

# *STRATEGIC PLAN*

## *2017 → 2022 → 2032*

### EXECUTIVE SUMMARY

Mayor, City Council and Executive Team



West Sacramento, California  
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# **STRATEGIC FRAMEWORK**

## **VISION 2032**

***“Desired Destination for West Sacramento”***

## **PLAN 2022**

***“Map to West Sacramento’s Destination”***

## **EXECUTION**

***“Route for Next Year”***

## **MISSION**

***“Responsibilities of West Sacramento’s  
City Government”***

## **BELIEFS**

***“How West Sacramento’s City Government  
Should Operate”***

# **West Sacramento Vision 2032**

**A Vibrant City Where You Can Live, Work, Learn and Play.**

**West Sacramento has  
*West Capitol Avenue as Our City's Downtown,  
a Riverfront that is a Regional Destination,  
and a Strong, Diverse Local Economy.***

**Our Community  
has *Quality Public Schools and  
Educational Programs,  
Vibrant Neighborhoods  
with a Range of Quality Housing Choices.***

**Our Residents  
*Feel Safe and Secure,  
Enjoy Comfortable Living,  
and Take Pride in Our Community.***



# **West Sacramento City Government: Our Mission**

**OUR MISSION IS . . .**

**to provide *QUALITY MUNICIPAL SERVICES,*  
*QUALITY CITY INFRASTRUCTURE*  
*AND FACILITIES***

**and to *INSPIRE COMMUNITY IMPROVEMENTS***

**that add value to the lives of our residents.**

**City Government that is *FINANCIALLY SOUND,***

**has a *SUPERIOR WORKFORCE***

**and is recognized as a *REGIONAL LEADER.***

**City of West Sacramento  
Goals 2022**

**WEST SACRAMENTO: PREFERRED PLACE TO  
LIVE, WORK, LEARN AND PLAY**



**FINANCIALLY SOUND CITY PROVIDING  
QUALITY SERVICES**



**ALIVE RIVERFRONT/DOWNTOWN**

**GOAL 1**

**WEST SACRAMENTO: PREFERRED PLACE  
TO LIVE, WORK, LEARN AND PLAY**

► **Objectives**

1. Maintain a safe community in which people feel and are safe
2. Increase and diversify entertainment venues and restaurants
3. Create a positive environment for business investment and entrepreneurship
4. Become recognized as a preferred place to grow up with educational success
5. Become a “Center for Innovation”
6. Promote healthy and active living
7. Become recognized as a “Major Food Industry Hub”
8. Have an age friendly City with full civic participation regardless of aging and access to services supporting aging in place
9. Have a community for all stages of life: housing, services, transportation, education

► **Short-Term Challenges and Opportunities**

1. Uncertain future with federal policies and funding for City residents
2. Addressing the homeless and illegal camping without expanding the City’s mission or responsibilities
3. Maintaining a safe community in which residents and visitors feel secure – any location, any time of day
4. Creating a positive environment that supports business investment
5. Lack of middle income/market rate housing
6. Uncertain global and national economy



► **Actions 2017**

**PRIORITY**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1. Kids' Home Run (Measure E)                            | Top Priority  |
| 2. Homelessness and Community Impacts (Measure E)        | Top Priority  |
| 3. Bicycle, Pedestrian and Trail Master Plan (Measure E) | High Priority |
| 4. Broadband Infrastructure Action Plan (Measure E)      | High Priority |
| 5. Smart City Framework and Implementation (Measure E)   | High Priority |

*Management Agenda*

- |   |               |
|---|---------------|
| 1. Washington Specific Plan: Update               | Top Priority  |
| 2. Mobility Action Plan                           | Top Priority  |
| 3. Innovation and Technology Team: Implementation | High Priority |
| 4. Zoning Ordinance Modernization                 | High Priority |
| 5. Parks and Open Space Master Plan               | High Priority |

*Management in Progress*

1. Climate Action Plan: Update
2. Crime Prevention Through Environmental Design Citywide Guidelines
3. California Building and Fire Codes
4. I-5 Sub-Regional Fee Program: Adoption
5. BBCAN Community Clean Up (Non- Profit Organization)  
Re-Application
6. Urban Fruit Orchard: Grant
7. Housing Programs Management and Modernization/Simplicity: Shared  
Equity Program Concluded
8. Downtown Shuttle
9. Routine Maintenance Agreement with CDFW
10. WUSD Capital Investments for Recreation Joint Use Facilities
11. Youth Fire Academy
12. "Bike Friendly" Community: Silver Designation
13. The Rivers Phase 2: School Site and Subdivision Improvements
14. Intentional Mass Casualty Incident SGO/Training
15. Cal STRs Office Tower #2
16. Urban Forest Management Plan
17. Southport/Ramco Street City Property Sale

► **Actions 2017** (*Continued*)

**PRIORITY**

*Major Projects*

1. Bridge District Parking Lot
2. Bryte Park: Phase 2 and Phase 3: Grant
3. Elkhorn Park Picnic Area Renovation
4. Sycamore Trail Extension and Overcrossing Planning
5. Clarksburg Branch Line Trail: “Hydration” Station
6. Heritage Oaks Park Ropes Course
7. Trees for Tomorrow Grant Implementation
8. McGowan Bridge Water Main
9. Linden Road Water Main

**GOAL 2**

**FINANCIALLY SOUND CITY PROVIDING  
QUALITY SERVICES**

**► Objectives**

1. Exercise fiscal discipline by adhering to budget policies
2. Maximize City’s financial capacity for flood protection improvements, streetcars, bridges and community investments
3. Sustain, expand and diversify City tax base and revenues
4. Provide effective, efficient delivery and customer-oriented City services that are “valued” services for tax dollar and use new technology where appropriate
5. Maintain top quality and competitively compensated workforce
6. Continue to review City employee benefits and take appropriate actions to achieve long-term financial sustainability and be competitive
7. Develop a City organization culture that supports innovation and process improvement
8. Educate City employees and community on the long-term importance of fiscal sustainability and value of benefits
9. Adapt to changing federal government and State of California changes
10. Develop an effective succession planning for managers and employees

**► Short-Term Challenges and Opportunities**

1. Funding for operations and maintenance of major infrastructure – street car, Bridge District development, trails, parks, etc.
2. Federal de-investment for City and residents
3. PERS increases and liability
4. Uncertain global trade environment impacting economic development and potential inflation
5. Retaining top quality City staff while controlling personnel costs and morale
6. Reduced and/or loss of Federal grants, earmarks and program funding

► **Actions 2017**

**PRIORITY**

*Policy Agenda*

1. Flood Protection
2. Law Enforcement and Youth Outreach
3. Health, Mental Health and Support Services

Top Priority

Top Priority

High Priority

*Management Agenda*

1. EIFD Implementation
2. Utility Master Plans/Rate Study
2. Parking Revenue/Policy

Top Priority

High Priority

High Priority

*Management in Progress*

1. “City Lights”: Quarterly Paper
2. Employee Newsletter
3. Building and Development Engineering Fees: Update
4. Open Gov: Implementation
5. FEMA Community Rating System Audit
6. Police Body/Dash Cameras
7. On Base Public Portal/Public Records Search
8. Network Enhancements for Remote Locations
9. Animal Control Service: Direction on Service
10. Serious Incident Response 72 Hour Briefs: MOU with Yolo County
11. Fire Annual Report (1<sup>st</sup>)
12. GIS Online Upgrade
13. City Website Replacement
14. Individual/Team Innovation Awards
15. Online Business License Renewal
16. Urban Levee Report Card: Annual
17. Regional Flood Management Plan (2.0)
18. Fire Reorganization
19. Offsite Record Scanning/Archiving/Relocation
20. Startup in Residence (STIR) Software
21. Port Governance Reform
22. CALEA: Police Accreditation
23. EOC Position Credentialing
24. Work Order/Time Entry System
25. Code for America: Home for Apps (2)
26. BWFS/Yolo Bypass Plan

► **Actions 2017 (Continued)**

**PRIORITY**

27. FEMA CRS Public Participation
28. Business Licenses Code: Update
29. Automated Agenda Software

*Major Projects*

1. George Kristoff Water Treatment Plan Liquid Chlorine Conversion
2. LED Lighting Retrofit
3. Linden West Backyard Waterline Replacement Project: Design
4. Southport Levee: Phase 2 Construction
5. Radio P – 25 Project

**GOAL 3**

**ALIVE RIVERFRONT/DOWNTOWN**

**► Objectives**

1. Develop a Streetcar linking the Riverfront/Downtown to Sacramento
2. Increase the number of residents and jobs
3. Have a reputation as a safe area for all – any location, any time of day
4. Increase the number of restaurants, bars and entertainment venues
5. Develop quality mixed use developments
6. Increase the number of retail businesses – a shopping destination for residents and the region
7. Leverage a “Great Sacramento Downtown” including Arena and Soccer Stadium
8. Create sense of character through design, arts and architecture
9. Make “Riverfront/Downtown” the regional visitor destination

**► Short-Term Challenges and Opportunities**

1. Transient population and the impacts on the perception and reputation of the Riverfront/Downtown
2. Leveraging high profile projects and events
3. Finding private investors and developers
4. Property Owners
5. Maintaining a safe, secure area where people feel comfortable
6. Creating true destination points for the region

► **Actions 2017**

**PRIORITY**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1. Streetcar Development                             | Top Priority  |
| 2. Bridges Infrastructure                            | Top Priority  |
| 3. I Street Bridge Deck Conversion                   | High Priority |
| 4. Washington District/3 <sup>rd</sup> and C Gateway | High Priority |

*Management Agenda*

- |  |              |
|--|--------------|
| 1. Motel Inspection Program                        | Top Priority |
| 2. Grand Gateway/Washington Infrastructure Project | Top Priority |

*Management in Progress*

1. Barn Programs (10)
2. Riverfront Joint Powers Authority: Formation
3. Grand Street Extension (Grand/Casey Street)
4. West Gateway Place – Phase 2
5. Stone Lock 1
6. Washington Specific: Update
7. Urban Parking
8. Rail Location Study
9. Light Rail Transit (LRT) to Raley Field

*Major Projects*

1. Mill Street Pier: Lighting
2. West Capitol Avenue Cycle Track (Garden Street to 5<sup>th</sup>)
3. Lake Washington Clean Up Project
4. Riverfront Street/15<sup>th</sup> Street Extension Project
5. Public Art Sculptures
  - A. Diaz Sculpture
  - B. Pier
  - C. Washington

# **City of West Sacramento Policy Agenda 2017 Targets for Action**

## **TOP PRIORITY**

**Flood Protection**  
**Streetcar Development**  
**Bridges Infrastructure**

- **I Street Replacement**
- **Broadway**

**Homelessness and Community Impacts (Measure E)**  
**Kids' Home Run (Measure E)**  
**Law Enforcement and Youth Outreach**

## **HIGH PRIORITY**

**Broadband Infrastructure Action Plan**  
**Smart City Framework and Implementation (Measure E)**  
**Bicycle, Pedestrian and Trail Improvements (Measure E)**  
**Health, Mental Health and Support Services**  
**I Street Bridge Deck Conversion**  
**Washington District: 3<sup>rd</sup> & C Gateway**



# **City of West Sacramento Management Agenda 2017 Targets for Action**

## **TOP PRIORITY**

**EIFD Implementation**  
**Mobility Action Plan**  
**Washington Specific Plan: Update**  
**Grand Gateway/Washington Infrastructure Project**  
**Motel Inspection Program**

## **HIGH PRIORITY**

**Parks and Open Space Master Plan**  
**Zoning Ordinance Modernization**  
**Innovation and Technology Team: Implementation**  
**Utility Master Plans/Rate Study**

- **Water**
- **Wastewater**

**Parking Revenue/Policy**

# City of West Sacramento

## Management In Progress 2017

### ► Management in Progress 2017

1. Climate Action Plan: Update
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3. California Building and Fire Codes
4. I-5 Sub-Regional Fee Program: Adoption
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28. Serious Incident Response 72 Hour Briefs: MOU with Yolo County
29. Fire Annual Report (1<sup>st</sup>)

► **Management in Progress 2017** *(Continued)*

30. GIS Online Upgrade
31. City Website Replacement
32. Individual/Team Innovation Awards
33. Online Business License Renewal
34. Urban Levee Report Card: Annual
35. Regional Flood Management Plan (2.0)
36. Fire Reorganization
37. Offsite Record Scanning/Archiving/Relocation
38. Startup in Residence Software (STIR)
39. Port Governance Reform
40. CALEA: Police Accreditation
41. EOC Position Credentialing
42. Work Order/Time Entry System
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55. Rail Location Study
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## Major Projects 2017

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