

NOTICE OF SPECIAL MEETING

of the

SACRAMENTO CITY COUNCIL

Tuesday, December 4, 2001

8:30 A.M. - 12 Noon

**Library Galleria, West Meeting Room (828 I Street)
Sacramento, California**

NOTICE IS HEREBY GIVEN that the Sacramento City Council will participate in a Strategic Plan Workshop II with the Executive Management Team on Tuesday, December 4, 2001 beginning at 8:30 A.M. at the Library Galleria, West Meeting Room (828 I Street) Sacramento, California.

Purpose of workshop is to assess progress and begin working on refinements to the Strategic Plan.


VALERIE A. BURROWES, CITY CLERK

DATED: November 28, 2001

**NOT FOR PUBLICATION
THIS NOTICE PROVIDED PURSUANT TO THE BROWN ACT**



OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

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November 28, 2001

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: Workshop on City Strategies – Sacramento's Action Plan

LOCATION AND COUNCIL DISTRICT: Citywide.

RECOMMENDATION: For Council discussion and direction to staff.

CONTACT PERSON: Reina Schwartz, Strategic Planning Director, 264-7195

FOR COUNCIL MEETING: December 4, 2001

SUMMARY:

On June 26, 2001 the City Council adopted the City's first comprehensive Strategic Plan. This report transmits the Agenda and accompanying materials for a strategic planning workshop scheduled for December 4, 2001.

COMMITTEE/COMMISSION ACTION: None.

BACKGROUND:

A strategic plan is a road map for the City – helping us to determine our priorities and focus our programs, projects and actions. On June 26, 2001 the Mayor and City Council adopted City Strategies – Sacramento's Action Plan, the City's first comprehensive Strategic Plan.

As a six-month follow-up to adoption of the City's Strategic Plan, a half-day workshop (8:30am to noon) has been scheduled for December 4, 2001 with the City Council and the City's Executive Management Team. The purpose of the workshop is to reflect on our progress on the Plan and to continue planning for the future.

Attachment 1 is the proposed Agenda for this workshop. The workshop will be facilitated by Marilyn Snider, using a format similar to that of the first three strategic planning workshops she facilitated earlier this year. The main topic for the December 4, 2001 workshop is to review and discuss proposed Guiding Principles for each strategic Goal.

Proposed Guiding Principles for the Strategic Plan. Having worked with the City's Strategic Plan for six months, staff recommends that the City Council consider adopting a set of Guiding Principles for each strategic Goal. Attachment 2 contains a first draft of proposed Guiding Principles, which will be introduced and discussed at the workshop on December 4, 2001. Once refined and adopted, the Guiding Principles would replace the Objectives initially adopted with the Strategic Plan to help clarify how the City will achieve its goals, providing direction to staff and the City Council in making decisions regarding programs, projects and plans (i.e. future Initiatives).

Proposed Change to Process for Developing and Monitoring Initiatives. For the first draft of the Strategic Plan, the specific Initiatives were developed and adopted as a group. Since the adoption of the plan, staff has reported monthly to the Council on that static set of Initiatives. In the future, staff recommends a change in this process. Rather than having a relatively static set of Initiatives adopted by the City Council once every six or twelve months, staff recommends that Initiatives be added (or changed or deleted) to the Plan on an ongoing basis – as identified in the Policy Considerations section of City Council reports.

The Policy Considerations section of City Council reports would describe how the item being proposed is consistent with the Strategic Plan, the Guiding Principles and how it helps the City achieve its strategic Goals. The Policy Considerations section would also contain any discussion of dilemmas or competing goals that affect the recommendation being presented. The monthly monitoring report would then reflect a dynamic set of Initiatives based on City Council actions.

It is recommended that staff begin incorporating these changes to the Policy Considerations section of Council reports beginning in early 2002 with the goal of having all Council reports reference the Strategic Plan by July 1, 2002 – the beginning of the next fiscal year.

Next Steps. Based on the outcome of the Workshop, staff will return to City Council in early 2002 with recommendations on next steps including: proposed guiding principles; proposed changes to the current set of Initiatives; recommended changes to the Policy Considerations section of City Council staff reports; and potential performance measures related to the Strategic Plan.

FINANCIAL CONSIDERATIONS:

There are no direct financial implications from this item. However, beginning with the 2002-03 fiscal year, the strategic planning cycle will be aligned with the City's budget cycle so that the two processes complement one another. The goals, objectives and initiatives adopted in an annual strategic planning cycle should shape budget requests and the allocation of resources.

ENVIRONMENTAL CONSIDERATIONS:

Not applicable.

POLICY CONSIDERATIONS:

City Strategies – Sacramento’s Action Plan is intended to be an overarching document – encompassing and guiding the many project, program and geographical plans already in place and under development in the City.

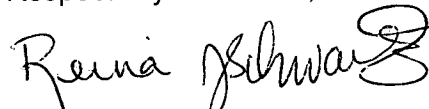
On an ongoing basis, this action plan will help the City of Sacramento to:

- (1) Determine our priorities as a city, define a common vision for the future, and determine what actions need to be taken today to assure that vision becomes reality;
- (2) Ensure the future growth and livability of our community by pro-actively addressing significant challenges and issues; and
- (3) Work across City departments and other agencies to improve services and quality of life.

ESBD CONSIDERATIONS:

No goods or services are being purchased as a result of this item.

Respectfully Submitted,



Reina J. Schwartz
Strategic Planning Director

For Council Information:



Robert P. Thomas
City Manager

Attachments

CITY OF SACRAMENTO STRATEGIC PLANNING WORKSHOP

December 4, 2001—Sacramento Public Library, Galleria West Meeting Room

- 8:30am Continental Breakfast
- 9:00am Welcome and Purpose of the Workshop—Heather Fargo, Mayor
- Public Comment
- Opening Remarks—Bob Thomas, City Manager
- Review the Role of the Facilitator, Recorder, Group and Public; Agenda Review—Marilyn Snider, Facilitator—Snider and Associates
- Review Proposed Guiding Principles for Each Goal
- Next Steps in the Strategic Planning Process
- Summary of the Workshop
- Closing Remarks
- 12:00pm Adjourn

Please note: Lunch will be available at the end of the Workshop.

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

| Goal: Enhance and preserve the neighborhoods | |
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| Original Objectives | <p>Establish citywide standards for services and infrastructure and policies to guide development.</p> <p>Promote the development and maintenance of a wide range of housing choices within Sacramento.</p> <p>Support increased self-determination and self-sufficiency of neighborhoods.</p> <p>Identify neighborhoods that need special attention and implement plans to address their needs.</p> |
| Proposed Guiding Principles | <p>Priorities, projects and programs should bring all portions of the City to a baseline of infrastructure, services and facilities before providing enhancements in any areas.</p> <p>New development (and supportive infrastructure) should be directed to existing developed areas to allow for efficient use of existing facilities, features and neighborhoods.</p> <p>Policies, programs and strategies should promote the maintenance and development of the fullest range of housing choices in every community in the City.</p> <p>Neighborhoods should have the capacity, ownership and motivation as well as a roadmap to enhance and preserve their neighborhoods within the context of the City and the community.</p> |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

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| Goal: Establish and strengthen community and regional partnerships to enhance the quality of life | |
| Original Objectives | <p>Pursue opportunities to address regional issues.</p> <p>Pursue partnerships to plan, develop and promote the Sacramento Riverfront.</p> <p>Partner with the community and other governmental organizations to improve access to and use of services and public facilities.</p> <p>Develop and pursue a legislative agenda which increases funding opportunities for the City and for the region.</p> |
| Proposed Guiding Principles | <p>Decisions with broad impact should reflect a regional review and analysis.</p> <p>Development of regional properties, facilities and services should have the broad participation of area governments and partnerships.</p> <p>Pursue community partnerships to improve access to regional facilities and services.</p> |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

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| <p>Goal: Preserve and expand the arts and culture, open space, urban forest, parks and recreation opportunities.</p> | |
| <p>Original Objectives</p> | <p>Develop sufficient open space and park land so that the City and the region are ranked among the top ten in the country in their ratio of open space to population.</p> <p>Develop plans for funding the expansion, growth and sustainability of arts, culture, parks facilities and the urban forest.</p> |
| <p>Proposed Guiding Principles</p> | <p>Open space funding should have an equal priority as developing new park facilities/programs.</p> <p>The City should sustain existing programs/ resources before committing resources to expand or grow new programs/facilities.</p> <p>The City should improve access to regional properties, facilities and services.</p> <p>The City should optimize new public infrastructure to sustain open space or to develop new recreation opportunities where appropriate.</p> <p>Programming for arts, parks etc... should reflect the diversity of our community; one size does not fit all.</p> |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

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| <p>Goal: Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements.</p> | |
| <p>Original Objectives</p> | <p>Retain, attract and develop a highly qualified and diverse City workforce.</p> <p>Strengthen and support the City's Inclusion Commitment.</p> <p>Use new technology to improve the delivery of services to the community.</p> <p>Continuously monitor, evaluate and improve City systems.</p> |
| <p>Proposed Guiding Principles</p> | <p>Workforce reinvestment should demonstrate our commitment to achieving market competitiveness, internal parity and development opportunities.</p> <p>City policies and practices should reflect the value of building a diverse workforce to serve the needs of all citizens.</p> <p>The City's business needs and available resources will drive information technology decision-making.</p> <p>System changes should focus on meeting (or exceeding) customer requirements, offering financial value, streamlining processes and achieving economies of scale.</p> |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

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| Goal: Enhance educational opportunities for the entire community. | |
| Original Objectives | Expand facilities and programs for community learning. Establish and expand partnerships with local schools. |
| Proposed Guiding Principles | The City should provide resources to improve and expand accessibility to facilities and programs for community learning. Partnerships with local institutions should be maintained to leverage resources. |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

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| Goal: Promote and support economic vitality. | |
| Original Objectives | <p>Support the development and success of new and existing businesses of all sizes within the City of Sacramento.</p> <p>Invest in infrastructure development to support sustainable growth.</p> <p>Improve the planning and permitting process.</p> |
| Proposed Guiding Principles | <p>City programs should support the development and success of new and existing <i>targeted</i> businesses of all sizes within the City.</p> <p>Invest in infrastructure development that will achieve established community standards and will optimize economic growth.</p> <p>Provide for certainty, quality review, timeliness and consistency with City policies and plans in the planning and development process.</p> <p>The City should pursue opportunities to improve the available qualified labor force to support both existing and new business activity.</p> <p>Amenities, facilities and programs should provide for an overall positive quality of life as a means to assist in business attraction and retention.</p> |

STRATEGIC PLAN - PROPOSED GUIDING PRINCIPLES

| Goal: Improve and diversify the transportation system. | |
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| Original Objectives | <p>Support the further expansion of Light Rail and transit service in Sacramento.</p> <p>Develop an intermodal facility.</p> <p>Support the work of the Sacramento Transportation/Air Quality Collaborative.</p> <p>Create a comprehensive program to address pedestrian safety in Sacramento.</p> <p>Invest in bicycle infrastructure development.</p> |
| Proposed Guiding Principles | <p>Priority in the competition for public transportation funding should be given to improvements which represent investments into existing urban areas versus suburban development.</p> <p>Allocation of transportation capital should reflect priorities of maintaining existing infrastructure investments, improving safety, reducing congestion, and improving mobility.</p> <p>Allocation of transportation capital should reflect priorities of getting people from where they live to where they work; to school; to necessary human services; and to community recreation.</p> <p>Allocation of transportation resources should reflect the priority of providing basic levels of transportation services for those with limited options.</p> <p>Land use and transportation decisions should be consistent with the City's General Plan.</p> |

Note: Guiding principles should help tell us *how* we will achieve our goals.