

BUDGET AND FINANCE  
AGENDA

May 9, 1990 (WEDNESDAY)

2:00 p.m.

City Council Chambers  
915 I Street  
Sacramento, CA

1. City of Sacramento 1990-91 Proposed Operating Budget: (D-All)
  - A. Report regarding focused Citywide goal setting process.  
(D-All)
  - B. Overview
  - C. Budget Schedules.

RECOMMENDATION OF STAFF: COMMITTEE REVIEW AND DIRECTION

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COMMITTEE MEMBERS: Mueller (Chair), Chinn, Ferris, Robie



1 A

OFFICE OF THE  
CITY MANAGER

CITY OF SACRAMENTO  
CALIFORNIA

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

April 23, 1990

916-449-5704  
FAX 916-449-8618

Budget and Finance Committee  
Sacramento, California

Honorable Members in Session:

SUBJECT: FOCUSED CITYWIDE GOAL SETTING PROCESS

SUMMARY

This report shares with the City Council Committee the most current thinking of the City's charter officers and department heads on a suggested Citywide goal setting process. The report also includes nine draft Citywide major policy goals that the charter officers/department heads recently developed in a workshop session. The report is informational, but solicits feedback from the Joint Committees regarding the suggested process and the draft goals.

BACKGROUND

In 1986, the City purchased the Zenger-Miller, Inc. human resource development programs and began organizing formal and ongoing training and development sessions for City employees. One such program which City charter officers and department heads completed was the "Toward Excellence" program. During 1988, the City's top managers devoted one day a month to group interaction, discussion and follow-up action plans as a part of this training program. Many excellent initiatives were formulated during this process including the City's Mission Statement (Attachment I). Because of the success of this program and related spin-off benefits, management decided to continue meeting as a group each month for half a day. On the first Wednesday of each month, the management, as a group, devotes an afternoon to working sessions on predetermined subjects, issues, processes, problems, opportunities and relationships. We continue to explore ways in which we, and our employees, can better understand problems and then take the initiative to make things better.

The "Toward Excellence" program and other similar programs such as "Frontline Leadership" for City's managers and supervisors have produced many positive results including greater commitment to service to citizens, leadership initiatives, self appraisal and openness to new ideas. Many of these ideas are voiced during the monthly half-day group discussions. What invariably follows is a discussion about how management can take these ideas the next steps and involve the City Council.

## Definition

You've all heard the quote, "If you don't know where you're going, you won't know when you've arrived".

Mission Statements, Goals and Objectives are the road maps that lead our organization where you want it to go. Following are some definitions to assist in understanding:

1. Mission - A theme or underlying premise (example, the people of Sacramento are our customers and first priority. This organization was created to serve them and without them we would not exist).
2. Goal - A clear statement of purpose. Usually achieved over a long period of time. Reviewed annually as a part of the planning process. Goals provide orientation by depicting a future state of affairs which the organization strives to realize (example, improve the City's emergency preparedness).
3. Objectives - Guides to action, positive statements of what is to be accomplished. Defined in terms of results, rather than activities, and consistent with the Goal statements. Expressed with short-term time limits such as one year (example, create and equip a permanent emergency operations center by June, 1991).

These definitions are provided because we as managers have discovered that a lot of time can be spent debating "What's A Goal?" and "What's An Objective?" without definition. Some like very general Goal statements while others prefer more specificity. Either will work. The important point is to decide and then be consistent.

## The Environment

It is obvious to any serious observer that the nature of City operations is constantly changing and that the rate of change is accelerating. This is a reflection of a rapidly changing City in which a heightened awareness of problems associated with safety, air quality, solid waste and transportation which are demanding on staff time. At the same time, a multitude of public policy issues are moving forward to the City Council, issues like growth and development, merging the City and County, creating a Downtown Culture and Entertainment District, expansion of the Community Center, Neighborhood Code Enforcement and Solid Waste Management. The list goes on and on. Each week, the City Council agenda packet looks like Tolstoy's book "War and Peace".

The point here is that everyone's plate is full in terms of issues that they are dealing with each week. The question becomes "How can the staff and City Council periodically step away from this maddening pace long enough to do some strategic planning of the City's future agenda?"

## The Process

Today, the annual City Budget is, in effect, the Goal Statement for the City. The problem with the annual budget process is that it is compressed into a two-month period of time in which many other important business activities are also being conducted by the City Council. Further, the City Budget has historically been a line item financial document, not a focused statement of goals and objectives. Yet, even this process is changing rapidly.

Last year, the Budget Committee asked for Goals, Objectives and Program Information for each department along with the traditional budget reports. City Council members genuinely want to understand in greater detail what their public dollars are buying each budget year. Council members have also asked for information linking budget programs to specific neighborhoods. They have asked that major public policy issues be highlighted both in the document as well as in expanded public information programs such as special City Budget programs on Cable Channel 65. Finally, community workshops on the budget have been requested.

There are other ways in which the budget process is changing. Increasingly, we see more people or "stakeholders" wanting to take an ownership interest in the budget process. These now include the non-traditional groups such as Neighborhood Associations, Nonprofit Community-Based Groups and individual citizens, not to mention the City Council itself.

The City Manager and City department heads are committed to finding new ways to accommodate a growing budget policy stakeholder universe while at the same time serving the City Council's needs. We want to respond in positive ways to new ideas while at the same time improving communication with the City Council. One approach to doing this is to develop more of a joint goal setting process, either concurrent with or in advance of the annual budget process. Charter officers and City department heads have discussed this and feel a "goal oriented" budget process would be worth considering.

To this end, we have developed nine very broad draft Citywide goals and related objectives which they would like to build their future budget actions around. These goals would certainly not be the only things they would be doing during the budget year, but would be the focal point around which actionable objectives would be formulated. The annual process by which these goals are updated and modified could be a new avenue by which other stakeholders could participate in the budget and policy development process.

#### RECOMMENDATION

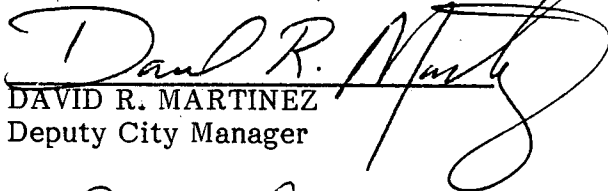
The staff is requesting that the City Council consider making a commitment to jointly grow or nurture this Goal and Objective setting process during fiscal year 1990-91. The purpose would be to find a way to jointly "focus" on the establishment of a few Citywide goals from which policy development efforts can proceed. To facilitate thinking about the goal setting concept, we would ask that the Committee:

1. Review the staff draft Citywide Goal Statement;
2. Provide feedback to staff on the draft in terms of content and process. Consider adopting it with modification for 1990-91;
3. Keep these draft goals in mind as the Committee reviews the 1990-91 Preliminary Budget since each City department will be presenting departmental goals and objectives as part of their individual budget presentation;
4. Consider devoting an entire afternoon Committee Agenda in the late summer or early fall to a discussion of the future process by which the focused Citywide goals are developed. Logically, this might occur each year in the fall just prior to the City Manager releasing budget instructions to City departments;
5. Encourage the staff to conduct goal setting training workshop sessions during the year with representatives from City departments, perhaps making use of an outside educator/consultant. Consider inviting a few City Council members to these workshops; and

6. Encourage the staff to continue working as a group on the topic of "Goals and Objectives" to improve the development process and assure Citywide consistency of goals.


Respectfully submitted,

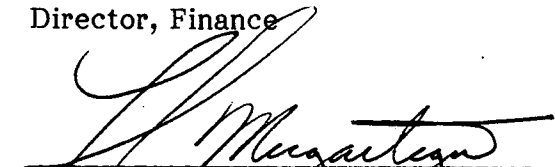
  
JEANIE MURPHY  
Office Manager, Mayor/City Council


  
DAVID R. MARTINEZ  
Deputy City Manager

  
VALERIE BURROWES  
City Clerk

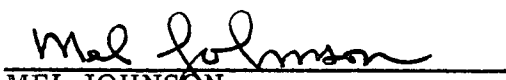
  
BARBARA WEAVER  
Director, Data Management

  
BETTY MASUOKA  
Director, Finance


  
FRANK MUGARTEGUI  
Director, General Services

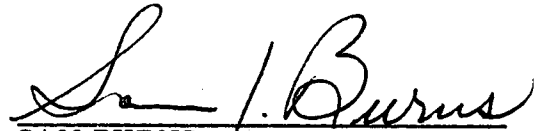
  
ROBERT THOMAS  
Director, Parks & Community Services

  
MICHAEL DAVIS  
Director, Planning & Development

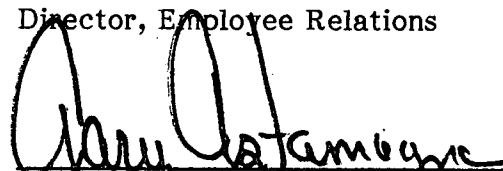
  
MEL JOHNSON  
Director, Public Works

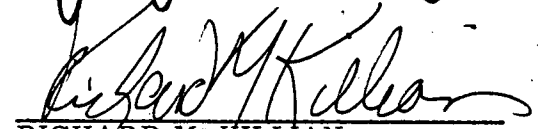
  
JACK CRIST  
Deputy City Manager


  
JAMES P. JACKSON  
City Attorney

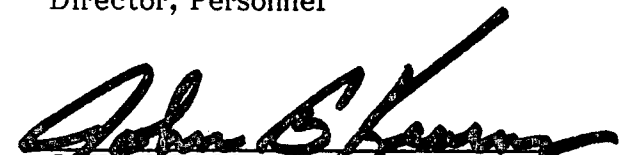
  
SAM BURNS  
Director, Com/Convention Center

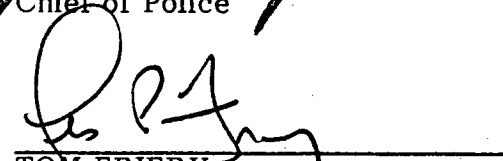
  
STEVE LAKICH  
Director, Employee Relations

  
GARY COSTAMAGNA  
Fire Chief

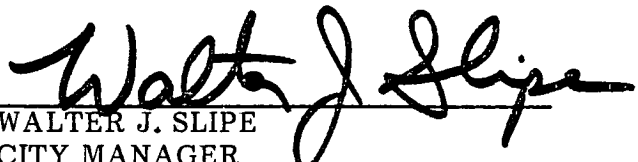
  
RICHARD M. KILLIAN  
Director, Library

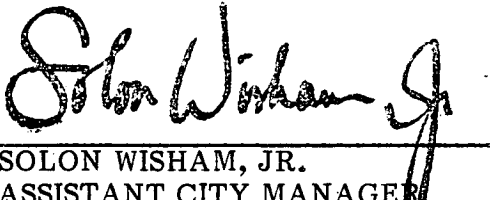
  
DONNA GILES  
Director, Personnel

  
JOHN KEARNS  
Chief of Police

  
TOM FRIERY  
City Treasurer

APPROVED FOR COMMITTEE INFORMATION:

  
WALTER J. SLIPE  
CITY MANAGER

  
SOLON WISHAM, JR.  
ASSISTANT CITY MANAGER

Contact Person to  
Answer Questions:

JACK CRIST, DEPUTY CITY MANAGER  
449-5704

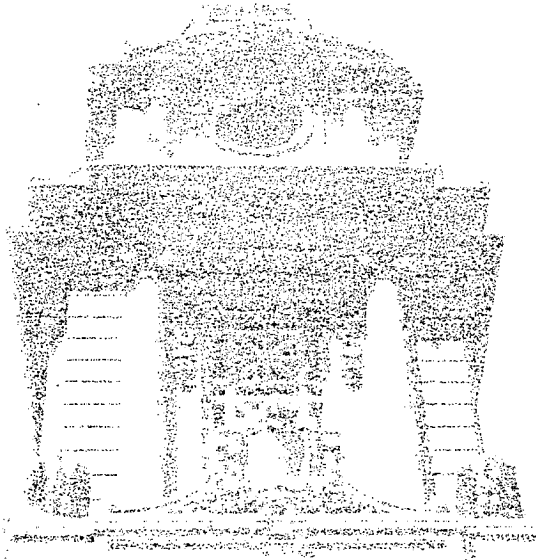
ATTACHMENTS

1. Mission Statement
2. Citywide Goals & Objectives

May 8, 1990  
All Districts

# CITY of SACRAMENTO

## MISSION STATEMENT



**S**ince 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

**CITYWIDE GOALS AND OBJECTIVES**

1. IMPROVE CITY'S EMERGENCY PREPAREDNESS.
  - A. IMPROVE EVACUATION STRATEGIES FOR SOUTH NATOMAS, POCKET AND RIVER PARK AREAS BY OCTOBER 1990.
  - B. CONTINUE EXERCISING THE CITY'S MULTI-HAZARD EMERGENCY PLAN SEMI-ANNUALLY.
  - C. RELOCATE A NEW EMERGENCY OPERATIONS CENTER BY JUNE 1991.
  - D. DEVELOP A PLAN TO PROVIDE EMERGENCY WARNING SIREN COVERAGE FOR THOSE AREAS OF THE CITY NOT PRESENTLY COVERED BY JULY 1992.
  - E. UPDATE COMMUNICATION'S DISASTER PLAN TO INCLUDE:
    - ADDITION OF LOCAL GOVERNMENT RADIO CHANNEL 3
    - NEW ESSENTIAL SERVICE TELEPHONE LINES
    - UPDATED LOCAL GOVERNMENT SELECTIVE CALLING DIRECTORY BY 12-31-90
2. DEVELOP A FIVE-YEAR STRATEGIC PLAN FOR COMMUNITY-BASED POLICING IN SACRAMENTO.
  - A. IMPLEMENT NEIGHBORHOOD ACTION TEAMS AS A PILOT PROGRAM IN THE OFFICE OF OPERATIONS (JANUARY 1991).
  - B. DEVELOP A MULTI-YEAR ACTION PLAN TO GUIDE THE EXPANSION AND COORDINATION OF PROBLEM-ORIENTED POLICING AS A DEPARTMENT-WIDE EFFORT (NOVEMBER 1990).
  - C. ESTABLISH IMPACT GOALS AND MEASUREMENTS TO ASSESS PRELIMINARY PROBLEM-ORIENTED POLICING PROGRAM EFFORTS IMPLEMENTED BY FY '90/91 (NOVEMBER 1990).
  - D. DEVELOP A PLAN FOR IMPROVING POLICE RECRUITING IN OVERALL SUPPORT OF CITY RECRUITING PLANS (APRIL 1991).
3. PROTECT THE CITY FROM RIVER LEVY BREACH AND FLOOD INUNDATION TO A LEVEL OF 200-YEAR PROTECTION.
  - A. STABILIZE SACRAMENTO RIVER LEVEES BY 1992.
  - B. GET AUTHORIZATION FOR RE-OPERATION OF FOLSOM DAM BY 1992.
  - C. RAISE LEVEES ON EAST MAIN DRAIN AND TRIBUTARIES BY 1996.



4. IMPLEMENT A COMPREHENSIVE ANTI-DRUG AND GANG INITIATIVE OR STRATEGY.
  - A. CONTRACT WITH CONSULTANTS BY FEBRUARY 1, 1990, TO CONDUCT AN ANTI-DRUG AND GANG INITIATIVE STUDY.
  - B. HOLD MONTHLY MEETINGS WITH A TECHNICAL ADVISORY COMMITTEE TO PROVIDE INPUT AND GUIDANCE TO THE CONSULTANTS.
  - C. SUBMIT FOUR PROGRESS REPORTS TO THE CITY COUNCIL ON THE STATUS OF THE ANTI-DRUG AND GANG INITIATIVE STUDY (FIRST REPORT TO BE SUBMITTED BY MAY 8, 1990).
  - D. DISSEMINATE DRAFT CONSULTANT'S REPORT TO DEPARTMENT HEADS, COUNCIL MEMBERS AND INTERESTED PARTIES FOR REVIEW AND INPUT (OCTOBER 15, 1990).
  - E. PRESENT FINAL CONSULTANT'S REPORT TO THE CITY COUNCIL FOR REVIEW AND ADOPTION OF APPROPRIATE IMPLEMENTATION POLICIES (NOVEMBER 6, 1990).
  - F. DEPARTMENTS TO SUBMIT PLANS TO THE CITY MANAGER'S OFFICE FOR ADJUSTING THEIR INDIVIDUAL DEPARTMENTAL OBJECTIVES TO IMPLEMENT ANY COUNCIL ADOPTED POLICIES RELATIVE TO THE ANTI-DRUG AND GANG INITIATIVE STUDY (DECEMBER 7, 1990).
5. DEVELOP AND IMPLEMENT A PHASED CITYWIDE RECYCLING AND WASTE RECOVERY PLAN.
  - A. INITIATE A PILOT CURBSIDE RECYCLING PROGRAM IN 1990.
  - B. INSTITUTE A 20,000 TON/YEAR COMPOSTING PROGRAM BY 1991.
  - C. HAVE A MATERIALS RECOVERY FACILITY OPERATIONAL BY 1991.
  - D. IDENTIFY THE AMOUNT OF COMMERCIAL/INDUSTRIAL SOLID WASTE GENERATED IN THE CITY, ASCERTAIN THE CHARACTERISTICS OF THIS WASTE, AND ESTABLISH THE KIND AND QUANTITIES OF MATERIAL THAT CAN BE RECYCLED FROM THIS WASTE STREAM JUNE 30, 1991.
6. EMPHASIZE CULTURAL, EDUCATIONAL AND ENTERTAINMENT ACTIVITIES IN OUR CITY.
  - A. APPOINT THE EXECUTIVE COMMITTEE OF THE SACRAMENTO DOWNTOWN PARTNERSHIP BY JULY 1990 AND ESTABLISH ITS NON-PROFIT STATUS BY THE END OF ITS FIRST YEAR OPERATION OF JUNE 1991.
  - B. FORMULATED AND IMPLEMENT A PROGRAM TO RAISE PRIVATE FUNDS TO MATCH PUBLIC FUNDS TO FINANCE ONGOING OPERATIONS OF THE PARTNERSHIP WITHIN ITS FIRST YEAR.
  - C. FORMULATE AND IMPLEMENT A COMPREHENSIVE LONG-TERM FINANCING STRATEGY INVOLVING BOTH PUBLIC AND PRIVATE SOURCES TO DEVELOP CULTURAL AND ENTERTAINMENT FACILITIES IDENTIFIED IN THE AMENITIES PLAN BY THE END OF THE FIRST YEAR.

- D. THE SACRAMENTO DOWNTOWN PARTNERSHIP SHALL BE SELF-SUPPORTING BY THE END OF THE THIRD YEAR.
  - E. COMPLETE CONSTRUCTION AND FURNISHING OF THE NEW CENTRAL LIBRARY. ALSO, ESTABLISH A FULL OPERATIONAL PROGRAM FOR NEW CENTRAL LIBRARY MATERIALS AND SERVICES SO THAT THE NEW BUILDING IS ABLE TO FULLY AND EFFICIENTLY FUNCTION AT OPENING.
  - F. ESTABLISH A CULTURAL, EDUCATIONAL AND ENTERTAINMENT PROGRAM FOR ACTIVITIES WITHIN THE LIBRARY GALLERIA TO BEGIN WITH THE NEW CENTRAL LIBRARY'S OPENING CELEBRATION AND CONTINUE ON A REGULAR SCHEDULE.
  - G. DEVISE A CAMPAIGN TO PREPARE THE PUBLIC FOR THE NEW, EXPANDED CENTRAL LIBRARY, DESCRIBING THE SERVICES THAT WILL BE AVAILABLE BEGINNING OPENING DAY.
7. DEVELOP AND MAINTAIN PUBLIC FACILITIES NECESSARY TO SERVE A GROWING POPULATION.
- A. COMPLETE CONSTRUCTION AND FURNISHING OF THE NEW CENTRAL LIBRARY.
  - B. COMPLETE CONSTRUCTION DRAWINGS FOR MEMORIAL AUDITORIUM REMODEL.
  - C. COMPLETE DESIGN DEVELOPMENT OF THE COMMUNITY/CONVENTION CENTER EXPANSION.
  - D. BEGIN CONSTRUCTION OF BELLE COOLEGE LIBRARY, SIMS COMMUNITY CENTER EXPANSION AND SENIOR CITIZENS CENTER EXPANSION.
  - E. ACQUIRE LAND, OR LAND OPTIONS, FOR A NORTH AREA CORPORATION YARD AND POLICE SUBSTATION BY 12-31-91.
  - F. CONTINUE PLANNING FOR NEW CIVIC CENTER.
  - G. BEGIN CONSTRUCTION OF NEW ANIMAL CONTROL FACILITY BY JANUARY 1991.
  - H. BEGIN DESIGN OF JOHNSTON COMMUNITY CENTER, MEADOWVIEW COMMUNITY CENTER AND CLUNIE COMMUNITY CENTER REMODEL.
  - I. DEVELOP AND IMPLEMENT A SCHEDULED ROOF MAINTENANCE PROGRAM BY 12-31-90.
  - J. CONTINUE REPLACEMENT OF LIGHTING AND HVAC SYSTEMS WITH MORE ENERGY EFFICIENT SYSTEMS.
  - K. IMPROVE PUBLIC SAFETY RADIO SYSTEM BY COMPLETING A NORTH AREA VOTING RECEIVER TOWER, ETC.

- L. ESTABLISH A LIBRARY BUILDING PROGRAM WITHIN ITS MASTER PLAN PROJECTING FACILITIES REQUIREMENTS THROUGH 2010.
  - M. PREPARE PRELIMINARY DRAWINGS FOR THE NEW SOUTH NATOMAS BRANCH LIBRARY.
  - N. CONTINUE PHASED DEVELOPMENT OF NEIGHBORHOOD AND COMMUNITY PARKS AS IDENTIFIED IN 1990 PARK AND RECREATION MASTER PLAN.
  - O. IMPLEMENT TASK FORCE TO DEVELOP STREET TREE MANAGEMENT PLAN.
  - P. CARRY OUT THE PHASED DEVELOPMENT OF THE SACRAMENTO ZOO CONSISTENT WITH THE ZOO MASTER PLAN.
8. RECONCILE THE PUBLIC POLICY CONFLICTS OF PUBLIC TRANSIT, PRIVATE AUTOMOBILE, PARKING LOTS, AND PARKING REQUIREMENTS OF DOWNTOWN OFFICE STRUCTURES.
- A. UPDATE AND EXPAND INVENTORY OF PARKING SPACES IN THE CENTRAL CITY BY 1991 AND ESTABLISH METHOD TO KEEP DATA BASE CURRENT BY 1991.
  - B. WORK WITH SACOG AND R.T. TO DETERMINE REALISTIC MODE SPLIT PROJECTIONS FOR DOWNTOWN AND THE ENTIRE SACRAMENTO REGION BY 1992.
  - C. DETERMINE REALISTIC PHASING FOR TRANSIT SYSTEM EXPANSION AND APPROPRIATE PARKING SUPPLY TO SERVE PROJECTED DEVELOPMENT BY 1992.
9. RECRUIT, DEVELOP AND RETAIN A COMPETENT, DIVERSE AND HIGHLY PRODUCTIVE CITY WORK FORCE.
- A. DEVELOP AND BEGIN IMPLEMENTATION OF A CAREER OPPORTUNITY DEVELOPMENT PROGRAM WHICH WILL ENHANCE THE MANAGEMENT POTENTIAL OF CITY EMPLOYEES ESPECIALLY MINORITIES AND WOMEN.
  - B. AMEND "RULE OF 3" PROVISION OF CHARTER EITHER THROUGH CITY/COUNTY CONSOLIDATION OR THROUGH CITY CHARTER REVISION IF CONSOLIDATION IS UNSUCCESSFUL.
  - C. DEVELOP SKILLS BY PUTTING 60 EMPLOYEES THROUGH THE "WORKING" PROGRAM, 100 EMPLOYEES THROUGH THE "LEGENDARY CUSTOMER SERVICE" PROGRAM, 100 SUPERVISORS THROUGH THE "FRONTLINE LEADERSHIP" PROGRAM, AND 75 MANAGERS THROUGH "TOWARDS EXCELLENCE".

D. IMPLEMENT AN INTENSIVE EMPLOYEE ORIENTATION PROGRAM WHICH INCLUDES A ONE-DAY SEGMENT DEDICATED TO AN INTRODUCTION TO CITY AUTOMATION:

- MICROCOMPUTER USAGE
- STANDARD MICROCOMPUTER SOFTWARE
- MAINFRAME SOFTWARE AND HARDWARE ACCESS; I.E., LOCAL GOVERNMENT FINANCIAL SYSTEM, PAYROLL AND BUDGET INQUIRIES

E. PROVIDE EMPLOYEES WITH AN ANNUAL SKILL-ENHANCING REFRESHER TRAINING SCHEDULE FOR NEW TECHNOLOGICAL ADDITIONS SUCH AS OPTICAL SCANNING CAPABILITIES, RECORDS AND TEXT MANAGEMENT SOFTWARE, AS WELL AS NEW CAPABILITIES IN EXISTING TECHNOLOGY.

F. IDENTIFY AND FURNISH THROUGH EASY TO USE AUTOMATED (ONLINE) ACCESS TECHNIQUES, CITYWIDE COMMON AND SHARABLE DATA WHICH ACHIEVES AN INFORMED AND PRODUCTIVE WORKFORCE:

- CITY COUNCIL AND COMMITTEE AGENDAS
- CITY COUNCIL REPORTS
- STAFF PROJECT REPORTS
- CITY BASE MAPS
- POLICIES AND DIRECTIVES
- PROPERTY RELATED DATA

G. FURNISH EMPLOYEES WITH AUTOMATION PRODUCTS WHICH ALLOW INCREASED PRODUCTIVITY THROUGH:

- STANDARD MICROCOMPUTERS AND SOFTWARE
- A FRIENDLY ELECTRONIC MESSAGING CAPABILITY
- AUTOMATION OF LABORIOUS MANUAL PROCESSES
- BETTER ACCURACY OF INFORMATION
- STREAMLINING AND SIMPLIFICATION OF WORK TASKS SUCH AS PERSONNEL ACTION REQUESTS, PAYROLL PROCESSING AND CHANGES