strengths and use them for the benefit of all.

**Community Participation and Input**

Our team includes the community. We encourage community members to be a genuine part of the process and we truly seek and value community input and involvement.

**Fiscal Responsibility**

**Integrity**

We are committed to honesty, fairness and doing what's right and earning the public's trust.

**Excellence**

We are committed to providing excellent service.

**Innovation**

We value the freedom to be creative in serving our community. We are willing to take risks.

**Accountability**

**CITY OF SACRAMENTO** ❄️ **SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2005 through June 30, 2005

**THREE-YEAR GOAL: IMPROVE AND EXPAND PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. February 28, 2005	City Manager	Present a workshop to the City Council on the cost and benefits of a 311 Center, a centralized 24/7 non-emergency call center.				
2. February 28, 2005	Police Chief	Present a report to the City Council on the moving violation and pedestrian accident statistics.				
3. March 31, 2005	Police Chief	Establish the 3 <sup>rd</sup> Academy class to train people to become police officers.				
4. March 31, 2005	Police Chief	Present a report to the City Council on the Neighborhood Watch Program and its effectiveness and the relationship of street lighting to the reduction of crime.				
5. March 31, 2005	Fire Chief	Present a report to the City Council to indicate the progress being made on changes in the Fire Dept. regarding undesirable behavior by employees.				

6. April 30, 2005	Police Chief and Fire Chief	Recommend to the City Council for action a recruitment program to diversify the workforce.					
7. May 31, 2005	Police Chief	Present to the City Council the current deployment of police officers in the city					
8. May 31, 2005	Finance Director	Present to the City Council a report on the feasibility of a parcel assessment for police protection and parks.					
9. June 30, 2005	Fire Chief	Develop and recommend to the City Council for action a plan to reduce ambulance calls for non-emergencies.					
10. June 30, 2005	Police Chief	Present to the City Council a report on a 911 fee and other options to expand police protection.					
11. July 15, 2005	Police Chief	Present a workshop to the City Council that defines the current and future levels of parolees and probationers in the city and includes methods to reduce our unfair share.					

**THREE-YEAR GOAL: ACHIEVE SUSTAINABILITY AND LIVABILITY**

WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET / REVISED	
1. April 30, 2005	City Council	Define what is meant by <i>sustainability</i> .			
2. June 30, 2005	City Council	Consider for adoption a Sustainability Agenda, including how sustainability will be measured.			
3. June 30, 2005	City Council	Review and amend, if necessary, our Smart Growth principles to ensure that they meet or exceed the SACOG blueprint principles.			
4. July 31, 2005	City Manager	Present to the City Council for review and action options to achieve Gold (or higher) certification on the LEED, for city retrofit and all facilities.			
5. July 31, 2005	City Manager, with neighborhood input	Introduce a <u>draft</u> Neighborhood Livability Index for Council review.			

**THREE-YEAR GOAL: INCREASE OPPORTUNITIES FOR ALL SACRAMENTO RESIDENTS  
TO LIVE IN SAFE AND AFFORDABLE HOUSING**

WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET / REVISED	
1. June 30, 2005	Director of Code Enforcement, working with the SHRA	Present to the City Council for action a Rental Inspection Program for all rental units, including a recovery fee.			
2. June 30, 2005	City Manager	Ensure that the Director of SHRA presents to the City Council and County Board of Supervisors a plan to develop an additional and inclusive 1,000 transitional housing units throughout the City and County of Sacramento and an additional 1,000 in the region by 2010.			
FUTURE OBJECTIVE December 31, 2005	Planning Director	Present to the City Council a completed nexus study for the Housing Trust Fund fees in order for the city to set fees at a level commensurate with promoting affordable housing.			
FUTURE OBJECTIVE December 31, 2005	The Mayor and Council members Fong and McCarty, working with the Community College Foundation and SHRA	Develop and present to the City Council a plan for Emancipated Youth housing.			
FUTURE OBJECTIVE December 31, 2005	City Council, working with the Economic Development Director and SHRA	Determine the number of housing units to be targeted for downtown within 3, 5, and 10 years.			

**THREE-YEAR GOAL: EXPAND ECONOMIC DEVELOPMENT THROUGHOUT THE CITY**

WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET / REVISED	
1. February 28, 2005	City Manager and Treasurer		Present options to the City Council for action regarding holding a Business Summit(s).		
2. May 1, 2005	City Manager - lead, Economic Development Director and Budget Manager		Identify sales tax leakage and opportunities for getting additional sales tax.		
3. May 31, 2005	City Manager		Begin to implement the City Council's priorities in the J-K-L Corridor Plan.		
4. June 1, 2005	Assistant City Manager of Development Services		Report to the City Council progress on the DOC streamlining process, including the economic impact.		
5. June 30, 2005	City Manager - lead, Economic Development Director, Treasurer, Mayor and City Council		Host a Business Summit(s) for existing business associations/Chambers to help determine how to make our commercial corridors throughout the city stronger.		
6. June 30, 2005	Mayor, City Council and Treasurer		Convene a Financial Summit of financial institutions to identify more revenue (e.g., private investment dollars) for the city.		
FUTURE OBJECTIVE December 31, 2005	City Manager and Treasurer		Develop and present to the City Council for action a business-friendly Environment Plan.		
FUTURE OBJECTIVE December 31, 2005	Economic Development Director		Update the Economic Development Plan and present to the City Council for action.		