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OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 101
915 I STREET
SACRAMENTO, CA
95814-2684

June 14, 1989

916-449-5704

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Requested Report Back Regarding City Mission Statements, Goals and Objectives

SUMMARY

This report responds to Committee questions regarding Mission Statements, Goals and Objectives. The report is for information only.

BACKGROUND

During the Council Budget and Finance Committee meeting of May 23, 1989, Committee members asked for departmental Mission Statements, Goals and Objectives. In response to this request, attached for Committee information are the following documents:

1. City Mission Statement
2. Departmental Mission Statements
3. Comprehensive Goals and Objectives Public Safety
4. Summary of Department goals for:
 - a. City Operating Departments
 - b. City Support Departments

Public Safety Goals and Objectives are included herein in their entirety. A summary of the remaining departmental Goals is provided because the departmental details are quite voluminous. A copy of these detail documents is available for review in the City Manager's Office. Individual council members should feel free to obtain them on a first come first serve basis. Copies will be made if requested.

It should be pointed out to Committee members that City management is still in the process of finalizing the Goals and Objectives summarized in the report. Information contained herein should be considered draft at this time. Also, since the effort to date has been primarily individual department efforts, some overlap between departments will be noted. These will be reconciled at a later point in the process as interdepartmental teams begin to work on refining the statements.


Finally, we would welcome your feedback comments on the draft statements.

June 14, 1989
Budget and Finance Committee
Page 2


RECOMMENDATION

This report is for information only. No action is necessary.

Respectfully submitted,


JACK CRIST
Deputy City Manager

APPROVED FOR COMMITTEE INFORMATION:


WALTER J. SLIPS
City Manager

ATTACHMENTS

June 20, 1989
All Districts

ATTACHMENTS

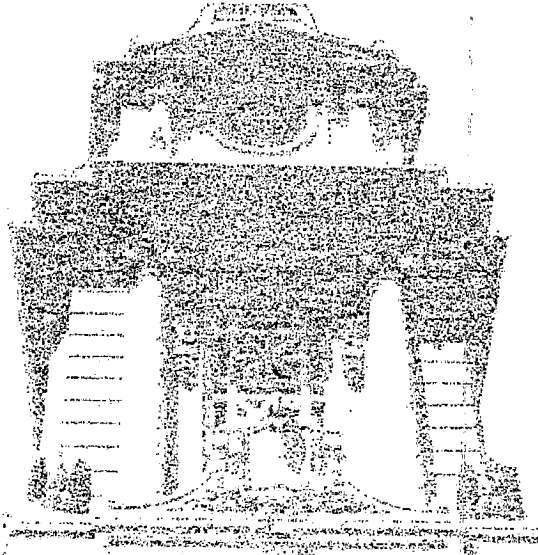
1. COLOR #1 - CITY MISSION STATEMENT
2. COLOR #2 - DEPARTMENTAL MISSION STATEMENT
3. COLOR #3 - COMPREHENSIVE GOALS AND OBJECTIVES FOR PUBLIC SAFETY
4. COLOR #4 - SUMMARY GOALS FOR CITY OPERATING DEPARTMENTS
5. COLOR #5 - SUMMARY GOALS FOR CITY SUPPORT DEPARTMENTS

CITY MISSION STATEMENT

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CITY of SACRAMENTO

MISSION STATEMENT



Since the founding of the City of Sacramento in 1849, our business has been to provide a wide range of services for all people, efficiently and inexpensively, with quality and courtesy. In this effort, all City employees should be guided by the following principles:

- The people of Sacramento are our customers and first priority. This organization was created to serve them and without them we would not exist.
- Each person should be treated with courtesy and respect.
- We can provide high quality services and have reasonable rates and affordable taxes.
- The keys to our success are the honesty, talent, dedication, and attitude of City employees; each one of us is responsible for the excellence of the entire organization.

Walter J. Slupe
Walter J. Slupe, City Manager

DEPARTMENTAL MISSION STATEMENT

DEPARTMENT OF COMMUNITY CENTER

MISSION STATEMENT

The Community Center strives to provide a lively and inviting atmosphere with quality meeting, exhibit and theatrical facilities and services. We encourage the use of these facilities both day and night, helping to preserve and strengthen the role of the downtown area. Activities such as seminars, conventions, conferences, banquets and entertainment reach every segment of the community. As an economic magnet, the Center attracts and serves people from inside as well as outside the City boundaries.

**DEPARTMENT OF DATA
MANAGEMENT**

MISSION STATEMENT

To support the City's information needs by providing high quality services, methodologies and cohesive integrated information products.

DEPARTMENT OF EMPLOYEE RELATIONS

MISSION STATEMENT

The Department of Employee Relations shall maintain the highest standards of integrity and trust to:

- **Provide competent labor relations assistance to management and supervisors;**
- **Promote a harmonious and stable labor-management relationship with recognized employee organizations, including the negotiations of equitable and cost-effective labor agreements; and,**
- **Foster a positive attitude of pride, cooperation, and efficiency among employees.**

DEPARTMENT OF FINANCE

MISSION STATEMENT

Our purpose is to provide quality governmental financial services to the Citizens of Sacramento, the City Council, its officials and employees through a commitment to sound fiscal management and efficient service; the challenge of opportunity; and the recognition of individual and team effort and achievement.



MISSION STATEMENT

DEPARTMENT OF FIRE

To protect the lives and property of all persons within our community through:

- A highly trained work force
- Modern technology and equipment
- Fire prevention activities
- Public education programs
- Prudent fiscal practices

in an efficient and professional manner.

Gary Castamagna
 Fire Chief

**DEPARTMENT OF GENERAL
SERVICES**

PEOPLE SERVING PEOPLE

MISSION STATEMENT

With its wide range of diversified and specialized program functions, the Department of General Services Mission is to be responsive to its clients needs, improve services and to provide a variety of services to other City Departments more timely, efficient and economical than they can provide for themselves.

SACRAMENTO PUBLIC LIBRARY

MISSION STATEMENT

Sacramento Public Library, anticipating the needs of the community.....drawing from the past.....moving to the future..... delivering expert assistance with courteous service.

- ▲ The patron is the most important person to our Library and is the purpose for our work.
- ▲ We, the staff of Sacramento Public Library, are the Library's greatest asset
- ▲ We give our patrons courteous, concerned service
- ▲ Together we deliver free and equal access to quality information and books
- ▲ We support the business, culture and civic interests of our community

MOTTO: THE PLACE TO GO WHEN YOU WANT TO KNOW.....SINCE 1857

OFFICE OF THE CITY MANAGER

MISSION STATEMENT

- ▲ To provide overall administrative direction for operating, support and public safety departments
- ▲ To promote efficiency and effectiveness in the delivery of City services to the public
- ▲ To provide leadership, direction and vision for planning for the future growth in the City
- ▲ To develop creative strategies for problem solving to deal with problems and issues as they arise
- ▲ Implement a system of team work and cooperation among City departments
- ▲ Ensure timely and thorough implementation of City Council policies
- ▲ Support positive efforts throughout the City for equal opportunity in employment and in the procurement of services
- ▲ To encourage innovation and creativity for long-term growth

In carrying out this mission, we shall be guided by a belief that we are all "City stewards" who have an obligation to preserve, protect and improve the City for the enjoyment of future generations.

DEPARTMENT OF PARKS AND COMMUNITY SERVICES

MISSION STATEMENT

The primary mission of the City of Sacramento Department of Parks and Community Services is to plan, acquire, develop and maintain parks, recreational, cultural and educational facilities; conserve them for future generations; and to administer quality public recreational, human services, cultural and educational programs that will serve the needs of residents in the greater Sacramento area, visitors and tourists.

DEPARTMENT OF PERSONNEL

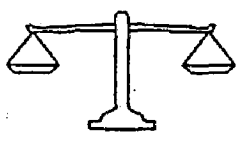
MISSION STATEMENT

Our business is to provide quality human resource services to managers, employees and the community. We:

- **Recruit quality, culturally diverse employees for a productive City workforce**
- **Develop employee potential for maximum effectiveness**
- **Provide extensive health and welfare benefits to meet employee needs**
- **Maintain equitable compensation systems**
- **Protect the integrity of the City's human resource system and insure individual rights**

In carrying out our mission, we value timeliness, efficiency, creativity, confidentiality, professionalism, and recognition of the dignity and worth of the individual.

SACRAMENTO POLICE DEPARTMENT



MISSION STATEMENT

The mission of the Sacramento Police Department is to provide timely, reliable, and high-quality service that will ensure the safety of Sacramento's citizens, visitors, and businesses and the security of their property.

We will maintain order and facilitate the safe movement of people and traffic in the City. Our duties will be performed in a manner safeguarding citizen's rights and individual liberties and preserving human dignity.

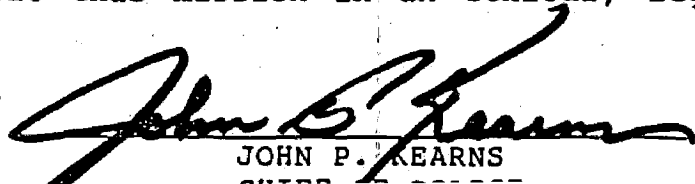
We will strive to deter crime through aggressive patrol and through promotion of community cooperation in identifying and eliminating conditions that provide opportunity for criminal action.

We will actively participate in non-enforcement activities which enhance our community's safety and quality of life.

We will concentrate our efforts against serious crimes which pose a danger to citizens and cause the highest economic loss.

We will respond quickly to reports of in progress crime in order to reduce its impact on citizens and to increase the probability of apprehension of the responsible. Our investigations will be thorough and professional with successful prosecution of the perpetrator as our goal.

We will faithfully bear the public trust and dedicate ourselves to the protection of the safety and rights of the citizens of Sacramento. We will carry out this mission in an ethical, legal, and effective manner.


JOHN P. KEARNS

DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT

The Department of Public Works exists to actively plan, develop, operate, and maintain those basic facilities and services without which there could be no City. These include the water supply, stormwater drainage, transportation facilities, animal control, wastewater collection and treatment, and solid waste collection and processing. Specifically, the Department of Public Works has a mission to provide:

- ▲ A safe and dependable supply of high quality water to the customers of the City of Sacramento
- ▲ The operation and maintenance of the City's storm drainage and sewage collection system and disposal of this product according to all Federal, State and local requirements
- ▲ A service delivery system for the collection, processing for recycling and resource recovery, and disposal of solid waste generated in the City
- ▲ A safe, convenient, efficient, flexible and affordable system of transportation that promotes economic growth while retaining the unique character of Sacramento
- ▲ A comprehensive program for the maintenance and repair of public rights-of-way, the collection of garden refuse, and street sweeping services
- ▲ The cost effective and timely delivery of capital improvement and development projects
- ▲ A humane animal control and protection program that serves the welfare of both our human and animal population by enforcing City Codes and California State animal laws

Public Works employees will carry out this mission in a spirit of team work with courteous and timely service to our customers and in cooperation with the community. We will be sensitive to factors influencing the quality of life in the City, including the environment, limitation of economic and natural resources, public health and safety, and our cultural heritage.



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OFFICE OF THE
CITY CLERK

LORRAINE MAGANA
CITY CLERK

ANNE J. MASON
ASSISTANT CITY CLERK

JANICE M. BEAMAN
DEPUTY CITY CLERK

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 304
915 I STREET
SACRAMENTO, CA
95814-2671

ADMINISTRATION
916-449-5799

OPERATION SERVICES
916-449-5426

SPECIALIZED SERVICES
916-449-8200

MISSION STATEMENT

OFFICE OF THE CITY CLERK

To provide quality service to all persons within our City by:

1. Showing respect
2. Being courteous
3. Treating high priority needs
4. Providing efficient service
5. Maintaining a high integrity

in a professional manner.

Anne J. Mason
Acting City Clerk



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DEPARTMENT OF
FINANCE

BUDGET DIVISION

CITY OF SACRAMENTO
CALIFORNIA

May 7, 1989
FA:89087:KN:KMF

CITY HALL
ROOM 14
915 I STREET
SACRAMENTO, CA
95814-2696

916-449-5845

Budget and Finance Committee
Sacramento, CA 95814

Honorable Members in Session:

SUBJECT: Police Staffing Study - Status Report

SUMMARY

Ralph Andersen and Associates have been contracted by the City to assist in the preparation of a Request For Proposal (RFP) to conduct a comprehensive staffing study of the Police Department. Representatives from the firm will provide the Budget and Finance Committee with a verbal status report of the RFP process and a completion schedule.

BACKGROUND

A staffing study of the Police Department was requested by council during the 1988-89 budget hearing. Due to limited availability of staff in the Budget Office, completion of the study has been delayed. To avoid further delays, the study was divided into two phases. The first phase includes an overview of the Police Department and development of a RFP for a comprehensive staffing study. The second phase will be the overall staffing study based on the RFP developed in the first phase. The RFP will be submitted to committee and council for approval.

Ralph Andersen and Associates have been contracted to assist the City in the completion of the first phase of the study. A request for qualifications was sent to 15 firms/individuals. Three firms responded, Ralph Andersen and Associates, Peat, Marwick, Main and Company, and Touche Ross. A selection panel consisting of Councilmember Douglas Pope, Lieutenant Matt Powers and Budget Manager, Ken Nishimoto evaluated the qualifications and selected Ralph Andersen and Associates to undertake the first phase of the study.

FINANCIAL

The cost of the first phase is \$23,480 and is being funded from the General Fund Administrative Contingency. The cost of the second phase has not been identified. A possible funding source for the second phase is the uncommitted Measure G funds resulting from applying the City's Utility User's Tax on Cable Television and interstate and international telephone calls.

MBE/WBE

A request for qualification was sent to five MBE/WBE firms/individuals. Responses were not received from any of the MBE/WBE firms or individuals.

POLICY

The use of consultants in the development of a RFP is consistent with past City practice.

RECOMMENDATION

This item is presented for committee information.

Respectfully submitted,



KEN NISHIMOTO
Budget Manager

APPROVED FOR COMMITTEE INFORMATION:



JACK R. CRIST
Deputy City Manager

All Districts
June 13, 1989

Sacramento Police Department

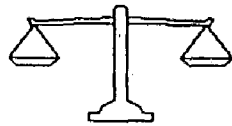
Mission Statement



John P. Kearns
Chief of Police

APRIL 1989

SACRAMENTO POLICE DEPARTMENT



MISSION STATEMENT

The mission of the Sacramento Police Department is to provide timely, reliable, and high-quality service that will ensure the safety of Sacramento's citizens, visitors, and businesses and the security of their property.

We will maintain order and facilitate the safe movement of people and traffic in the City. Our duties will be performed in a manner safeguarding citizen's rights and individual liberties and preserving human dignity.

We will strive to deter crime through aggressive patrol and through promotion of community cooperation in identifying and eliminating conditions that provide opportunity for criminal action.

We will actively participate in non-enforcement activities which enhance our community's safety and quality of life.

We will concentrate our efforts against serious crimes which pose a danger to citizens and cause the highest economic loss.

We will respond quickly to reports of in progress crime in order to reduce its impact on citizens and to increase the probability of apprehension of the responsible. Our investigations will be thorough and professional with successful prosecution of the perpetrator as our goal.

We will faithfully bear the public trust and dedicate ourselves to the protection of the safety and rights of the citizens of Sacramento. We will carry out this mission in an ethical, legal, cost-effective manner.

A handwritten signature in black ink, appearing to read "John P. Kearns".

JOHN P. KEARNS
CHIEF OF POLICE

MANAGEMENT STAFF
GOALS AND OBJECTIVES

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Improve cooperation and communication among the sixteen managers of the Department by scheduling monthly meetings with the agenda mutually developed by the Chief and various managers. Continue to have quarterly training sessions for all exempt employees.	x	x	x
2. Improve communications with recognized minority and business groups by assigning individual managers as liaison with particular group. The manager will attend regularly scheduled group meetings.	x	x	x
3. Improve the department's relationship with the media by ensuring that new policy is followed and critique the handling of the media after each large event.	x	x	x
4. Assist City Management in land acquisition and plan development for a second Police Substation.	x	x	x
5. Improve the mental and physical fitness of employees by:			
• Implementation of peer counseling system for critical incidents and obtain contract with psychologist to support the plan.	x		
• Develop and implement the procedure to recognize "at risk" employees.	x		
• Complete the cholesterol testing and training of officers and dispatchers.	x		
• Obtain funds to encourage FTO's to enroll in physical fitness programs.		x	

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
6. Develop plans and resources to improve the Department's system of General Order and Office Order maintenance as recommended by the POST Study.	x	x	
7. Work with the consultants hired by the City Council to develop a master plan for the future growth of the Department.	x	x	

OFFICE OF THE CHIEF

MISSION STATEMENT

It is the mission of the Office of the Chief to oversee the daily operation of the Police Department with planning, budgeting and administration of programs. The Office will also ensure the accountability its employees to the citizens of Sacramento.

The mission will be accomplished through:

- . Implementation and maintenance of the budget
- . Providing crime prevention programs and public relations services to the community
- . Investigating complaints of employee misconduct and Department procedures
- . Inspection and monitoring everyday operation of the Department
- . Gathering and distributing information relating to criminal activity
- . Vigorously investigate prostitution activity
- . Providing public safety management information system
- . Maintaining a positive working relationship with the media

OFFICE OF THE CHIEF

COMMUNITY RESOURCES SECTION

Mission Statement: It is the mission of the Community Resources Section to provide crime prevention programs, public relations services and alarm inspections, permits and hearings.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Develop and provide crime prevention programs	x	x	x
2. Provide disabled persons with specialized crime prevention programs	x	x	x
3. Expand the Crime Alert Program by 20 law enforcement agencies	x		
4. Increase communications and participation with agencies, organizations and citizens	x	x	x
5. Develop a proactive alarm inspection program		x	

DATA SERVICES SECTION

Mission Statement: It is the mission of the Data Services Section to provide and maintain a high quality and accurate public safety information system.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Ensure that the technical aspects of the network of automated data and computer systems improve services to the citizens of Sacramento	x	x	x
2. Automatically prepare BCS reports on schedule		x	
3. Create activity reports for Patrol and Crime Analysis		x	
4. Develop system to download data from VAX to PC	x	x	x

INSPECTIONS AND STANDARDS SECTION

Mission Statement: The mission of the Inspections and Standards Section is to provide a means of inspecting and monitoring the services and ensure that the highest quality of standards are met. The Section also provides information on pending legislation in a timely manner.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Inspect and monitor the every day operation of the Department	x	x	x
2. Monitor and distribute information on pending legislation	x	x	x
3. Perform special audits and inspections	x	x	x

INTERNAL INVESTIGATIONS SECTION

Mission Statement: It is the mission of the Internal Investigations Section to provide the Department and the public an effective method of investigating allegations of improper employee conduct.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Timely investigation of citizen and Department complaints against the Department and employees	x	x	x
2. Review Pitchess Motions and prepare documents, submit copies to City Attorney and notify affected employees	x	x	x
3. Review and prepare copy of civil action for City Attorney	x	x	x
4. Conduct administrative investigations of officer involved shooting incidents and criminal complaints against employees	x	x	x

PLANNING AND FISCAL SECTION

Mission Statement: It is the mission of the Planning and Fiscal Section to administer the Department's fiscal affairs and provide timely, accurate and reliable information essential to assist the Department's management personnel in decision-making.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Preparation of the Department budget	x	x	x
2. Improve monitoring of Department expenditures	x	x	x
3. Enhance Department revenues through cost recovery programs	x	x	x
4. Improve information management	x	x	

SPECIAL INVESTIGATIONS SECTION

Mission Statement: It is the mission of the Special Investigations section to provide the Department information necessary to maintain public order, protect life and property, and ensure the orderly function of the City.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Investigate organized crime, gang and terrorist groups, and major gambling operations	X	X	X
2. Investigate and arrest people involved in prostitution and illegal adult entertainment	X	X	X
3. Provide information about demonstrations and public gatherings that impact the City	X	X	X
4. Provide protection for visiting public figures	X	X	X
5. Conduct background investigations on cardroom owners and employees and concealed weapon permit applicants	X	X	X
6. Maintain files on parolees	X	X	X

STAFF ASSISTANCE UNIT

Mission Statement: It is the mission of the Staff Assistance Unit to provide confidential/technical clerical support to the Office of the Chief. The unit also provides daily liaison to the media.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Type and prepare correspondence/reports including those of a confidential nature accurately and in a timely manner	X	X	X
2. Assist, direct and provide information to walk-ins	X	X	X
3. Handle telephonic and walk-in complaints concerning employee misconduct	X	X	X
4. Research and gather information requested by the media and coordinate press releases and conferences	X	X	X

NARCOTICS/GANGS DIVISION

MISSION STATEMENT

To reduce crime and violence within our City through:

- The investigation of unlawful use, sales, and manufacturing of drugs and narcotics.
- Investigation and suppression of unlawful gang activities.
- Suppression of unlawful drug and gang activities.
- Seizure of assets used for, or obtained through, unlawful sale, distribution or manufacturing of drugs or narcotics.
- Training and education of personnel to ensure professional enforcement tactics.

In a manner reflecting concern and compassion for the citizens we are sworn to serve while maintaining public trust.

NARCOTICS/GANGS DIVISION

GOALS AND OBJECTIVES

**THE INVESTIGATION OF UNLAWFUL USE,
SALE, DISTRIBUTION AND MANUFACTURING
OF DRUGS AND NARCOTICS.**

1989-90

1990-91

1991-92

Investigative Teams

The Narcotic Investigative Teams investigate persons involved in the use, distribution, manufacturing and transportation of drugs and narcotics.

Investigative Teams will:

- | | | | |
|---|---|---|---|
| 1. Arrest 470 suspects on Narcotic charges. | X | X | |
| 2. Arrest 52 suspects on Non-narcotic charges. | X | X | |
| 3. Obtain and serve 105 search warrants | X | X | |
| 4. Gather and disseminate intelligence data pertaining to drug trafficking. | X | X | X |
| 5. Work closely with other allied law enforcement agencies. | X | X | X |

Street Drug Enforcement Team

The Street Drug Enforcement Team takes enforcement action against dealers and users who operate in public places.

The Street Drug Team will:

- | | | | |
|---|---|---|---|
| 1. Purchase drugs and narcotics that will result in the arrest of 325 suspects. | X | X | |
| 2. Identify and target problem areas within the City. | X | X | X |

**THE INVESTIGATION AND SUPPRESSION OF
UNLAWFUL GANG ACTIVITY**

1989-90

1990-91

1991-92

Gang Unit

The Gang Unit identifies gang members, collects and disseminates information on their membership and activities to Department personnel and the public. The Gang Unit conducts investigations of crimes committed by or against gang members.

Gang Unit members will:

- | | | | |
|---|---|---|--|
| 1. Prepare a roll call training tape each week advising Department personnel on gang activity. | X | X | |
| 2. Publish a gang activity Intelligence report each week. | X | X | |
| 3. Publish weekly probation status reports. | X | X | |
| 4. Investigate cases involving gang members resulting in a clearance rate of 40% of the assigned cases. | X | X | |

CRIP Team

The CRIP Team targets gang members involved in the use, distribution, manufacture, and transportation of rock cocaine.

The Crip Team will:

- | | | | |
|--|---|---|---|
| 1. Arrest 400 gang members or associates for Narcotic violations and refer them to the District Attorney for prosecution. | X | X | X |
| 2. Review all narcotic arrests by other Department personnel, identify 200 gang members for prosecution by the District Attorney's Office. | X | X | X |
| 3. Arrest 70 suspects on Non-narcotic related charges. | X | X | |
| 4. Obtain and serve 120 search warrants coupled with an effort to select more productive locations. | X | X | |

**SUPPRESSION OF UNLAWFUL DRUG AND GANG
ACTIVITY THROUGH THE DEPLOYMENT OF
UNIFORMED TACTICAL UNITS INTO PROBLEM
AREAS.**

1989-90

1990-91

1991-92

TAC Teams

The TAC Team works in uniform on directed patrol in high narcotic activity areas of the City.

TAC Team members will:

- | | | | |
|--|---|---|--|
| 1. Arrest 1,000 suspects on drug/narcotic charges. | X | X | |
| 2. Arrest 760 suspects on Non-narcotic charges. | X | X | |
| 3. Issue 135 misdemeanor citations. | X | X | |
| 4. Complete 270 field contact report cards. | X | X | |

**SEIZURE OF ASSETS USED FOR OR OBTAINED
THROUGH THE UNLAWFUL SALE, DISTRIBUTION
OR MANUFACTURE OF DRUGS OR NARCOTICS.**

Asset Seizure Unit

The Asset Seizure Unit reviews all narcotic reports where money or property has been, or may be seized, and conducts the necessary financial investigation.

- | | | | |
|--|---|---|---|
| 1. Submit asset seizure claims to the District Attorney within 10 days of seizure. | X | X | X |
| 2. Prepare a monthly asset seizure status report. | X | X | X |
| 3. Conduct investigation into hidden assets that result in successful seizures. | X | X | X |

**TRAINING AND EDUCATION OF PERSONNEL
TO ENSURE PROFESSIONAL ENFORCEMENT
TACTICS.**

1989-90

1990-91

1991-92

Newly assigned members of the division
will be provided training.

1. 160 hours of "in house" training to
be provided by the units within the
division.
2. Post approved training provided to
each member to meet minimum training
standards as approved by the Chief
of Police.

X

X

X

X

OFFICE OF OPERATIONS

MISSION STATEMENT

It is the mission of the Office of Operations to provide a quick response to high priority calls and timely reaction to other requests for service. We also facilitate the safe movement of people and traffic, and ensure the safety and rights of the citizens of the City of Sacramento.

The mission will be accomplished through:

- . Properly deployed patrol forces
- . Properly trained officers
- . Use of state-of-the-art equipment
- . Use of computer systems to analyze accident and crime data to most effectively utilize available resources
- . Conduction of appropriate investigations resulting in the arrest of violators

OFFICE OF OPERATIONS

ADMINISTRATION

Mission Statement: It is the mission of the Administration to develop policy, supervise the command staff, and manage resources in the Office of Operations. The Administration will also provide guidance and direction to section commanders in order to facilitate their duties.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Implement Records Management System	X		
2. Implement Mobile Data Terminals	X		
3. Advanced Officers Course	X	X	X
4. Shoot: Qualify with both handguns and shotguns	X	X	X
5. Deputy Chief to meet, on a team-by-team basis, each sworn officer in the Office of Operations	X	X	X
6. Update and publish a current edition of the Redi-ref (a pocket-sized reference book containing needed information).	X	X	X

CRIME ANALYSIS UNIT

Mission Statement: It is the mission of the Crime Analysis Unit to provide comprehensive and timely analysis to the department's patrol and investigative personnel.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Increase output of crime series work from 43 to 65	X		
2. Produce a minimum of 125 crime patterns	X		
3. Produce a semi-annual crime trend forecast	X	X	X
4. Produce a weekly Crime Analysis Summary report	X	X	X
5. Design/produce specialized maps for analysis	X		
6. Develop annual reports	X		
7. Implement a 10851 program to track and forecast possible locations for stolen and recovered vehicles	X		
8. Develop procedures and programs for suspect profiling	X		
9. Develop and produce a bi-monthly series of roll call videos	X		
10. Develop procedures manual for the Crime Analysis Unit	X		

STAFF ASSISTANCE SECTION

Mission Statement: It is the mission of the Staff Assistance Section to provide professional, technical, administrative and clerical support to the operations command staff. It is also the mission of this section to coordinate the investigation of license and permit applications as prescribed by law and to ensure that approvals and denials are issued in a timely manner.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Develop operating budget for JER Police Facility	X		
2. Develop goals and objectives for Office of Operations	X		
3. Publish Redi-ref	X	X	X
4. Publish monthly audit-error report	X	X	X
5. Publish monthly traffic statistics	X	X	X
6. Process 150 alcoholic beverage control applications	X		
7. Process 40 massage technician applications	X		
8. Process 30 bail agent applications	X		
9. Process 30 second hand dealer applications	X		
10. Process 25 planning-special liquor	X		

COURT LIAISON UNIT

Mission Statement: It is the mission of the Court Liaison Unit to monitor and control court appearances and overtime paid to all Police Department personnel. The unit maintains records of criminal and civil subpoenas and all cancelled appearances as required. The unit acts as liaison between the Police Department and the District Attorney's Office, Juvenile Hall, Public Defender's Office, private attorneys, Sacramento Police Officers' Association, and the courts.

<u>Goal and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Maximize monetary savings to the Department	X	X	X
2. Minimize inconvenience to Department personnel	X	X	X
3. Computerize data	X		
4. Gain access into city/county computer systems	X		

SELECTIVE ENFORCEMENT SECTION

Mission Statement: It is the mission of the Selective Enforcement Section to provide specialized support to the Office of Operations and the entire Department. This support is provided by four Crime Suppression Unit teams that handle Special Weapons and Tactics (SWAT), Truancy Enforcement (TET), special events, VIP protection, crime patterns and the wanted fugitive needs of the Department. The section also provides K-9 support through the K-9/Parks detail and provides security to the Regional Transit Light Rail System through a Light Rail team.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Implement a new Heckler and Koch weapons system and train the two SWAT teams in the use of these weapons	X		
2. Provide a newly renovated armored vehicle and the training necessary to introduce this vehicle into the SWAT concept	X		
3. Increase the training for K-9	X	X	X
4. Implement an improved record-keeping system for K-9 training	X		
5. Continue to handle daily SES assignments	X	X	X

TRAFFIC SECTION

Mission Statement: It is the mission of the Traffic Section to provide for the orderly flow of vehicular and pedestrian traffic within the City.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Patrol high accident locations and take appropriate enforcement action	X	X	X
2. Respond to citizens' complaints of neighborhood traffic problems	X	X	X
3. Investigate major traffic accidents	X	X	X
4. Implement DUI checkpoints during the holiday season	X	X	X

RESERVE UNIT

Mission Statement: The mission of the Reserve Unit is to support the Sacramento Police Department. This will be accomplished by assuming routine and special assignments of planned and unplanned crowd control, traffic control, selected enforcement and other assigned duties.

Goals and Objectives:

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Provide traffic control to annual, multi-day events such as the Jazz and Water Festivals	X	X	X
2. Provide traffic control for an estimated 50 parades, runs, bicycle races and marches	X		
3. Provide transportation and booking support during special operations such as DUI checkpoints	X	X	X
4. Provide patrol and enforcement capabilities on the Sacramento and American Rivers	X	X	X
5. Provide traffic and crowd control at William Land Park	X	X	X
6. Provide security for special events at Arco Arena, dances, athletic events, etc. all which will be billed back to private enterprises	X	X	X
7. Expand the Reserve Unit to its authorized strength of 100 officers	X		
8. Develop Reserve Unit directives and guidelines	X		
9. Expand the department display in front of the City Zoo.	X		

PATROL DIVISION

Mission Statement: It is the mission of the Patrol Division to quickly respond to calls for service resulting from citizens' reports or complaints and to conduct criminal and accident investigations, arrest and cite violators and maintain the public peace.

Goals and Objectives:

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Move to a decentralized deployment posture	X		
2. Open the Joseph E. Rooney Police Facility	X		
3. Establish strong ties between the community and the JER Facility	X		
4. Maintain current high level of arrests/citations in relation to the level of staffing and calls for service	X	X	X
5. Continue to deploy officers so as to minimize response time to calls for service and equalize workload	X	X	X
6. Expand the bicycle/beat program	X	X	
7. Establish new Field Training Officer (FTO) selection guidelines	X		

8. Establish new FTO training program	X		
9. Recognize outstanding FTO on an annual basis	X	X	X
10. Send FTOs to selected schools to improve knowledge and skills	X	X	X
11. Acquire new equipment and develop new techniques in order to more effectively deal with barricaded suspects and explosives	X	X	

CRIME SCENE INVESTIGATIONS UNIT

Mission Statement: It is the mission of the Crime Scene Investigations Unit to process crime scenes for latent fingerprints; make crime scene diagrams of major crimes; take photographs; collect, mark, and package physical evidence on homicide scenes and officer involved shootings.

<u>Goals and Objectives:</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
1. Identify suspects' prints by automated means	X	X	X
2. Obtain and install MDTs for all CSI vehicles	X		
3. Obtain and train CSIs to use electrostatic dust print lifters	X		
4. Send five CSIs to a bloodstain pattern analysis course	X		
5. Send CSI Sergeant and one CSI to the International Association of Identification Seminar	X	X	X
6. Send six CSIs to an Advanced Field Evidence Technician course	X		

OFFICE OF INVESTIGATIONS

MISSION STATEMENT

The Office of Investigations will provide thorough and timely investigations. We will protect the citizens of Sacramento by anticipating crime when possible by:

- Providing investigation to selected crimes reported to the Department.
- Training and educating personnel to ensure investigations are thorough and professional.
- Coordinating departmental felony arrest cases and present to D.A. for prosecution.
- Assisting the process of crime analysis to apprehend violators that threaten the public.
- Seeking the assistance of the community and criminal justice agencies to prevent crime and apprehend criminals.
- Recovering stolen property and facilitating timely return to victims.

OFFICE OF INVESTIGATIONS

GOALS AND OBJECTIVES

CRIMINAL INVESTIGATION

1989-90

1990-91

1991-92

Provide an immediate and thorough investigation for the most serious crimes against any person. Investigate other crimes by selecting those with the highest percentage of solvability in order to manage limited resources.

1. Investigate all homicides, sex crimes, kidnappings, felony assaults, extortions, robbery and grand theft series.
2. Investigate 25% of the reported burglaries; and arsons, auto thefts, vandalism, single robberies and grand theft persons, based on solvability factors.

X

X

X

TRAINING AND EDUCATION

Provide basic training to newly assigned detectives. Identify and schedule detectives to specialized courses based on assignment and schedule all detectives for department-wide training courses.

1. Provide 40 hours of training to new detectives and move them through all sections prior to permanent assignment.
2. Send Detectives to Interrogation schools.
3. Schedule Detectives in Burglary, Homicide/SACA, Auto Theft, Robbery and Larceny-Fraud for specialized courses.

X

X

X

X

X

1989-90

1990-91

1991-92

4. Ensure all Detectives attend AOT and Supervisors attend Department Supervisors School.

X

FELONY ARREST PROSECUTION

Compile and present in a timely manner to the District Attorney's Office, sufficient information to enable the prosecution to evaluate the case court presentation.

1. Identify career criminals for special prosecution.
2. Complete case packages and summaries on all felony arrest cases.
3. Present all felony cases to the District Attorney by phone or in person within two days of arrest.
4. Provide response to all D.A. requests for additional follow-up.

X

X

X

X

X

X

CRIME ANALYSIS

SACA, Burglary, Robbery and Larceny/Fraud will review MO on reported cases to establish when crime patterns and series are occurring and target for apprehension.

1. Advise Crime Analysis to publish information.
2. Track auto theft stripped vehicles to identify drop location.
3. Use department alarms, cameras and stakeouts to stop crimes.
4. Get suspect information on patterns and series to Crime Analysis for dissemination to patrol.

X

X

X

X

X

X

X

X

**COMMUNITY AND CRIMINAL JUSTICE
AGENCY ASSISTANCE**

1989-90

1990-91

1991-92

Involve the Community and other agencies in crime prevention and criminal arrests through the use of media, and personal contact.

- | | | | |
|---|---|---|---|
| 1. Weekly Crime Alert cases on T.V. monthly. | X | X | X |
| 2. Ten most wanted program in newspaper. | X | | |
| 3. Secret Witness listing on major cases. | X | X | X |
| 4. Detectives attend monthly parole, D.A. and Child Abuse meetings. | X | | |
| 5. Send representatives to service clubs and community meetings. | X | | |

STOLEN PROPERTY RECOVERY

The Office of Investigations will enhance efforts to identify, recover and return stolen and booked property to victims in a timely manner.

- | | | | |
|--|---|---|---|
| 1. Property Section will be given property release forms on all booked property. | X | X | X |
| 2. Auto Theft check suspect VIN numbers to recover stolen vehicles. | X | X | X |
| 3. Check second-hand dealers and Pawn Brokers twice each month. | X | X | X |
| 4. Check tow yards and auto wreckers for stolen vehicles. | X | X | X |

OFFICE OF ADMINISTRATIVE SERVICES

MISSION STATEMENT

The mission of the Office of Administrative Services is to provide direction through policy and supervision to the Communications Division and Staff Services Division to ensure that both the public and department's needs be met.

Communications Division

The mission of the Communications Division is to provide support to the police department and citizens of Sacramento by:

- . Providing the most professional and expedient response in time of emergency.
- . Coordination of these responses whether they be for police, fire, medical, or other related services.

Staff Services Division

The mission of the Staff Services Division is to provide auxiliary support to the line organizations of the police department by:

- . Storing and safeguarding all property and evidence entrusted to our custody.
- . Recruiting, selecting, hiring, training, and maintaining the highest caliber employees.
- . Insuring department policies and activities are consistent with fair labor practices and affirmative action goals.
- . Providing optimum informational and ancillary investigative support to the enforcement units of the department.

STAFF SERVICES DIVISION

GOALS AND OBJECTIVES

PROPERTY MANAGEMENT SECTION

1989-90

1990-91

1991-92

- . Assist in the design, implementation, and complete the move into a new property warehouse. X X
- . Provide an efficient system for the booking, storage, and disposal of evidence and property.
 - 1. Process all evidence/property within 24 hours of receipt. X X X
 - 2. Disposal of evidence/property, as soon as possible, under applicable statutes and orders. X X X
- . Provide a ready fleet of appropriately equipped vehicles for the police department. X X X

PERSONNEL AND TRAINING SECTION

- . Recruit high quality employment candidates, consistent with City Affirmative Action goals, to compete for responsible sworn and non-sworn department positions. X X X
- . Hire the best qualified police and career civilians and fully qualified non-career employees.
 - 1. Conduct background investigations on CSO and sworn officer positions. X X X
 - 2. Oversee contracted backgrounds on non-sworn positions. X X X
- . Provide the best overall training relative to the funds available for entry level, lateral, and existing employees. X X X

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
. Maintain accurate personnel records <u>on</u> all employees.	X	X	X
. Provide Audiovisual support of department activities and community awareness.	X	X	X

SUPPORT SERVICES SECTION

. Maintain departmental records with optimum security and retrieval capabilities.	X	X	X
1. Complete training to fully implement RMS.	X		
2. Assist in PSSP system enhancements.	X	X	
3. Provide efficient, timely RMS data entry.	X	X	X
4. Provide the records necessary for the investigation and prosecution of criminal cases.	X	X	X
. Document police reports from victims via the telephone and by public contact at the "police counter."	X	X	X
. Service warrants delivered to the department.	X	X	X
. Transport and extradite all police department prisoners within our jurisdiction.	X	X	X
. Provide efficient and accurate fingerprint processing and documentation.	X	X	X
. Implement Cal-ID program.	X	X	
. Maintain the department photo lab.	X	X	X
. Move the Technical Services Detail to the Sequoia/Pacific site.	X		

COMMUNICATIONS DIVISION

GOALS AND OBJECTIVES

	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>
A. Improve Service			
1. Reduce average dispatch time for police priority ones and twos (15 seconds per year)	x	x	x
2. Reduce delays in answering 911 and Emergency calls for service (10 seconds per year)	x	x	x
B. Implement and Improve Training Programs			
1. Develop new recruitment programs with improvements in candidate screening and testing	x		
2. Refine and improve the 6 week Dispatcher Academy	x	x	
3. Implement one week Basic Radio Academy for trainees	x		
4. Implement training program for Training of the Trainers to improve quality of training and evaluations	x		
5. Refine and improve EMD training for Fire Dispatchers	x		
6. Evaluate and modify training programs as needed	x	x	x
7. Reduce New Hire failures (5-10% per year)	x	x	x
8. Through more effective training and supervision, reduce sustained complaints	x	x	x
C. Reduce Budget Expenditures			
1. Reduce Divisional overtime through scheduling adjustments and reduction in New Hire attrition rate	x	x	x



MISSION STATEMENT

DEPARTMENT OF FIRE

To protect the lives and property of all persons within our community through:

- A highly trained work force**
- Modern technology and equipment**
- Fire prevention activities**
- Public education programs**
- Prudent fiscal practices**

in an efficient and professional manner.

Gary Castanagna
Fire Chief



MISSION STATEMENT

FIRE ADMINISTRATION DIVISION

To provide the Office of the Chief, and the divisions of Prevention, Support Services, Suppression, and Training with efficient administration practices through:

- Budget development**
- Personnel administration**
- Emergency planning**
- Fire records accountability**

in a timely manner, while promoting quality, accuracy, with diligence, while maintaining public trust.

Gary Atamagua
Fire Chief

FIRE ADMINISTRATION DIVISION

GOALS AND OBJECTIVES

BUDGET DEVELOPMENT	1989-90	1990-91	1991-92
o Streamline on-going services and develop more efficient departmental budget procedures.			
1. Develop and monitor CIP budget on a monthly basis.	X		
2. Develop and monitor operating budget on a weekly basis.	X		
3. Coordinate all departmental budget items for review by the budget officer and the City Council.	X	X	X
PERSONNEL ADMINISTRATION			
o Implement the employee performance appraisal process.			
1. Complete computer program tickler system.	X		
2. Train supervisors and develop standard operating procedures for performance appraisal process.	X	X	
3. Evaluate and modify as needed.		X	X
o Further develop personnel based on individual skills and abilities.			
1. Obtain more technical tools to increase job performance.	X	X	X
2. Encourage and provide more specialized training.		X	X
3. Introduce an employee biographic data sheet to document hobbies.		X	X
FIRE RECORDS ACCOUNTABILITY			
o Streamline office procedures to more effectively support staff requirements and community inquiries.			
1. Cross train all levels of administrative tasks.		X	X
2. Further computerize work activities.	X	X	X

- | | | | |
|---|---|---|---|
| 3. Evaluate and modify the Record Management System as needed. | X | X | X |
| 4. Provide fire incident reports to customers within same day. | | X | X |
| o Redesign the master file system. | | | |
| 1. Introduce a desk top publishing data base. | | X | X |
| 2. Network all administrative reports under a secure electronic system. | | X | X |
| o Dedicate a clerical resource to each division commander. | | | |
| 1. Find alternative funding sources. | X | X | X |
| 2. Match clerical expertise to task requirements. | | X | X |



MISSION STATEMENT

FIRE PREVENTION DIVISION

To provide the community with a safe environment through:

- Fire inspections**
- Code enforcement**
- Public education**
- Fire investigations**
- Hazardous Material disclosure**

by innovative safety regulations, proactive community awareness and professional personnel.

Grey Castagna
Fire Chief

FIRE PREVENTION DIVISION

GOALS AND OBJECTIVES

FIRE INSPECTIONS	1989-90	1990-91	1991-92
------------------	---------	---------	---------

o Upgrade Fire Inspection Programs.

- | | | | |
|--|---|---|---|
| 1. Biannual commercial inspections. | X | | |
| 2. Increase code awareness through specialized training. | | X | |
| 3. Develop field officer inspection training. | | X | X |
| 4. Procure a high rise technician. | | X | |

CODE ENFORCEMENT

o Upgrade code enforcement procedures.

- | | | | |
|---|---|--|--|
| 1. Amend and adopt the 1988 UFC. | X | | |
| 2. Complete and adopt high rise requirements. | X | | |

PUBLIC EDUCATION

o Promote public education.

- | | | | |
|--|--|---|--|
| 1. Implement "Learn-Not-To-Burn" | | X | |
| a. Obtain a public education technician. | | X | |
| 2. Implement the "Fire Hawk" - Child Firesetter Program. | | X | |

FIRE INVESTIGATIONS

o Improve Fire investigative procedures.

- | | | | |
|--|---|---|--|
| 1. Review existing fire investigation reporting process. | X | | |
| 2. Upgrade investigative training. | X | X | |

HAZARDOUS MATERIAL DISCLOSURE

o Establish Hazardous Material Disclosure Plan.

- | | | | |
|--|---|---|--|
| 1. Complete federal and state mandates required by AB 2185/87, SARA III. | X | X | |
| 2. Procure two technicians to comply with AB 2185/87, SARA III | X | X | |



MISSION STATEMENT

FIRE SUPPORT SERVICES DIVISION

To provide developmental services to the community and department through:

- Planning**
- Tele-communications**
- Fire Prevention administration**
- Hazardous Material management**

by efficient and creative concern for future demands.


Fire Chief

FIRE SUPPORT SERVICES DIVISION

GOALS AND OBJECTIVES

PLANNING	1989-90	1990-91	1991-92
----------	---------	---------	---------

o Complete short and long range Master Plan for the department.

- | | | | |
|--|---|--|--|
| 1. Develop a five year plan. | X | | |
| 2. Develop a ten year plan. | X | | |
| 3. Project Capitol Improvement to year 2025. | X | | |
| 4. Implement five year plan. | X | | |
| 5. Develop and implement a funding mechanism to pay for future fire stations and equipment needed for projected high rise buildings. | X | | |

TELE-COMMUNICATIONS

- | | | | |
|---|---|---|---|
| 1. Complete Public Safety System Project. | X | | |
| 2. Develop complete documentation of the system. | X | | |
| 3. Provide the necessary training to implement R.M.S. | X | | |
| 4. Review the system for needed enhancements. | X | | |
| 5. Develop plan for Phase 3 of the R.M.S. upgrade. | | X | |
| 6. Implement Phase 3 of the R.M.S. | | | X |

FIRE PREVENTION ADMINISTRATION

o Develop five year Master Plan for the Fire Prevention Division.

- | | | | |
|---|---|--|--|
| 1. Survey departments to determine best organizational structure. | X | | |
| 2. Review permit and disclosure fee programs for possible increase in revenues. | X | | |
| 3. Determine areas where new personnel are required to meet community needs. | X | | |
| 4. Implement five year Master Plan. | X | | |
| 5. Develop a Manual of Operations for the division. | X | | |

HAZARDOUS MATERIAL MANAGEMENT

o Develop a five year Master Plan for hazardous material administration.

1. Implement replacement cycles for all the exposure suits. X
2. Implement inservice training. X
3. Combine the Disclosure program and Haz-Mat response into one Bureau under the Fire Prevention Division. X
4. Upgrade one haz-mat vehicle. X
5. Implement five year Master Plan. X



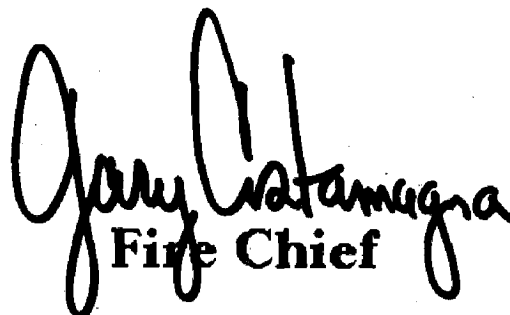
MISSION STATEMENT

FIRE SUPPRESSION DIVISION

To serve those in need, by prompt response to:

- Fire emergencies**
- Rescue emergencies**
- Medical emergencies**
- Hazardous Materials emergencies**
- Essential non-emergencies**

in a manner reflecting concern and compassion for the citizens we are sworn to serve.


Fire Chief

FIRE SUPPRESSION DIVISION

GOALS AND OBJECTIVES

FIRE/RESCUE EMERGENCIES AND NON-EMERGENCY CALLS

1989-90

1990-91

1991-92

o Improve response time of fire companies.

1. Continue C.A.D. training on company level.

X

X

X

2. Maintain up-to-date department mapping program.

X

X

X

o Improve overall health and physical fitness of suppression personnel.

1. Implement diet and exercise program.

X

X

X

2. Follow through on recommendation suggested in cholesterol awareness program.

X

X

X

3. Through exercise and dietary programs, reduce number of on-duty injuries.

X

X

MEDICAL EMERGENCIES

o Maintain high percentage of suppression force in EMT-1 program.

1. Inform suppression personnel of changes and improvements in the field of Emergency Medical Services.

X

X

X

2. Maintain updated emergency medical protocols.

X

X

X

HAZARDOUS MATERIALS EMERGENCIES

o Upgrade hazardous materials awareness.

1. Implement company level Haz Mat training program.

X

2. Develop Haz Mat team refresher training course.

X

3. Implement ongoing Haz Mat refresher training.

X

X

4. Maintain ongoing medical history of Haz Mat team members.

X

X

X



MISSION STATEMENT

FIRE TRAINING AND SAFETY DIVISION

To provide effective education and training, promoting safe and progressive practices through:

- Incident Command System**
- Emergency medical procedures**
- Vehicle operations**
- Performance evaluations**
- Fire ground tactics and strategy**
- New curriculum development**

in a professional environment, instilling motivation and pride by striving for excellence.

Jay Castagna
Fire Chief

FIRE TRAINING AND SAFETY DIVISION

GOALS AND OBJECTIVES

INCIDENT COMMAND SYSTEM	1989-90	1990-91	1991-92
-------------------------	---------	---------	---------

o Improve Incident Command System.

- | | | | |
|---|---|---|---|
| 1. Battalion Chief multi-company drill-quarterly. | | X | X |
| 2. Multi-agency high rise drill-annually. | X | X | X |
| 3. Multi-agency fireground drill. | | X | |

EMERGENCY MEDICAL PROCEDURES

o Upgrade emergency medical procedures.

- | | | | |
|---|---|---|---|
| 1. CPR recertification-yearly. | X | X | X |
| 2. Advanced First Aid-biyearly. | X | | X |
| 3. Complete refurbishment of backboards. | X | | |
| 4. Implement stiff cervical collar program. | | X | X |
| 5. Replacement cycle for medical equipment. | | X | X |

VEHICLE OPERATIONS

o Establish vehicle operation procedures.

- | | | | |
|---|---|---|---|
| 1. Implement new Department of Motor Vehicle driver's regulations. | X | | |
| 2. Set ongoing road instruction recertifications. | | X | X |
| 3. Set minimum testing requirements for operation of department vehicles. | | | X |

PERFORMANCE EVALUATIONS

o Develop performance evaluations.

- | | | | |
|--|--|---|--|
| 1. Obtain an inservice training captain. | | X | |
| 2. Set minimum performance standards. | | X | |
| 3. Implement inservice evaluation program. | | X | |

FIREGROUND TACTICS AND STRATEGY

o Upgrade fireground tactics.

- | | | | |
|---|---|---|---|
| 1. Reactivate simulator training. | | X | X |
| 2. Develop and implement program for wildland fire tactics. | X | X | |
| 3. Develop multi-media program. | | X | X |

NEW CURRICULUM DEVELOPMENT

o Promote new curriculum development.

- | | | | |
|---|---|---|---|
| 1. Develop physical fitness program for entry level firefighter. | | X | |
| 2. Continue cholesterol awareness program. | X | X | X |
| 3. Establish physical fitness and cardiovascular awareness program. | | X | X |

SUMMARY OF DEPARTMENTAL GOALS FOR CITY OPERATING DEPARTMENTS

LIBRARY

- 1. To maintain service outlets that will guarantee convenient and relevant access to Library and Information Resources to all residents of Sacramento County.
- 2. To improve awareness of the services and resources available through Sacramento Public Library and to increase the number of people who use the library.
- 3. To continue and further develop cooperation with all types of libraries and agencies and increase intra-branch cooperation within Sacramento Public Library.
- 4. Continue work with other departments on coordination for completion of new Central Library.

PUBLIC WORKS

- 5. House animals in a facility that is safe, physically attractive, properly organized and operated with the comfort of the sheltered animals as a major consideration.
- 6. Update and maintain a standard method for prioritizing the rehabilitation of City streets.
- 7. Develop improved programs of garden refuse collection and street sweeping.
- 8. Convert the routine residential waste collection system to a 90-gallon automatic lift system.
- 9. Operate the City Landfill and plan for its closure in compliance with approved closure plans and State law. Identify alternatives to continued landfilling.
- 10. Improve air quality and parking/traffic congestion.
- 11. To reduce traffic accidents.
- 12. Expand water system and water rights utilization.

PLANNING AND DEVELOPMENT

- 13. Improve development coordination between City departments.
- 14. Consolidate environmental review process.
- 15. Facilitate completion of the cultural entertainment district study.
- 16. Implement a computer based citywide geographic information study.
- 17. Support the future planning of Mather Air Force Base and Executive Airport.
- 18. Facilitate North Natomas development through implementation of North Natomas Community Plan.

19. Facilitate development of Southern Pacific property in City's downtown comprehensive planning effort.
20. Improve economic development data base.
21. Reduce and/or eliminate backlog of Nuisance Abatement requests for action.
22. Implement flood policy through the building permit process.
23. Facilitate development of new policies relative to housing (including REAP, housing certification, etc.).

COMMUNITY CENTER

24. To provide the best services to clients to encourage return business.
25. To increase center revenue to fifty (50) percent of operating budget.
26. Effectively plan for the future by completing the Community Center Expansion process and beginning construction of the expanded facility.
27. Coordinate Memorial Auditorium remodel.

PARKS AND COMMUNITY SERVICES

28. The department shall place an emphasis on improving services and facilities to assure program participants and visitors receive a quality experience.
29. The department of Parks and Community Services will assure that service levels and facilities provided are equal to or exceed State and National standards.
30. The department will develop public support of its facilities and programs through membership organizations, support groups, and special constituencies in order to provide grass root levels of communication with the community and support for increased levels of local funding.
31. The department shall develop a management team of professionals that are experts in their respective fields and capable and willing to cooperate in the management and leadership of total departmental services.
32. The department shall maintain a healthy reciprocal relationship between the department and its divisions.
33. The department shall be active in Federal and State legislation that affects the overall mission of the department and services provided to the public.

SUMMARY GOALS FOR CITY SUPPORT DEPARTMENTS

SUMMARY OF DEPARTMENTAL GOALS FOR CITY SUPPORT DEPARTMENTS

GENERAL SERVICES

- 1. Expand the 24th Street Corporate Center to provide needed space for City operations.
- 2. Develop and implement a City Asset Management Program in support of City facilities.
- 3. Evaluate Centrex versus PBX in order to offer a wider range of community services.
- 4. Reduce leased telephone line costs by preparing a cost analysis of microwave versus leased lines.
- 5. Improve building security for City buildings.
- 6. Increase availability of Police Department vehicles.
- 7. Review and revise formal and informal bid process by developing alternatives to streamline the process.
- 8. Consolidate downtown property leases where advantageous from a services, space planning, lease cost and energy management standpoint.
- 9. Revise the City's M/WBE program to comply with a recent Supreme Court case.

PERSONNEL

- 10. Provide high quality ongoing professional, technical and support services to City departments and job applicants.
- 11. Promote Affirmative Action in recruitment by developing recruitment brochures and conducting ten (10) focused Affirmative Action recruitments.
- 12. Promote employee development through learning and training programs such as "Frontline Leadership", "Working", and "Towards Excellence".

DATA MANAGEMENT

- 13. Develop and maintain a Citywide strategic automation plan.

FINANCE

- 14. Ensure sound fiscal management.
- 15. Provide quality client services.
- 16. Promote financial education.
- 17. Honor individual commitment and achievements and promote inter / intra-department communication.



2.A-2

OFFICE OF THE
CITY CLERK

LORRAINE MAGANA
CITY CLERK

ANNE J. MASON
ASSISTANT CITY CLERK

JANICE M. BEAMAN
DEPUTY CITY CLERK

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 504
915 J STREET
SACRAMENTO, CA
95814-2671

ADMINISTRATION
916-449-5799

OPERATION SERVICES
916-449-5426

SPECIALIZED SERVICES
916-449-8200

GOALS AND OBJECTIVES

OFFICE OF THE CITY CLERK

Goals and objectives for FY 1989-90 are:

- To conduct the primary election and general election for City Council Districts 1, 3, 5 and 7.
- To continue the conversion of programs from the Burroughs word processor to the Local Area Network.
- To complete conversion and implement the claims program; this includes training the attorney responsible for claims and Risk Management.
- To review the City Manager agreement process to possibly create a more flexible process.
- To develop and implement an Optical Disk Records Management program to keep up with the number of records the City Clerk is required by law to maintain or store.

Anne J. Mason

