REPORT TO COUNCIL
City of Sacramento

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STAFF REPORT
August 16, 2005

Honorable Mayor and
Members of the City Council

Subject: RESOLUTION APPROVING THE CITY STRATEGIC PLAN UPDATE

Location/Council District:
Citywide.

Recommendation:

This report recommends that the Mayor/City Council, by resolution:

- formally approve the work completed by the City Council and Charter Officers on July 26, 2005 in updating the City's Strategic Plan (Exhibit A);
- direct staff to report back on revisions to the timelines for the objectives identified at the July retreat by the end of August; and
- direct staff to report back on a comparison of the objectives and 'What's Not Going As Well as You'd Like' lists from the January 2005 retreat and the July 2005 retreat.

Contact: Patti Bisharat, Government Affairs, 808-8197

Presenters: Patti Bisharat, Government Affairs

Department: City Manager's Office

Organization No: 0310

Summary:

On July 26, 2005 a City Council and Charter Officers Strategic Planning Retreat was held to review and update the City's Strategic Plan approved by the Mayor/Council on March 1, 2005. This report transmits the work completed that day and recommends approval of the results as the updated City Strategic Plan.

Committee/Commission Action: None.

Background Information:

The City Council and Charter Officers held a daylong retreat on July 26, 2005. The agenda included:

- Review the mission/purpose statement, vision statement, core values/guiding principles and three-year goals (2005-2008).
- What are the strengths of the City of Sacramento and the accomplishments since the January 25, 2005 Strategic Planning Retreat?
- Internally, what is not going as well as you would like? How is the team working together? What's working, what's not working?
- What are the external factors/trends that will/might have an impact on the City in the coming year – positively (opportunities) and negatively (threats).
- Review and revise, if needed, the Three Year Goals (what needs to be accomplished)?
- Identify six-month Strategic Objectives (how the goals will be addressed – by when and who will be accountable, for what specific, measurable results) for each of the goals?
- Next Steps/Follow-up Process to monitor progress on the Goals and Objectives
- Transition to new City Hall – what worked, what issues remain

As one of the follow-up steps, the Mayor/Council directed that the updated Strategic Plan be distributed and presented to the community in public session. Exhibit A of this report provides the detailed results of the retreat. No changes were made to the City's mission, vision and core values. No changes were made to the Three Year Goals with the exception of revising the goal of 'Achieve sustainability and livability to include 'enhance' and read as 'Achieve sustainability and ***enhance*** livability'.

The strategic objectives identified for each of the three-year goals are included in Exhibit A. Staff will return with a report back at the end of August 2005, as directed by the Mayor/Council, with any revisions to the timelines for each objective. In that same report, staff will present a comparison of the objectives and the "What's Not Going As Well as You'd Like" lists from the January 2005 retreat and July 2005 retreat to reconcile any outstanding items.

Staff will also bring a progress report on achieving the objectives each month to the Mayor/Council.

Additional follow-up items not listed in the objectives which will be monitored for progress include:

When	Who	What
August 31, 2005	City Manager	Council review security plan for city hall.
August 31, 2005	City Manager & Mayor w/input from City Council	Improve the City Council reporting process on JPAs major issues
August 31, 2005	City Council	Determine major issues facing the City/region in the coming six months to a year
September 30, 2005	P&PE Chair and Mayor	Discuss appointments to Boards and Commissions
October 31, 2005	City Manager	Review list of City Hall issues of concern and identify action to be taken.

This report recommends that the Mayor/Council, by resolution, formally adopt the updated City Strategic Plan based on the work completed at the City Council and Charter Officers Strategic Planning Retreat on July 26, 2005, direct staff to report back on revisions to the timelines for the objectives identified at the July retreat by the end of August and direct staff to report back on a comparison of the objectives and 'What's Not Going As Well as You'd Like' lists from the January 2005 retreat and the July 2005 retreat.

Financial Considerations:

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

Environmental Considerations:

None.

Policy Considerations:

The follow-up items identified at the July 26 Strategic Planning Retreat included presenting the updated Strategic Plan to the community on August 16, 2005.

Emerging Small Business Development (ESBD):

No goods or services are being purchased.

Respectfully Submitted by: Patti Bisharat
Patti Bisharat

Recommendation Approved:

ROBERT P. THOMAS
City Manager

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RESOLUTION NO.

Adopted by the Sacramento City Council

August 16, 2005

APPROVING THE STRATEGIC PLAN UPDATE

BACKGROUND

A. On July 26, 2005 a City Council and Charter Officers Strategic Planning Retreat was held.

B. At the retreat, the City's Strategic Plan was reviewed and updated.

C. As a follow-up item, the updated Strategic Plan is to be presented to the Community on August 16, 2005.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. The Mayor/Council formally approve the work completed by the City Council and Charter Officers on July 26, 2005 in updating the City's Strategic Plan.

Section 2. Direct staff to report back on revisions to the timelines for the objectives identified at the July retreat by the end of August, 2005.

Section 3. Direct staff to report back on a comparison of the objectives and 'What's Not Going As Well as You'd Like' lists from the January 2005 retreat and the July 2005 retreat.

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Exhibit A: Results of the July 26, 2005 City Council and Charter Officers Strategic Planning Retreat

CITY OF SACRAMENTO
STRATEGIC PLAN

MISSION OF 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

- Improve and expand public safety
- Achieve sustainability and *enhance* 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 for 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
We safeguard and manage the public's resources with integrity, prudence, and efficiency, to ensure that the City maintains its ability to provide needed services through a balanced and sustainable budget.

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
We take ownership and responsibility for our actions to earn the public's trust on a daily basis.

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
By July 27, 2005	Mercedes	Distribute the retreat record
By July 29, 2005	Mayor, City Council, Charter Officers	Read the retreat record
Monthly	Mayor and City Council, City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed
Monthly	Patti	Prepare and distribute the Strategic Plan Update
August 16, 2005	Mayor and City Council	Present the Strategic Plan to the community
August 26, 2005	Executive Team (City Manager – lead)	Review the "What's Not Going As Well As You'd Like" list for possible action items
By August 31, 2005	City Manager	Council review security plan for City Hall
By August 31, 2005	City Manager and Mayor, with input from the City Council	Improve the City Council reporting process on JPAs—major issues
By August 31, 2005	City Council	Determine major issues facing the City/region in the coming six months to a year
By September 30, 2005	P&PE Chair and Mayor	Discuss appointments to Boards and Commissions
By October 31, 2005	City Manager	Review list of City Hall issues of concern and identify action to be taken
January 31, 2006	Mayor, City Council, Charter Officers	Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Develop objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS OF THE CITY OF SACRAMENTO AND THE ACCOMPLISHMENTS SINCE THE JANUARY 2005 STRATEGIC PLANNING RETREAT (INCLUDING WORKING AS A TEAM)?

Brainstormed Perceptions

- we've opened three fire stations and the public is saying "Bravo! We feel safer"
- new and good investments
- started projects in the older commercial corridors
- downtown market rate housing has taken off
- authorized 67 police officers
- authorized 14 new code enforcement officers
- met our 100-year flood protection (so residents can get preferred insurance) on the American River
- a building permit every 4.5 minutes, Monday through Friday
- launched an Enterprise Document Content Management System
- had a great French Film Festival—the biggest ever
- working on a new facility for baseball for disabled people (River Cats Independence Field)
- Ray Kerridge was a great hire
- reduced some of our financial exposure (e.g., reduced loan on North Natomas development, Kings repaid $14 million loan)
- keeping up with other cities with a Starbucks on every corner
- we've done some City service nights—took City Hall to the people—staff did a great job
- new parks
- Phase IIs and IIIs are coming in with building parks
- ad hoc committee is working well for the JKL Plan
- we've had great experience working with the City Clerk—meetings run more smoothly
- opened the first major project in our 65th Street Transit Village
- we've got a lot of enthusiasm on the JKL Plan and have a lot of momentum for K Street
- investment in the Urban Forest Division—we hired two arborists
- we are making progress on some of the homeless issues
- opened some affordable housing projects
- private sector has asked Greyhound to move
- opened City Hall
- budget passed on time
- budget has a good reserve
- major growth in housing and commercial markets—very strong, with virtually no vacancies
- we're finally widening Bruceville Road
- we're starting to work on South Sacramento streams for flood protection
- strong budget
- SRO special study
- we have a sense of humor
- a lot of positive feedback
- new level of energy in the city—people like the progress and things that are happening

- constituents are involved more than ever before
- diverse community participation
- improved outreach to the community
- stronger focus on code enforcement
- City employees have been really responsive
- we have made improvements in our permitting process
- agenda and supporting documents will be on the web beginning August 2nd
- we have successfully hosted a series of events, including the AAA All Star Baseball
- new solar powered parking meters
- brought baseball back to Glen Elder
- we put money aside for after school programs, teen centers and preschool-- $900,000
- Council adopted an aggressive policy to convert the City's fleet to more fuel efficient vehicles
- lots of new and great restaurants in Sacramento
- General Plan update process and community plan has included over 1000 and we have had 14 town hall meetings
- rolled out pre-permitted housing
- 91% renewal vote for the Downtown Partnership
- 80% passage for Del Paso Boulevard
- tentative agreement on Fisherman's Lake
- settled collective bargaining agreement with SPOA and Local 447 (plumbers)
- a new skyline is coming to Sacramento—53-story towers
- downtown condo market is hot as well as the rest of the city

WHAT IS NOT GOING AS WELL AS YOU WOULD LIKE INTERNALLY (INCLUDING WORKING AS A TEAM)?

Brainstormed Perceptions

- when permits are pulled for commercial development, Councilmembers aren't notified
- there's a disconnect within the City on Council issues
- employees' concern about employee evaluations and compensation timing
- not as green as we can be
- inability to prioritize day to day with long term issues
- workload imbalance between Council districts
- difficulty with communication among Council (e.g., Brown Act)
- lack of celebration of successes
- competing priorities
- lack of employee recognition
- not enough police officers
- Council is not always learning about public issues before they are in the newspaper
- we haven't implemented a decentralization plan to maximize efficiencies
- pace of workload not decreasing
- we don't share our success stories
- friction with County on major policy issues
- seems to be conflicts between our police and the sheriff's department on certain issues
- lack of communication between departments

- Councilmembers not notified when an item is agendized on any agenda from their district (e.g., Planning Commission, SHRA)
- don't report to the whole Council on activities from JPAs we each sit on
- Council doesn't have enough staff
- Council stress level is high
- don't know who is working on sustainability issues—we're not organized to address sustainability
- Council lacks enough input on some of the commission appointments (e.g., we don't get notified when people apply)
- a lot of stress related to the move
- lack of coordination on redevelopment activities—between city planning, city redevelopment and economic development
- P&PE Committee not interviewing anymore
- Council doesn't get much information about a Commission or Board appointment before they are ratified
- Mayor doesn't tell P&PE Committee what her expectations are

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE NEXT YEAR

Brainstormed Perceptions

- State and Federal budget turnaround
- State is giving us the VLF money sooner
- downtown housing is coming on strong
- an agreement with the union (SEIU at Sutter)
- some issues aren't going to be on the November ballot
- agreement with Fire
- West Sacramento waterfront development
- doubling of the water supply
- housing and building continuing to be strong
- UP selling
- could be selected to be the California Indian Heritage Center
- level of private investment in Sacramento going on
- tax revenues will be stronger
- air cargo at Mather
- a resolution on the Port of Sacramento
- desire to incorporate the incorporated areas within the county
- opening of Delta Shores
- UCD Medical Center moving the school from Davis
- expansion of Kaiser South

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE NEXT YEAR

Brainstormed Perceptions

- reduction in regional agriculture
- gangs—many youth not living past the age of 25

- new homeless (e.g., veterans)
- rising interest rates
- reduction in the number of people who can buy homes
- traffic congestion throughout the city
- high costs (e.g., mutual aid, land)
- war
- lack of employment and not reducing poverty among our residents of the city
- lack of healthcare for residents
- one of the worst air quality cities in the nation
- rising obesity rates
- increasing diabetes and depression
- growing isolation (e.g., of the youth)
- County is spending lots of money to head off incorporation of cities—spending needed resources at the expense of our city
- State and Federal budget
- loss of State leases (they've abandoned the Smart Growth principle)
- increase in commuting
- fair share sales tax issue
- loss of redevelopment
- future of JPAs—governance and other costs
- labor costs
- health and medical costs
- threat of terrorism
- Homeland Security costs

TRANSITION TO CITY HALL: WHAT WORKED WELL?

Brainstormed Perceptions

- moving company was very good
- City Hall is a beautiful building
- crates given to pack were good
- moving instructions good
- phones worked from the beginning
- some of the computers worked
- opening ceremony/reception went well
- programming went very well
- staff were amenable to changes
- Jimmie showed up on time
- Building Management has been accommodating to some
- Sacramento Bee gave us very good coverage
- it's gotten a good public response
- air conditioning is outstanding
- we have thermostats that we can control
- elevators worked fine
- exceptional artwork, especially the elevator paintings
- it has created a positive work environment

- great views from some offices
- wonderful renovation of the old City Hall

TRANSITION TO NEW CITY HALL: WHAT ISSUES REMAIN?

Brainstormed Perceptions

- tandem parking spaces are very inconvenient
- glare off the white roof into the Council offices
- no access to the roof or the patio
- Council conference room is awful—no windows, three different kinds of carpet, one door, lousy furniture, too large, no access from Council wing
- elevator for Councilmembers cannot be used by our staff
- congested area when going from elevator on one floor to another
- operational problems with the elevator
- no second bathroom access
- break room is too small
- difficult bathroom access for visitors seeing Mayor or Councilmember
- wasted space in Council/staff work areas and hallways
- no storage area
- poor intern locations
- everything on the East end of the building
- poor copier area
- some security personnel cannot speak English
- Mercedes's office is really too small
- Mayor's office—cannot reach light switch and no light switch in the bathroom
- the bathroom in the hallway has no hook for purses, no counter space
- lobby furniture is really harsh
- lights and thermostat behind Councilmembers' doors
- rail on the roof obscures a lovely view
- bar on the window at eye level
- anti-glare on the windows is not working
- in some areas, there are poorly located electrical and phone outlets
- women's bathroom is too busy visually
- no tables in Council chambers behind Mayor and Council to place items
- Council chamber—can't get legs under drawer
- computer hard to reboot in Council office
- external signage and numbering system for both buildings not working
- exit signs don't match up to the elevators
- no cover/trees when walking to/from City Hall
- front door is off the alley
- potential for moving smoking containers closer to the entrance and causing secondhand smoke issues

CITY OF SACRAMENTO ☼ SIX-MONTH STRATEGIC OBJECTIVES

July 26, 2005 through January 15, 2006

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Ongoing	Police Chief	Ensure that the Public Safety Academies are held continuously.				
2. By September 30, 2005	Police Chief	Present a workshop that defines the current and future level of parolees and probationers in the city and includes methods to reduce our unfair share.				
3. By October 21, 2005	City Manager and Police Chief, working with school superintendents, etc.	Develop a collaborative effort to reduce teen gang involvement (e.g., teen mentoring program).				
4. By November 15, 2005	Police Chief	Report to the City Council on how to increase neighborhood police presence, including why police are not longer in neighborhood service centers.				
5. By November 15, 2005	Director of Parks and Recreation, working with the Police Chief, Fire Chief, Youth Commission, the schools, libraries and the Councilmembers	Develop a strategy for teen programs throughout the city, including a proposed Year of the Teen in a future year.				

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6. By December 31, 2005	Police Chief and Fire Chief	Recommend to the City Council for action a policy to recover costs associated with excessive public safety calls for service.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 31, 2005	City Manager	Report to the City Council on the status of the Sustainability Agenda, including identifying the staff assigned to the effort and the JPAs that will provide assistance.				
2. By September 1, 2005	City Manager	Present to the City Council an Allocation Plan for a $70 million General Fund bond.				
3. By September 30, 2005	City Council	Consider for adoption a Sustainability Agenda, including how sustainability will be measured.				
4. By September 30, 2005	City Council (Mayor-lead)	Hold a workshop on Urban Environment Accords.				
5. By September 30, 2005	Mayor, working with Ray Kerridge	Determine a series of speakers to present workshops to the City Council and community on sustainability and livability, beginning with former State Public Health Officer, Dr. Jackson.				

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. By September 1, 2005	Economic Development Director, working with the SHRA Director	Present to the City Council an Allocation Plan for at least $70 million downtown redevelopment funds to include at least 30% for affordable housing.				
2. By December 1, 2005	Director of Code Enforcement, working with SHRA	Present to the City Council for action a Rental Inspection Program for all rental units, including a recovery fee.				
3. By 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.				
4. By December 31, 2005	Assistant City Manager for Development Services (lead), City Manager and Planning Director, working with the SHRA Director	Develop and present to the City Council for action a plan to ensure condo conversions are subject to an affordability policy.				
5. By December 31, 2005	City Manager (lead), working with SETA and the SHRA Director	Develop and present to the City Council a Plan for Emancipated Youth Housing.				

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6. By December 31, 2005	Planning Director, working with the SHRA Director	Present to the City Council for action an amendment to the City inclusionary housing policy that would affect all areas in the City of Sacramento.				
FUTURE: By -----	City Manager, working with the SHRA Director	Ensure the SHRA Director presents to the City Council and the County Board of Supervisors a plan to develop an additional and inclusive 1000 transitional housing units throughout the City and County of Sacramento and an additional 1000 in the region by 2010.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 30, 2005	City Manager (lead), Ray K., Wendy S. and Russell Feher	Make a preliminary report to the City Council on the sales tax leakage problems and potential strategy for resolving them.				
2. By November 1, 2005	J-K-L ad hoc Committee (Mayor-lead)	Make a recommendation on specific projects to the full City Council for action on the J-K-L Corridor.				
3. By December 31, 2005	City Council	Adopt a strategy to reduce sales tax leakage.				
4. By December 31, 2005	City Manager (lead), Economic Development Director and Budget Director	Host a Business Summit(s) for existing business associations/chambers to determine how to make our commercial corridors throughout the city stronger.				
5. By December 31, 2005	City Treasurer (lead), Mayor and City Council	Convene a Financial Summit of financial institutions to identify more revenue (e.g., private investment dollars) for the City.				
6. By December 31, 2005	Economic Development Director (lead) and City Treasurer	Update the Economic Development Plan, including the possibility of creating a sustainable economic development fund, and present to the City Council for action.				