

SPECIAL MEETING
OF THE
SACRAMENTO CITY COUNCIL
SATURDAY, OCTOBER 26, 1991
8:00 A.M.


CANTERBURY INN
1900 Canterbury Road - 'Royal Oaks Room'
SACRAMENTO, CALIFORNIA

I HEREBY CALL a Special Meeting of the Sacramento City Council to meet at the date, time and location specified above, for the purpose of conducting a City Council, Charter Officer/Management Team Retreat for matters as listed on the attached agenda which is hereby incorporated by reference into the call of this Special Meeting.

ISSUED: This 18th day of October, 1991.


ANNE RUDIN
MAYOR

ATTEST:


VALERIE A. BURROWES
CITY CLERK



P.O. BOX 13053 • OAKLAND, CALIFORNIA 94661 • PHONE (415) 531-2904 or (916) 483-9802

CITY OF SACRAMENTO PLANNING RETREAT
Saturday, October 26, 1991

- 8:00* Continental Breakfast
- 8:30 Welcome and Purpose of the Retreat--Mayor Rudin
- Introduction of Facilitator and Recorder
- Role of the Facilitator, Recorder, Group and the Public
- Agenda Review--Marilyn Snider, Facilitator
- Introductions/Expectations of the Group
- What's Going Well With the City of Sacramento?
- What's Not Going As Well As You Would Like or Expect?
- What Are the External Factors/Trends (e.g., economic, political, social, demographic, technological, etc.) That Will/Might Have An Impact on the City During the Coming Year:
- Positively?
 - Negatively?
- Identify a Mission/Purpose Statement (one sentence) For the City of Sacramento
- Identify One Year Goals (what needs to be done) For the City (November 1, 1991--October 31, 1992)
- Brainstorm Goals
 - Select Four or Five Goals
- Identify the Objectives (by when, who, is going to do what) for Each of the Goals
- Determine the Next Steps/Follow-Up Process
- Summary of the Day
- Closing Remarks
- 4:30 Adjourn

* Please plan to come for continental breakfast. The retreat will begin promptly at 8:30 a.m. There will be a mid-morning and mid-afternoon break. Lunch will be at 12:00.

MARILYN M. SNIDER, PRESIDENT • FACILITATION • TRAINING • CONSULTATION

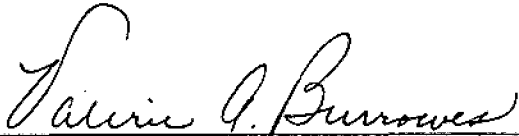
MINUTES
CITY COUNCIL/MANAGEMENT
TEAM BUILDING RETREAT

October 26, 1991

The Mayor and members of the City Council, Charter Officers and Department Heads met on the above date at the Canterbury Inn, 1900 Canterbury Road, Sacramento. Council Members absent were Kim Mueller and Lynn Robie. All Charter Officers were present. Department Heads unable to attend were Jack Kearns and Steve Lakich. A continental breakfast and fellowship was shared from 8:00 - 8:30 a.m.

The day's workshop began at 8:30 a.m. with a welcome and purpose of the retreat given by Mayor Rudin. The facilitator Marilyn Snider and recorder, Jayne Becker were introduced. Ms. Snider reviewed the agenda for the day and then proceeded with the morning session. A lunch break was taken from 12 to 1 p.m. followed by the afternoon session. The meeting adjourned at 4:00 p.m.

* A report out of the day is attached.



Valerie A. Burrowes, City Clerk

Copies to:

Mayor and Council Members
City Officers
Department Heads
Marilyn Snider

Sacramento City Council /
 Agenda Team
 Oct 26, 1991
 Marilyn Snider, Facilitator - Snider and Associates (916) 483-7802
 Dagne Becker, Recorder (Becker Communications)

832 Coalcom & Purpose of
 the Retreat - Mayor Budin
 Intro. of Joe & Rec.
 Role of the Fac/Rec/Corp/Public
 Agenda Review - Marilyn Snider
 Intro./Expectations of the Grp
 What's going well with the
 City of Sacramento?
 What's Not going as
 well as you'd like/expect?
 What are the external
 factors/trends that will/
 might have an impact on
 Sacramento the next
 year?

• Positively?
 • Negatively?

Identify a Mission/Purpose Statement (one sentence) for the City of Sacramento

Identify One Year Goals (what needs to be done)

for the City (11/1/91-10/31/92)

Brainstorm Goals

Select four or five Goals

Identify the Objectives (by when, who, will do what) for each of the Goals

Determine Next Steps

Follow-up Retreat - Dec. 12

6⁰⁰pm - 10⁰⁰pm

Summary of the Day

Closing Remarks

4:30
Adjourn

INTRODUCTIONS

①

Name

Position & Length of Time
with Sacramento

One other affiliation

Hobby or interest

What needs to happen for this
retreat to be a success for you?

②

EXPECTATIONS

greater degree of connection
between Council & staff

I can communicate better
with Mayor & Council; we
all have belief we are working
together

get a more rounded view
work more closely together
serious discussion of priorities
of Citywide issues vs district issues
gain a greater understanding of
each other and where we're going
better understanding of common goals

③

Keep in mind changing demographics from perspective of human resources and serving clients

focus on the way we're managing problems and issues - and the need to cross depts & jurisdictions

realize where the priorities are for the rest of the City and how they match the Housing Authority's

evidence that the expectations are remembered on Monday

a common agenda - parochial issues have clouded what's good for the City

look at the background - transitional change

talk about restructuring the
agenda packet - not to overwhelm
Council

4

adequately communicate
strengths and concerns of
Police Dept

staff be honest with Council
about whether or not they can
take on new assignments

look at City broadly - districts second
focus on policy direction for staff
agree on top 3-4 goals for staff & Council
see how district goals fit within City
goals

be honest, and develop a consensus and
have the courage to stick with it

⑤ opportunity to learn about important to the city

Council have better understanding of what staff does and the

process! City Clerk have better understanding of Council

expectations

more focus on Citywide concerns - and develop a way to say no

value the process of coming together as a group

more manageable set of goals

identify a few broad areas to work on and get a sense of getting somewhere

learn that we have limitations and can't

solve all problems

What's Going Well With (6) the City of Sacramento?

new City Council meeting
format

merging of water & transporta-
tion, flood protection, commun-
cation

meeting community needs

total Council involvement in
things

redistricting

new library

POP program

street maintenance

new Community center
entertainment center
downtown
press is not here
it's raining
fixing levees
Plaza Park is looking
much better
new housing development
possible RT expansions
housing policy
Housing Trust Fund
brass doors at City Hall
overall restoration of City Hall

(1)

INNOVATIVE & CREATIVE STAFF
good staff / great staff (18)
overall quality of community
great cultural activities
very healthy downtown
ridership of light rail
parking revenue is down
housing rehab program
programs for at risk youth
ice skating rink downtown
no strike
new golf course
great Fire Dept
great government
better pride of community

⑥ Of ten men Council

mtgs.

service delivery
2 year budget

10 layoffs

new parks

new police facility

in the works

500 supervisors trained

in front line

receiving

financial solutions

new auditorium

career development

Program

3 letter image

⑩ New corporation yard
Southwest Airlines
coming into town
Spring is coming to
town hiring 500
people
Community harmony
Good police dept.
Dedicated elected
officials
cultivating territory
corruption free environment
line staff trained in facilitation
interesting level of political issues

increased work
force diversity
Downtown activity
generally
Public access to the
Process
Keeping the State of
Calif. downtown
General appearance
of the City
Council on CABLE
Flood control
Cooperation with the
county
Neighborhoods are
feeling more empowered

⑫ WHAT'S NOT GOING AS WELL AS
YOU'D LIKE OR EXPECT

drugs and gangs

not adequate providing
for staff space

Council & staff work overload

K-12 education system

not enough work force diversity

bad neighborhood remain bad

homeless

poor morning & afternoon commu-

ment/employment rising

library budget

problems of the symptoms

all levels of govt facing
decreased resources
inability to complete projects
unclear lines of communica-
tion & authority to make
decisions

economy and jobless rate
high drop out rate in schools
empowering NIMBYism with
another name - i.e. neighborhood
activism

Social engineering agenda not
addressed

state's problem and the rippling
effect

issues between comm. groups & Council
Made of Sacraments being (14)
too laid back

lawn & garden service

lack of employment base
& constructive activities
for youth

not enough support for the arts

job base is not diversified

inadequate land for breeding
garter snakes

growth getting out of control

change management

lack of public transit

poor in-fill policy

not enough enforcement of traffic laws
REVENUE IS DOWN (15)
poorly integrated
land use plan
poor sewer system
North Matomas
labor union driven
agendas
community expectations
are rising
violence & hate crimes
not enough tree planting
& maintenance
inadequate emergency
communication center
not prioritizing issues
lack of neighborhood planning

Inadequacy of City Manager (16)

form of govt for city our size

24-hour City not working

Weak Mayor system

planning for emergency

preparedness

lack of appreciation of

Council agenda issues by staff

not enough time to think and

strategize

lack of long range vision

lack of coordination among

departments

perceived lack of direction

Taxes $\frac{3}{4}$ Pass rising too ⑪
rapidly
Poor communication
between staff
Middlebrowed Community
Center

Regional planning not
going well
Quality of written is
poor in some cases
Continuing economic
segregation
Not enough time bldg.
works teams
300 too small

Public perception that ⁽¹⁸⁾
the City is anti-business
Appearance of J Street
~~is~~ Nuisance abate-
ment in neighborhoods
not going well
Planning - most processes
taking too long
Council and staff over-
reacting
Poor air quality
Uncoordinated planning
Unresolved floor issues
Redistricting
Traffic congestion
Gloomy financial forecast

Street construction⁽¹⁹⁾
as it relates to vertical
curbs

Lack of financing for
community centers,
libraries & parks

Solving problems

Poor utilization of staff
resources

Not enough time planning
for future organizationally

Part-time Council

not reporting successes

Staff doesn't say no

length of Council meetings

Posturing at Council meetings

What Are the External Factors/Trends That Will/Might Have An Impact on the City in the Next Yr.

Positively: More technical & skilled people coming to Weather Sacramento

Increasing community diversity

1992 election

City image

Closure of Army Depot

New business moving in

housing affordability - prices lower

corporate interest in working in community

POSSIBLE REVERSAL OF PROP 13
movement of So. Cal.
business to No. Cal. (21)

Congressional authorization
of flood control

economy less devastated
than others

Organizational climate
fosters continuous adult
learning

national attention

reversal of recession

Sacramento rated #1 in all 5
categories for real estate

Were #7 in the media market

Youth Center being built

strong tradition of volunteerism

~~Recession slipping growth~~
Interest rates are (2)

declining

~~Down Plaza~~

Canadian money coming
into Sacramento —

other money as well

Positive bidding climate

Bay Area movement to
Sacramento

City of West Sacramento

Our economy is less
devestated

State support of mass
transit

Good relationship with
Sacramento Co.
military budget

Citizen approval of level of city services (3)

groups providing help for the homeless & needy

upgrading of transportation of Northern Calif.

Cities

State & Fed. grant money congressional delegation

community groups solving problems

effect of Prop 13

public perception of general aviation

technological advances in office mgmt

two very fine universities

Va hospital

Negativity:

(24)

growth in surrounding
cities & unincorporated areas
rising unemployment
restructuring and failure
of banks
Competition for skilled
human resources
failure of regional planning
state political agenda keeps
local govt from solving problems
lack of regional planning
reduced state & federal funding
illiteracy

1992 election

Influx of gangs

Competition for sales tax
with other cities & counties

Growing population

Rising violence

Youth employment

Youth unemployment

State of schools

post WWII land use planning

Reversal of Prop 13

Special interest laws

Prop 140

Racial isolation

Widening gap between rich & poor in the
country

State deficit

(26)

Economy

Fed. deficit

lack of jail space

Military budget

Environmental degradation

Infrastructure ~~deficiencies~~
deficiencies

Chapter 13's

Development failures

lack of state & federal

funding for transportation

Poverty levels

Competition for financing from
other government entities

Population growth

High cost of staying current with technological advances

Increased cost of infrastructure

Congress

High number of retirements

Growing intolerance of the community

Base closures

MISSION

Brainstormed words:

inclusionary
 safety
 pride
 diversity
 planning
 honesty
 respect
 integrity
 provide
 promote
 compassionate
 participation
 cooperation

beauty
 responsiveness
 community
 environment
 needs
 team
 infrastructure
 recreation
 effective
 well-being
 economy
 fairness
 library

Service
people
quality
excellence
balance
municipal
neighborhoods
accountability
health
access
care
enhance
stewardship
maintain
technology

growth 29
fun
assistance
nondevisive
happiness
culture
entertainment
structure
truth
good
equal
comfort

Key phrases:

respect diversity

be responsive to community ^{needs}

protect the environment
quality well being

promote excellence

provide for the needs of the
community

cooperate with the community

planning for a diverse community
quality infrastructure
sound infrastructure

municipal teamwork
be compassionate

Community pride
 promote well-being
 provide municipal
 service
 serve with integrity
 effective well-balanced
 service
 maintain good government
 balanced municipal
 growth
 community safety
 fairness for everyone
 decision-making with community
 participation
 beautiful community

Support a healthy environment
future

Stewardship of the City's
Shared Stewardship
Quality Service

Stewardship of public services
ment

- equal access to govern -

enhance learning oppor-
tunities
quality of life
improve library service

of the community
respect the integrity

develop inclusionary housing (33)
maintain respect and integrity
promote a steady economy
manage growth
safe neighborhoods
access to culture and
entertainment
equal provision of services
provide for happiness and fun
responsive and accountable
government
take advantage of technology
maintain quality municipal
accountability
quality service to people

Support and assist for environment

Draft sentences:

Use technology to improve the literacy level of our citizens

Provide the highest quality of health, safety and welfare for the citizens

To provide municipal services that address the needs of the community

To respect the diversity of individuals and groups

To plan & provide quality municipal services sensitive to community needs and diversity with environmental concern

To empower employees with appropriate resources

Community pride

Community heritage

promote ^{& provide access} our culture/arts

preserve beautiful

access to government

quality of life

To encourage community (36)
participation in the
development of balanced
government services
that are accessible,
accountability and quality
driven

The mission is to promote
excellence in municipal
teamwork in coopera-
tion with the community

Service the citizens of
Sacramento with integrity
and fairness in the provi-
sion of effective municipal
services

Be responsive to community
needs by being fair to
everyone and promote
individual well being

Develop and maintain a
balance of municipal
services that promote

safe and healthy citizens
and neighborhoods, a strong
economy and respect for
environment

Promote excellence in government

To protect, preserve & enhance the city
for current and future
generations.
Stewards of the City's
future
equity in provision of services
rivers and trees
unique historical heritage

Draft Mission

Sacramento, a city of trees and rivers,

Sacramento, the state capital with a unique cultural & historical heritage, and a city of trees and rivers, provides quality ~~affordable~~ municipal services that provide safe and healthy ~~environments and neighborhoods~~ through quality ~~services~~ ^{services} and respect for the environment ^{for a diverse} community

Sacramento, the state capital ⁽⁴⁰⁾
with a unique cultural and
historical heritage, a city
of trees and rivers, provides
safe and healthy neighborhoods
and ~~through~~ quality municipal services,
promotes a strong economy and
respect for ~~the~~ ^{our} environment and
~~our~~ diverse community

Sacramento, ~~the~~ ~~state~~

(41)

California's capital with a unique
cultural and historical heritage,
a city of trees and rivers,
provides quality municipal
services to promote safe
and healthy neighborhoods,
a strong economy, and
respect for a diverse community
and the environment

MISSION
Sacramento, California's

capital with a unique
cultural and historical

heritage, a city of trees and

rivers, provides quality
municipal services to

protect, preserve and

enhance the City for current
and future generations

One-year Goals

(43)

1.8 Provide safe and healthy neighborhoods

2.12 Promote a strong economy

3.1 Respect cultural diversity

4.7 Protect the environment

5.2 Preserve the historical heritage

6.6 Provide quality municipal services

7.6 Manage growth

8.1 Participate in civic affairs

9. - Promote economic integration

10. Provide rich educational, recreational and cultural opportunities (44)
11. (5) Develop affordable housing
12. Reduce number of trips (traffic) (1) by city employees
13. - Reduce traffic congestion
14. (5) Promote economic development
15. (1) Consolidate city facilities
16. - Maintain existing housing stock
17. (4) Operate within our fiscal means

18. ⁽⁴⁵⁾ Maintain or increase fire,
⑥ police services and enhance
19. ③ Maintain our resources
20. ③ Promote a positive
image
21. Develop formal lines
- of communications
with our citizens
22. ② Maintain emergency preparedness
23. - Maintain high bond rating
24. ③ Reduce number of pages in Council
agendas
25. p Develop financing strategies for
needed facilities & infrastructure

26. Continue to consolidate city and county services

27. Continue to improve city council agendas

28. Reevaluate service delivery

29. Increase efficiency of planning dept.

30. Find a new place to put our garbage

31. Continue employee development

32. Increase accessibility of city services to diverse populations

33. Provide flood protection

SELECTED ONE-YEAR GOALS (47)

Promote a strong economy

Tom, Tom, Sam, David

Provide safe and healthy

neighborhoods

John, Jerry, Donna,
Gary, Mel, Jack, Lyla

Develop ^{financing} strategies for needed
facilities and infrastructure

Plan and manage growth

Josh, ~~Heather~~, Bob, Anne, Joe, Bill,

Provide rich educational,
recreational and cultural

opportunities

Terry, Dick, Val, Barbara,

George, Sharon

Develop financing strategies for
needed municipal activities

Heather, Frank, Walt, Betty,

One Year Goal: Promote⁽⁴⁸⁾ a strong economy

Objectives:

1. By ~~Jan 20~~^{March 1}, 1992, ^{City/County} ~~the~~ ^{the Overall} Economic ^{Program} Development Committee, chaired by a Council Member and comprised of economic, fiscal and local business persons, will have reviewed current policies, identified the extent of disincentives and recommended ^{to the Council} incentives to support and attract economic growth and diversification in the City.

2. By ~~Feb 15~~ ^{May 1} 1992, the Economic Development ^{Program} Committee will develop ^{and report to the Council} a comprehensive plan and strategy to stimulate and improve the City's economic & business climate

(Strategies/How to Do:)

- A. Promotion
- B. Business Incentives
- C. Refocus SACTO
- D. Identify Geographic Areas of Opportunities and focus resources & energy (e.g., Natomas, Delta Shores, Downtown/Central Business Dist.)
- E. Retail opportunities
- F. Military bases

3. By Oct. 26, 1992, the ^{Overall} Economic ⁽⁵⁰⁾
^{Program} Development Committee,
working with SVB, Sacto
Chamber, DPA, ^{Sec Sports Commission} etc., will
promote Sacramento as
a place to ~~visit~~ live, & work &
(Strategies/How to Do) ^{visit-} and report to ^{The Council}

- Work together to avoid miscommunication and overlap
- Tell of City successes
- Horns & whistles
- Support positive elements
- Invite bus. leaders from throughout state & US to visit
- Write articles in bus. to promote City of Sacto
- Neutralize negative elements
- Have a positive campaign

One Year Goal: Provide safe and healthy neighborhoods

Objectives:

2. By December 11, 1991, the

Deputy City Manager ^{David} ~~Mark~~ ^{and present to Council} will develop a proposal for a multidisciplinary team to target problem neighborhoods to apply all city services to eliminate and eradicate problems

3. By February 1992, the City Manager will coordinate Dept Heads response to the report on Citywide Strategy for Drugs and Gangs with a report to Council

on identifiable resources

(52)

4. By March 1, 1992, the Deputy City Manager (Jack Crist) will present to the Council a plan to consolidate city, county and special district radio communications in a common regional dispatch facility

~~By~~

~~the City Manager~~

~~will~~

1. ~~By~~ ^{By} Nov. 15, 1991, the ~~Parks & Comm.~~ ^{Planning & Develop.} Services Director will report to the Council on the effectiveness of Neighborhood Challenge

(5)

One Year Goal: Plan and manage growth

Objectives:
~~Restructure~~ ^{Reorganize} government with a focus on coordinated growth
mgmt:

1. • By November 5, 1991, the City Manager will report to Council the results of an internal review of the Planning and Development Dept

2. • By January 1992, ^{AEM} ~~both~~ ^{the} City Manager will report to Council on restructuring of growth management

3. By January 1992, the Planning & Development Dept. will evaluate ^{and attaching} City Council policies in the downtown area relative to growth management & report to Council.

4. By March 1992, the City Manager, with the County Executive, will evaluate regional transportation planning & report to Council.

5. By August 1992, the City Manager, with the County Executive, will look at opportunities to consolidate advance planning functions in the City and County relative to growth management.

One Year Goal: Provide rich 55
educational, recreational and
cultural opportunities

Objectives:

1. By Oct. 31, 1992, the Director of Parks and Community Services and Library Director and Police Chief will have developed an aggressive recreation plan to provide recreational activities to densely populated apartment complexes and underserved areas ^{and} not currently receiving these services.

2. By October 31, 1992, the City Clerk ⁽⁵⁶⁾ will organize cooperative activities between neighboring school districts and City departments to create an awareness of civic responsibilities (including Student Government Days, Career development day, voter registration)
3. By October, 1992, the Quality of Life Task Force will assess the feasibility of ~~complete its plans to qualify~~ a city/county ballot measure in the areas of culture and recreation.

4. By October 1992, ~~Personnel Director~~ ^{the Personnel Director} ~~Personnel Director~~

2. Training ^{Officer} will devise an aggressive plan that will provide staff development and educational opportunities for city employees

One Year Goal: Develop financing strategies for needed municipal activities

Objectives:

2. By February 29, 1992, the Asset Management Team (Jack Christ) will finalize and present to Council ^{real property} and ^{asset} management strategy

1. By November 30, 1991, the Finance Director ~~will~~ will do the first of ongoing quarterly major revenue reports to the Council and public

3. By Feb 29, 1992, the Department Heads will develop the first of quarterly expenditure reports for the Finance Director to present to Council

NEXT STEPS

(60)

Walt.
bu Wed.

transcribe and distribute
record of meeting (type objectives
chronologically under each goal, and a compre-
hensive chron.
list of objectives)

everyone

read the record

Council/
staff

review, revise goals and
objectives

~~Nov 12~~
Nov 14

City Mgr
Nov 14

examine staffing for
OEDC

Council

adopt mission, goals & objectives