

City of Sacramento  
**Measure U Community Advisory Commission Report**  
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**File ID:** 2026-01171

6/15/2026

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**Update on the Priorities Strategic Workplan and Performance Management Framework**

File ID: 2026-01171

**Location:** Citywide

**Recommendation:** Review, comment, and provide direction.

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**Presenter:** Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, City Manager's Office

**Attachments:**

1-Description/Analysis

2-Priorities Strategic Workplan - Fiscal Year 2025/26 Fourth Quarter Update

3-Presentation

**Description/Analysis**

**Issue Detail:** On November 18, 2025, the City Council adopted three organizational priorities - Economic Development, Public Safety, and Homelessness - and supported accompanying foundational principles and strategic goals, following the Council's September 30, 2025, strategic priority and goal setting workshop.

To guide the City's work as it advances in priority areas, the following foundational principles shape decision-making and emphasize responsibility:

- Equitable Investment (Service & Infrastructure)
- Fiscal Sustainability
- Accountability
- Good Governance (Ethical/Strategic/Innovation)

Three long-term strategic goals provide context for the work that all City employees do each day:

- **Safe and Engaged Community:** A resilient community where people feel safe and connected. A city that commits to reducing harm, responds effectively to emergencies and builds trust.
- **Quality Infrastructure:** A city built on resilient well maintained sustainable infrastructure, parkland, and recreational facilities that support present and future needs.
- **Vibrant Economy and Community Livability:** A dynamic, inclusive city, recognized as a creative and economic leader, where arts, culture, recreation and innovation power growth, connection and opportunity for all.

The November 2025 action established a connected framework to guide policy direction, resource allocation, and operational planning across the organization. At that meeting staff advised that it would develop and present a citywide draft workplan aligned with these principles, priorities, and goals.

The City Manager's Office led a six month organization-wide effort to translate Council's priorities into a coherent, actionable strategic planning framework and to construct the first phase of a modern performance management system to track progress toward objectives and tell the story of how City programs and services are improving quality of life for residents and businesses.

City departments undertook sustained work to develop their priority initiatives while simultaneously advancing budget reduction strategies and maintaining daily operations. The Priorities Strategic Workplan - Fiscal Year 2025/26 Fourth Quarter Update (Attachment 2) acknowledges and reflects this substantial commitment. The work completed includes:

- Establishing vision statements for each priority;
- Documenting department-level focus areas and initiatives;
- Defining a citywide planning hierarchy and terminology;
- Designing SacramentoSTAT, the City's new performance management system, initially focusing on data readiness, training, and capacity building;
- Identifying data gaps and laying the groundwork for outcome-based measurement; and,
- Preparing for a phased rollout of performance dashboards, operational review meetings, and rigorous follow up practices.

This document reflects where the City's strategic planning framework stood as of May 5, 2026 when staff presented it to the City Council's Budget and Audit Committee. Staff is currently incorporating Council feedback and the framework will continue to be updated on a regular basis as key results and performance measures are developed, implementation progresses, and the framework is refined.

**Policy Considerations:** City Council Ordinance 2024-0039, adopted September 24, 2024, outlines

the purpose and the powers and duties of the Measure U Community Advisory Commission; specifically, to ensure that the expenditures of City resources reflect Council and community priorities, the commission shall review, report, and make non-binding recommendations on revenue and expenditures of certain funds from the Transactions and Use Tax imposed under Sacramento City Code chapter 3.27 (Sacramento City Code chapter 2.114).

**Economic Impacts:** Not applicable.

**Environmental Considerations:**

**California Environmental Quality Act (CEQA):** This report concerns administrative activities and governmental fiscal activities that do not constitute a “project” as defined by the CEQA Guidelines Sections 15378(b)(2) and 15378(b)(4) and are not subject to the provisions of CEQA (CEQA Guidelines Section 15060(c)(3)).

**Sustainability:** Not applicable.

**Commission/Committee Action:** Not applicable.

**Rationale for Recommendation:** Staff is presenting this update as an ongoing effort to collaborate with the Measure U Commission’s interest in reviewing more meaningful metrics regarding Measure U funded programs.

**Financial Considerations:** Not applicable.

**Local Business Enterprise (LBE):** Not applicable.

CITY OF SACRAMENTO

# ONE CITY, ONE FUTURE

Priorities Strategic Workplan

*Fiscal Year (FY) 2025/26 Fourth Quarter Update*

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Priorities Strategic Workplan Update | May 5, 2026

*Office of the City Manager*

FY2026/27 CITY COUNCIL PRIORITIES

Economic Development

Public Safety

Homelessness

## About This Update

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This strategic planning framework reflects the sustained effort of City departments who have been meaningfully engaged in this process since October 2025 while simultaneously developing budget reduction strategies for FY2026/27 and running their daily operations. Their willingness to invest time and energy in this work, under those conditions, deserves explicit recognition.

This document presents the first update on the City's development of a strategic planning framework to advance the City Council's FY2026/27 Priorities.

This is the first phase of a performance management framework that the City has not had in recent memory. It names the City Council **priorities** the Strategic Workplan is organized around, the **vision** for each, the **objectives** departments are aiming toward, and the **strategic initiatives** currently or soon-to-be underway. **Performance measures** will be added once departments have gathered past data or determined a new dataset is needed

This work is proceeding deliberately. **It is more important to build this right than to build it fast.** Departments are co-creating the framework to understand it, own it, and ultimately use it to make better decisions. That takes time, training, and trust. The current development pace reflects that commitment.

While the City is still in a planning and design phase, **progress is actively happening.** Priorities are already being advanced. Initiatives are underway. The work documented here is a real-time picture of what City departments are doing right now.

This document reflects where the City's strategic planning framework stands as of **May 2026.** It will be updated on a regular basis as key results and performance measures are developed, implementation progresses, and the framework is refined.

**Council will receive quarterly updates** on implementation progress, beginning later in 2026. Each update will report on milestone completion, emerging data, and any adjustments to the framework.

## The Framework

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The City's strategic planning framework is a streamlined hierarchy that links long-term direction to execution. It begins with three **Priorities**, each defining a resident-facing opportunity and supported by a **Vision** that describes the desired future state. Within each priority, **Focus Areas** organize the work. **Objectives** establish departmental commitments, and **Strategic Initiatives** translate those commitments into coordinated bodies of work. Together, this structure ensures that day-to-day efforts are aligned with the City's highest priorities and intended community outcomes.

**PRIORITY** One of three resident-facing opportunities the City is organizing its resources and efforts around.

**VISION** The long-term aspiration for what Sacramento will become if this priority is achieved.

**FOCUS AREA** A thematic grouping that organizes related objectives and initiatives within each priority.

**OBJECTIVE** A directional commitment describing what a department will work to achieve.

**STRATEGIC INITIATIVE** A body of work that advances the objective, led by one or more City departments.

# One City, One Future

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The City is building a performance management ecosystem in which the City’s priorities, plans, and results are all connected and visible. That ecosystem has three components.

<p><b>Council Priorities</b> <b>THE WHAT</b></p> <p>The three priorities — Economic Development, Public Safety, and Homelessness — established by City Council represent the resident-facing commitments. They set the direction.</p>	<p><b>City Manager’s Strategic Workplan</b> <b>THE HOW</b></p> <p>This is the strategic planning framework that translates Council priorities into organizational action. It names vision statements, objectives, and the initiatives departments are advancing to get there. It answers: what are we doing and why does it matter?</p>	<p><b>SacramentoSTAT</b> <b>THE PROCESS</b></p> <p>The performance management infrastructure that will make accountability real: public dashboards tracking results, regular stat meetings where department heads present data and answer questions, and relentless follow-up on areas for improvement.</p>
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## How SacramentoSTAT Works

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SacramentoSTAT is the City’s next-generation performance management system, rooted in the PerformanceStat model adopted by cities across the country. It is built around a simple premise: when leaders have to show up regularly with data and answer questions in front of their peers, performance improves. Core elements include the following.

<p><b>Accurate &amp; Timely Data</b></p> <p>Internal performance dashboards updated on a regular cadence, tracking whether initiatives are delivering results.</p>	<p><b>STAT Meetings</b></p> <p>Regular structured meetings where department heads present data, discuss trends, and respond to questions from the City Manager and a leadership panel.</p>	<p><b>Relentless Follow-Up</b></p> <p>Commitments made in stat meetings are tracked and revisited. Action items come back with updates, until resolved.</p>	<p><b>Public Transparency</b></p> <p>Results are made visible to residents through public-facing dashboards, so residents can see whether City services are working.</p>
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## What It Looks Like

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The framework currently presented to Council reflects the qualitative layers of the plan. The example below shows what one complete strategic planning “stack” looks like **when all layers are in place**, including the measurement components that will be developed later in 2026.

<b>PRIORITY</b>	Economic Development
<b>VISION</b>	Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento’s neighborhoods.
<b>FOCUS AREA</b>	Vibrant Destination
<b>OBJECTIVE</b>	Sacramento's entertainment, cultural, and waterfront offerings are expanded and more accessible to residents and visitors.
<b>STRATEGIC INITIATIVE</b>	8. Streamline Entertainment Permitting: Modernize and align the City's permitting and regulatory framework to reduce barriers, improve clarity, and increase predictability for entertainment, cultural, and creative businesses.
<b>KEY RESULTS</b>	By June 30, 2027, average entertainment permit processing time is reduced by 30% from the FY 2025/26 baseline, and at least 75% of applicants rate the permitting process as clear and accessible.
<b>MILESTONES</b>	Online permitting portal launched (Month 3); updated ordinance adopted (Month 6); first applicant satisfaction survey completed (Month 9)
<b>PERFORMANCE MEASURES</b>	Average permit processing time in days; number of permits issued per quarter; applicant satisfaction score; percentage of applications completed without requiring resubmission

*This structure is subject to change as the framework is further developed.*

## A Note on Data Gaps and Capacity

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Historically, the City has collected volumes of data on activities: how many calls were answered, how many permits were issued, how many people were served, etc. Due to limited capacity, the City has collected far less outcome data: whether those activities actually made a difference for residents.

This is a known gap and is part of building this framework credibly. **We anticipate identifying data gaps early in this process.** For many initiatives, the tools and methods needed to demonstrate impact do not yet exist and will need to be developed at the start of the program (not after completion).

Building this capacity is an enterprise-wide opportunity to strengthen how the City learns, measures progress, and delivers results. It will be powered by a shared commitment across departments, program staff, and the City's IT Data and Analytics Office — working together as one City.

The City's **Data Strategy and Governance Plan** offers the standards, guidance, and structure to help us identify meaningful outcome measures and illuminate data gaps. Realizing this vision will grow through collaborative participation, strengthened staffing capacity, and thoughtful alignment of future resources, **ensuring the City is equipped to measure what matters most for our residents.**

# FY2026/27 Priorities Strategic Workplan<sup>1</sup>

## PRIORITY 01

# Economic Development

**VISION** *Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento’s neighborhoods.*

### FOCUS AREA **Jobs & Economic Mobility**

#### OBJECTIVE

Residents across all neighborhoods have access to more high-quality employment and economic advancement resources.

#### STRATEGIC INITIATIVES

1

#### **Enhance Business Attraction, Retention, and Expansion**

*Enhance business attraction and retention centered on increasing high-quality jobs and tax base.*

**Lead:** OIED | **Supporting:** FIN, CTO, CDD, DOU, PW, DCR

2

#### **Expand Human Capital Development**

*Facilitate workforce development and financial empowerment programs that support the creation of career pathways and economic mobility.*

**Lead:** OIED | **Supporting:** YPCE, CCS, IT, DOU

<sup>1</sup> Acronyms are used to identify lead and supporting departments. Please refer to the appendix for a department key.

3

**Grow Targeted Industries**

*Develop an industry-focused business attraction and retention strategy that builds on recent regional economic development work and identifies growth sectors and opportunities for Sacramento.*

**Lead:** OIED | **Supporting:** CDD, CCS

4

**Support and Grow Small Business**

*Support for growing Sacramento’s small business and entrepreneurship ecosystem through project support, data analysis, technical assistance, and grants.*

**Lead:** OIED | **Supporting:** CDD, CCS, Fire, PD, DCR

**FOCUS AREA Neighborhood and Commercial Development**

**OBJECTIVE**

Development timelines are reduced through streamlined approval processes and underutilized properties are converted to productive use, expanding housing supply and economic opportunity across Sacramento neighborhoods.

**STRATEGIC INITIATIVES**

5

**Streamline Development Approval Processes**

*Identifies and implements improvements in the City’s development and approval process to reduce timelines and increase predictability.*

**Lead:** CDD | **Supporting:** PW, DOU, Fire, IT, OIED

6

**Advance Transformative Catalytic Development**

*Advance major development projects and public-private partnerships, including The Railyards, Old Sacramento Waterfront, Sacramento Valley Station, the former arena site, and 102-acre site, supported by reliable public infrastructure.*

**Lead:** OIED | **Supporting:** PW, CDD, FIN, DOU

7

**Activate Vacant and Underutilized Public and Private Properties**

*Pursue opportunities to develop City-owned developable vacant underutilized parcel and encourage development of private underutilized properties to bring them to productive use.*

**Lead:** CDD, OIED | **Supporting:** PW, YPCE, CCS, DOU, Fire

**FOCUS AREA** Vibrant Destination

**OBJECTIVE**

Residents and visitors have access to a diverse and evolving mix of food, entertainment, arts and culture, and leisure experiences across districts grounded in Sacramento identity, culture, and history.

**STRATEGIC INITIATIVES**

**8**

**Streamline Entertainment Permitting**

*Modernize and align the City’s permitting and regulatory framework to reduce barriers, improve clarity, and increase predictability for entertainment, cultural, and creative businesses.*

**Lead:** CCS | **Supporting:** OIED, PD, PW, CAO, IT, YPCE, Fire, HR

**9**

**Support and Expand the Creative Economy**

*Expand access to capital, space, and business and professional development resources to grow and scale creative enterprises, increase creative production, and strengthen Sacramento’s creative economy.*

**Lead:** CCS | **Supporting:** CTO, OIED, CDD, PW, YPCE, CAO, HR

**10**

**Activate the Old Sacramento Waterfront**

*Invest in the Old Sacramento Waterfront to enhance the historic district as a destination for tourists and locals, including implementing the Council-directed Waterfront Reinvestment Program.*

**Lead:** OIED, CCS | **Supporting:** CTO, DOU, PW, CDD

**11**

**Advance Cultural District Development and Heritage Experiences**

*Develop and strengthen cultural districts as place-based hubs for cultural, historical, and creative activity by adopting code that allows for the establishment of such districts and associated benefits thereby enhancing destination tourism and commercial corridors.*

**Lead:** CCS | **Supporting:** CDD, OIED

**12**

**Drive Economic Activity through Parks and Recreation Amenities**

*Increase activation and community collaboration, alongside coordinated efforts to address homelessness in parks, with focused investment and maintenance at regional/large parks and facilities to draw residents, support tourism, and create vibrant, inclusive public spaces.*

**Lead:** YPCE | **Supporting:** DCR

PRIORITY 02

# Public Safety

**VISION** *Public safety in the City of Sacramento is the collective effort to protect life, uphold constitutional rights, prevent harm, and create the conditions where every person — especially our youth — can live, learn, work, and thrive without fear. It includes prevention, emergency response, preparedness, recovery, and the coordinated delivery of police, fire, medical, behavioral health, environmental, and community-based services.*

FOCUS AREA **Crime Reduction**

OBJECTIVE

Residents, businesses, and communities will be less impacted by crime and will benefit from strengthened community violence reduction programs.

STRATEGIC INITIATIVES

13

**Reduce Crime through Data-Driven Strategies**

*SPD will employ data-driven strategies to proactively identify trends and allocate resources to reduce crime, fostering strong community partnerships and empowering residents to actively participate in crime prevention.*

**Lead:** PD | **Supporting:** All Departments

14

**Evaluate Community Violence Reduction Efforts and Develop Comprehensive Public Safety Strategies**

*Working with consultants and citywide staff to assess and evaluate current community violence reduction programs, leveraging external expertise to enhance overall effectiveness.*

**Lead:** City Manager's Office | **Supporting:** PD, YPCE, CCS, OIED, CDD

15

**Advance Youth Programs that Prioritize Public Safety**

*Prioritize youth engagement promoting skill development and stronger community partnerships, with focused efforts on safety, belonging, life skills, and job readiness.*

**Lead:** YPCE | **Supporting:** PD

16

**Strengthen Public Safety in Parks and Recreation Spaces**

*Safely increase activation and positive use of parks and recreation facilities through enhanced engagement with residents and community stewards, and coordination with public safety partners to address homelessness through coordinated outreach, service connections, and encampment management.*

**Lead:** YPCE | **Supporting:** DCR, PD

**FOCUS AREA Alternative Response**

**OBJECTIVE**

Residents experiencing barriers to care, behavioral health, substance use, or homelessness-related needs receive timely responses matched to the nature and acuity of their situation.

**STRATEGIC INITIATIVES**

17

**Pilot Alternative Response Model**

*Pilot civilian-led (DCR) and clinician-paramedic mobile response (Fire) approaches for low-acuity and non-emergency 911 calls, enabling evaluation of each model’s effectiveness in diverting calls, improving care, and reducing engine company demand.*

**Lead:** DCR/Fire | **Supporting:** PD

**FOCUS AREA First Responder Quality & Trust**

**OBJECTIVE**

Communities experience positive relationships with first responders through transparent, ethical service and investment in employee development and wellness.

**STRATEGIC INITIATIVES**

18

**Invest in Employee Development and Wellness**

*Provide professional development and advancement opportunities for employees while prioritizing mental health and wellness programs to support overall well-being.*

**Lead:** PD, Fire | **Supporting:** HR

19

### Strengthen Quality Police Services

*Maintain and enhance trust and positive relationships with the community through transparent and accountable policing practices, tailoring strategies to meet the needs of Sacramento's diverse population.*

**Lead:** PD | **Supporting:** CAO, OPSA

#### OBJECTIVE

The Sacramento Fire Department workforce reflects the diversity of the community it serves.

#### STRATEGIC INITIATIVES

20

### Expand Diversity Outreach and Recruitment

*Recruit from a broad and diverse talent pool by expanding outreach and connecting to communities that have been historically underrepresented.*

**Lead:** Fire | **Supporting:** HR

#### FOCUS AREA **Traffic Safety**

#### OBJECTIVE

Residents benefit from improved street safety conditions citywide through implementation of targeted, high-impact safety engineering improvements.

#### STRATEGIC INITIATIVES

21

### Deliver Quick-Build and Interim Safety Projects

*The Public Works Quick-Build Tactical Action Group will rapidly deploy interim, low-cost, high-impact safety engineering treatments such as striping modifications, signal timing adjustments, traffic calming measures, and visibility enhancements, prioritized using High Injury Network data and safety risk analysis to focus improvements on the City's highest-risk corridors.*

**Lead:** PW | **Supporting:** PD

PRIORITY 03

# Homelessness

**VISION** *Reduction of people experiencing homelessness and the associated community impacts through the creation of innovative, sustainable, and compassionate solutions.*

**FOCUS AREA** Long-term Housing Stability

**OBJECTIVE** More people experiencing homelessness are connected to permanent supportive housing, meaningfully reducing the city’s unsheltered population.

**STRATEGIC INITIATIVES**

- 22** **Innovate Cost-Effective Solutions to Increase Housing for People Experiencing Homelessness**

*Convene affordable housing developers and housing partners to strategize cost-effective ways to increase housing for people experiencing homelessness through new construction, conversion, or other housing solutions.*

**Lead:** OIED/SHRA | **Supporting:** CDD, PW, Fire, DOU
- 23** **Implement the Street to Housing Encampment Resolution Pilot Program**

*Pilot a state Encampment Resolution Fund grant Street to Housing program which seeks to move encampment residents to housing through outreach, landlord engagement, rental assistance and housing stabilization case management for people experiencing homelessness.*

**Lead:** OIED | **Supporting:** DCR
- 24** **Compete for HomeKey+ Permanent Supportive Housing Opportunities**

*Support the development of permanent supportive housing projects in the City by partnering with private development to apply for state Homekey+ funding for potential projects.*

**Lead:** OIED | **Supporting:** DCR, CDD, PW, Fire, DOU

**OBJECTIVE**

Households identified to be at high risk of homelessness are assisted with their housing instability through a unified, countywide prevention program.

**STRATEGIC INITIATIVES**

**25**

**Update the Countywide Homelessness Prevention Program**

*Update and expand the countywide prevention program that assists individuals identified to be at high risk of housing instability through a unified countywide prevention/diversion program that has a single access point using a strategically targeted approach.*

**Lead:** DCR | **Supporting:** OIED

**FOCUS AREA Unsheltered Homelessness**

**OBJECTIVE**

People experiencing homelessness have access to safe, supported shelter options.

**STRATEGIC INITIATIVES**

**26**

**Expand and Evaluate Interim and Non-Congregate Shelter Models**

*Develop and expand cost-effective interim and non-congregate shelter options, including micro-communities and emergency sleeping cabin programs, to stabilize individuals and families experiencing homelessness while providing supportive services and pathways to permanent housing. Evaluate operational models to determine effectiveness, service impact, and scalability.*

**Lead:** DCR | **Supporting:** CDD, PW, FIN, DOU, Fire, PD

**27**

**Develop and Operate Low-Barrier Outdoor Alternative Sites**

*Establish and operate Safe Camping and Safe Parking sites that provide legal, low-barrier outdoor living options with access to restrooms, scheduled showers, security, and supportive services, enabling safer conditions and structured pathways to shelter and housing.*

**Lead:** DCR | **Supporting:** PW, CDD, DOU, Fire, PD

**28**

**Expand Clean and Safe Incident Management Team Services**

*Maintain robust dual mandate, coordinated interagency response to homelessness. Expand hours of operations to include parks, early morning cleanup and sidewalk power washing, as well as outreach and enforcement coverage for special events and weekends.*

**Lead:** DCR | **Supporting:** PD, CDD, YPCE

**FOCUS AREA Governance & Funding**

**OBJECTIVE**

The City and its regional partners operate under updated governance frameworks, strengthening cross-jurisdictional coordination.

**STRATEGIC INITIATIVES**

**29**

**Update the City/County Partnership Agreement**

*Provide a recommendation to Council containing enhanced service provision language, updated accountability frameworks, and defined cost-sharing structures — establishing the policy and contractual foundation for improved regional service coordination beginning in FY2027/28.*

**Lead:** DCR | **Supporting:** FIN, CAO

**OBJECTIVE**

Homelessness services are sustainably funded through secured state and federal grants.

**STRATEGIC INITIATIVES**

**30**

**Pursue and Administer Outside Homelessness Funding**

*Apply for available external housing and homelessness grant funds such as Homeless Housing, Assistance, and Prevention Program (HHAP), Encampment Resolution Fund (ERF), Homekey+, Prohousing Incentive Program, and other relevant funding opportunities.*

**Lead:** OIED, DCR

**31**

**Establish Covered Entity Status and Administer Medi-Cal CalAIM-funded Community Support Services Program**

*Become a Medi-Cal CalAIM provider that provides reimbursable Community Support Services that can assist with program sustainment.*

**Lead:** DCR

## Implementation Roadmap

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The City is utilizing a rolling wave planning approach with more detail in the short-term and less detail in the medium/long-term. Training and capacity building is the primary focus over the next eight months. The remainder of the 24-month roadmap is outlined at a higher level, with the understanding that it will be refined as the framework matures.

**Responsible implementation will be prioritized over speed.** This framework will only deliver lasting impact if the departments responsible for implementing it understand it deeply, believe in it genuinely, and have the tools to make it work.

### Next 6 Months: Training & Capacity Building

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<b>March / April 2026 (completed)</b>	<b>Leadership Orientation</b>   <i>Department Heads + City Manager / ACMs</i> Department heads received an introduction to SacramentoSTAT’s purpose, planning hierarchy, and meeting expectations.
<b>May / June 2026</b>	<b>Framework Application</b>   <i>Department Heads + City Manager’s Office</i> Departments begin applying the framework by refining objectives, drafting key results, and documenting data gaps with coaching from the City Manager’s Office.
<b>July / August 2026</b>	<b>Data Steward Technical Training</b>   <i>Department Data Stewards</i> Data stewards are trained on their roles, the City’s data strategy, baseline documentation methods, and the dashboard and validation tools they will use.
<b>August / September 2026</b>	<b>Measurement Development</b>   <i>Department Heads + Data Stewards</i> Departments jointly refine indicators, collect baseline data, review draft key results, and test early dashboard prototypes with initial data feeds.
<b>September / October 2026</b>	<b>SacramentoSTAT Readiness</b>   <i>Department Heads + Data Stewards + City Manager’s Office</i> Departments conduct a mock stat meeting, finalize first-quarter key results, and share a public dashboard prototype with Council as they prepare for the first live cycle.

## Months 7–24: Scale & Institutionalize

The following phases are planned at a higher level. Detail will be added on a rolling basis as Year 1 learning informs the approach.

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<b>Oct. 2026 to Mar. 2027</b>	<b>Launch SacramentoSTAT</b> The City conducts its first full quarterly STAT cycle with pilot departments, finalizes and tracks key results, launches the public dashboard, and continuously refines the framework and metrics based on department feedback.
<b>Apr. to Jun. 2027</b>	<b>Evaluate &amp; Refine</b> A structured after-action review of the Year 1 pilot identifies pain points, simplifies the framework, updates the Framework Guide and STAT Playbook, and prepares the organization for enterprise rollout.
<b>Jul. to Dec. 2026</b>	<b>Enterprise Rollout</b> Remaining City departments are onboarded in waves, complete onboarding workshops, define objectives and key results, join the quarterly STAT cycle, and receive mentorship from pilot department leads.
<b>Jan. to Mar. 2026</b>	<b>Institutionalization</b> An enterprise-wide transparency dashboard is launched, performance expectations are embedded in department head evaluations, an annual performance report is published, and SacramentoSTAT becomes the City’s standard operating model.

## What Comes Next

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The framework presented today is the first phase of Sacramento’s performance management system. It establishes the **qualitative** architecture — the direction, the commitments, the bodies of work. What it does not yet include is the **measurement** layer: the data that will tell the City and the public whether the initiatives are actually making a difference.

That layer will be developed next, with departments over the summer and fall of 2026:

### Key Results

Measurable, time-bound performance targets specifying what each body of work will achieve and by when. These answer the central question: did this initiative make a difference for people?

### Performance Measures

Departmental data providing ongoing visibility into program effectiveness, reviewed regularly through SacramentoSTAT.

The measurement layers will be incorporated into the complete structure as follows:

Priority → Vision → Focus Area → Objectives → Strategic Initiatives [+ Key Results] → Milestones [+ Performance Measures]

### Council will receive quarterly updates on implementation progress.

Staff anticipates presenting the next update in October 2026 and quarterly thereafter. Updates will report on milestone completion, key results development, emerging data, and any adjustments to the implementation approach. When complete, we envision that each initiative will carry a measurable commitment and departments will be reviewed regularly on their progress through SacramentoSTAT.

## APPENDIX: Lead and Supporting Departments Key

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The FY2026/27 Priorities Strategic Workplan uses the following terms and acronyms:

**Lead Department:** Owns delivery of the initiative and is accountable for results.

**Supporting Department:** Contributes resources, expertise, or coordination in service of the initiative.

### Department Legend:

<b>CAO</b>	City Attorney's Office
<b>CCS</b>	Department of Convention & Cultural Services
<b>CDD</b>	Community Development Department
<b>CMO</b>	City Manager's Office
<b>DCR</b>	Department of Community Response
<b>DOU</b>	Department of Utilities
<b>FIN</b>	Department of Finance
<b>Fire</b>	Fire Department
<b>HR</b>	Department of Human Resources
<b>IT</b>	Department of Information Technology
<b>OIED</b>	Office of Innovation & Economic Development
<b>PD</b>	Police Department
<b>PW</b>	Department of Public Works
<b>SHRA</b>	Sacramento Housing and Redevelopment Agency
<b>YPCE</b>	Department of Youth, Parks, & Community Enrichment



*City of*  
**SACRAMENTO**

# ONE CITY, ONE FUTURE

Sacramento's Next-Generation Performance Management Program

June 15, 2026 Measure U Community Advisory Commission Presentation

# Where We've Been

## September 2025

Council Priority-setting Workshop

- ✓ Priorities

## October 2025 to February 2026

Development of the Priorities Workplan

- ✓ Priority Vision Statements
- ✓ Initiatives
- ✓ Milestones

## March to April 2026

- ✓ Focus Areas and Objectives

# Where We're Headed

## May 5

Presenting our **Priorities Strategic Workplan** to Council

## Now — September 30

Pilot departments are developing:

- ✓ Key Results
- ✓ Performance Measures

## July 1

Implementation period begins, continued capacity building

Do we have the tools  
to close the gap  
between **the city we**  
**have** and **the city we**  
**want to become?**

## A Strategic Plan Answers:

*“Are the things we’re doing  
actually making a difference?”*

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# We've measured effort, not impact.

## What we've historically tracked

- How many calls were answered
- How many permits were issued
- How many people were served

## What we measure less of

- Whether those calls resolved the problem
- Whether businesses actually stayed open
- Whether lives actually improved

*Every person in this room  
chose public service because  
they believe things  
can be different.*

### **Economic Development**

An entrepreneur in Oak Park — waiting to find out if their building permit will be approved.

### **Public Safety**

A mother in Del Paso Heights — checking whether the park her kids use is safe.

### **Homelessness**

An unhoused person in a shelter — seeking long-term housing stability.

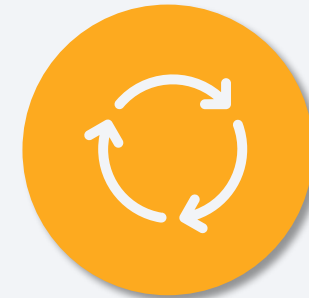
We want to connect this **hope**  
**for the future** with **results** that  
**residents will experience.**



**Clear Goals**



**Honest Data**



**Relentless  
Follow-through**

# ONE CITY, ONE FUTURE

A performance management ecosystem where priorities, plans, and results are all connected and visible.

## THE WHAT

### Council Priorities

---

Economic Development

Public Safety

Homelessness

## THE HOW

### Strategic Workplan

---

Vision statements

Focus areas

Objectives + initiatives

## THE PROOF

### SacramentoSTAT

---

Public-facing dashboards

Regular stat meetings

Data-driven follow-up

## Focus Areas, Objectives and Initiatives

PRIORITY

**01**

**Economic  
Development**

PRIORITY

**02**

**Public  
Safety**

PRIORITY

**03**

**Homelessness**

## Focus Areas, Objectives and Initiatives

PRIORITY

**01**

**Economic  
Development**

PRIORITY

**02**

**Public  
Safety**

PRIORITY

**03**

**Homelessness**

**VISION** *Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento's neighborhoods.*

## 3

### Focus Areas

- Jobs & Economic Mobility
- Neighborhood and Corridor Development
- Vibrant Destination

## FOCUS AREA **Jobs & Economic Mobility**

OBJECTIVE Residents across all neighborhoods have access to more high-quality employment and economic advancement resources.

### STRATEGIC INITIATIVES

- 1 Enhance Business Attraction, Retention, and Expansion
- 2 Expand Human Capital Development
- 3 Grow Targeted Industries
- 4 Support and Grow Small Business

## FOCUS AREA **Neighborhood and Commercial Development**

### OBJECTIVE

Development timelines are reduced through streamlined approval processes and underutilized properties are converted to productive use, expanding housing supply and economic opportunity across Sacramento neighborhoods.

### STRATEGIC INITIATIVES

- 5 Streamline Development Approval Processes
- 6 Advance Transformative Catalytic Development
- 7 Activate Vacant and Underutilized Public and Private Properties

## FOCUS AREA **Vibrant Destination**

**OBJECTIVE** Residents and visitors have access to a diverse and evolving mix of food, entertainment, arts and culture, and leisure experiences across districts grounded in Sacramento identity, culture, and history.

### STRATEGIC INITIATIVES

- 8** Streamline Entertainment Permitting
- 9** Support and Expand the Creative Economy
- 10** Activate the Old Sacramento Waterfront
- 11** Advance Cultural District Development and Heritage Experiences
- 12** Drive Economic Activity through Parks and Recreation Amenities

## Focus Areas, Objectives and Initiatives

PRIORITY

**01**

**Economic  
Development**

PRIORITY

**02**

**Public  
Safety**

PRIORITY

**03**

**Homelessness**

**VISION** *Public safety in the City of Sacramento is the collective effort to protect life, uphold constitutional rights, prevent harm, and create the conditions where every person — especially our youth — can live, learn, work, and thrive without fear. It includes prevention, emergency response, preparedness, recovery, and the coordinated delivery of police, fire, medical, behavioral health, environmental, and community-based services.*

# 4

## Focus Areas

- Crime Reduction
- Alternative Response
- First Responder Quality & Trust
- Traffic Safety

## FOCUS AREA **Crime Reduction**

### OBJECTIVE

Residents, businesses, and communities will be less impacted by crime and will benefit from strengthened community violence reduction programs.

### STRATEGIC INITIATIVES

- 13** Reduce Crime through Data-Driven Strategies
- 14** Evaluate Community Violence Reduction Efforts and Develop Comprehensive Public Safety Strategies
- 15** Advance Youth Programs that Prioritize Public Safety
- 16** Strengthen Public Safety in Parks and Recreation Spaces

FOCUS AREA **Alternative Response**

OBJECTIVE

Residents experiencing barriers to care, behavioral health, substance use, or homelessness-related needs receive timely responses matched to the nature and acuity of their situation.

STRATEGIC INITIATIVES

17

Pilot Alternative Response Model

## FOCUS AREA **First Responder Quality & Trust**

**OBJECTIVE** Communities experience positive relationships with first responders through transparent, ethical service and investment in employee development and wellness.

### STRATEGIC INITIATIVES

**18** Invest in Employee Development and Wellness

**19** Strengthen Quality Police Services

**OBJECTIVE** The Sacramento Fire Department workforce reflects the diversity of the community it serves.

### STRATEGIC INITIATIVES

**20** Expand Diversity Outreach and Recruitment

FOCUS AREA **Traffic Safety**

OBJECTIVE Residents benefit from improved street safety conditions citywide through implementation of targeted, high-impact safety engineering improvements.

STRATEGIC INITIATIVES

**21** Deliver Quick-Build and Interim Safety Projects

## Focus Areas, Objectives and Initiatives

PRIORITY

**01**

**Economic  
Development**

PRIORITY

**02**

**Public  
Safety**

PRIORITY

**03**

**Homelessness**

**VISION** *Reduction of people experiencing homelessness and the associated community impacts through the creation of innovative, sustainable, and compassionate solutions.*

## 3

### Focus Areas

- Long-term Housing Stability
- Unsheltered Homelessness
- Governance & Funding

# HOMELESSNESS

## FOCUS AREA **Long-term Housing Stability**

**OBJECTIVE** More people experiencing homelessness are connected to permanent supportive housing, meaningfully reducing the city's unsheltered population.

### STRATEGIC INITIATIVES

**22** Innovate Cost-Effective Solutions to Increase Housing for People Experiencing Homelessness

**23** Implement the Street to Housing Encampment Resolution Pilot Program

**24** Compete for HomeKey+ Permanent Supportive Housing Opportunities

**OBJECTIVE** Households identified to be at high risk of homelessness are assisted with their housing instability through a unified, countywide prevention program.

### STRATEGIC INITIATIVES

**25** Update the Countywide Homelessness Prevention Program

FOCUS AREA **Unsheltered Homelessness**

OBJECTIVE **People experiencing homelessness have access to safe, supported shelter options.**

STRATEGIC INITIATIVES

- 26** Expand and Evaluate Interim and Non-Congregate Shelter Models
- 27** Develop and Operate Low-Barrier Outdoor Alternative Sites
- 28** Expand Clean and Safe Incident Management Team Services

# HOMELESSNESS

## FOCUS AREA **Governance & Funding**

**OBJECTIVE** The City and its regional partners operate under updated governance frameworks, strengthening cross-jurisdictional coordination.

### STRATEGIC INITIATIVES

**29** Update the City/County Partnership Agreement

**OBJECTIVE** Homelessness services are sustainably funded through secured state and federal grants.

### STRATEGIC INITIATIVES

**30** Pursue and Administer Outside Homelessness Funding

**31** Establish Covered Entity Status and Administer Medi-Cal CalAIM-funded Community Support Services Program



**SacramentoSTAT** is the  
framework we're  
adopting based on  
**PerformanceStat.**

# The PerformanceStat Legacy

SacramentoSTAT joins a proven national lineage of data-driven performance management.



Each jurisdiction adapted the strategy to its own governance structure and priorities. What they share is a commitment to active leadership, relentless follow-up, and data-driven accountability.

# Where It's Been Done

<b>Program</b>	<b>Agency</b>	<b>Focus Area</b>
<b>CompStat</b>	New York City (NYPD)	The “Original” - Crime reduction and policing.
<b>CitiStat</b>	City of Baltimore	The first city-wide application across all departments.
<b>StateStat</b>	State of Maryland	Statewide performance across multiple agencies.
<b>FEMASStat</b>	Federal Emergency Management Agency	Emergency response and recovery efficiency.
<b>HUDStat</b>	Dept. of Housing and Urban Development	Housing goals and urban development metrics.
<b>LouieStat</b>	City of Louisville, KY	City-wide performance and operational efficiency.
<b>C-Stat</b>	Colorado Dept. of Human Services	Social services and child welfare outcomes.
<b>KidStat</b>	Wisconsin Dept. of Children & Families	Foster care and child health performance.
<b>BlightStat</b>	City of New Orleans	Eradicating urban blight and abandoned properties.
<b>SchoolStat</b>	Various School Districts	Education performance and student outcomes.
<b>PhillyStat</b>	City of Philadelphia	Operational and outcome-level city reviews.
<b>SomerStat</b>	City of Somerville, MA	Data-driven city management and budgeting.
<b>BorderStat</b>	U.S. Customs and Border Protection	Border security and operational metrics.

Ongoing, data-driven meetings with staff to identify key challenges, diagnose problems, devise solutions, and track results.

When leaders show up **regularly** with **data** and answer for **results** in front of their peers, **performance improves**.



### Accurate & Timely Data

Performance dashboards updated on a regular cadence, tracking whether initiatives are delivering results.



### STAT Meetings

Regular structured meetings where department heads present data, discuss trends, and respond to questions.



### Relentless Follow-Up

Commitments made in stat meetings are tracked and revisited. Action items come back with updates, until resolved.

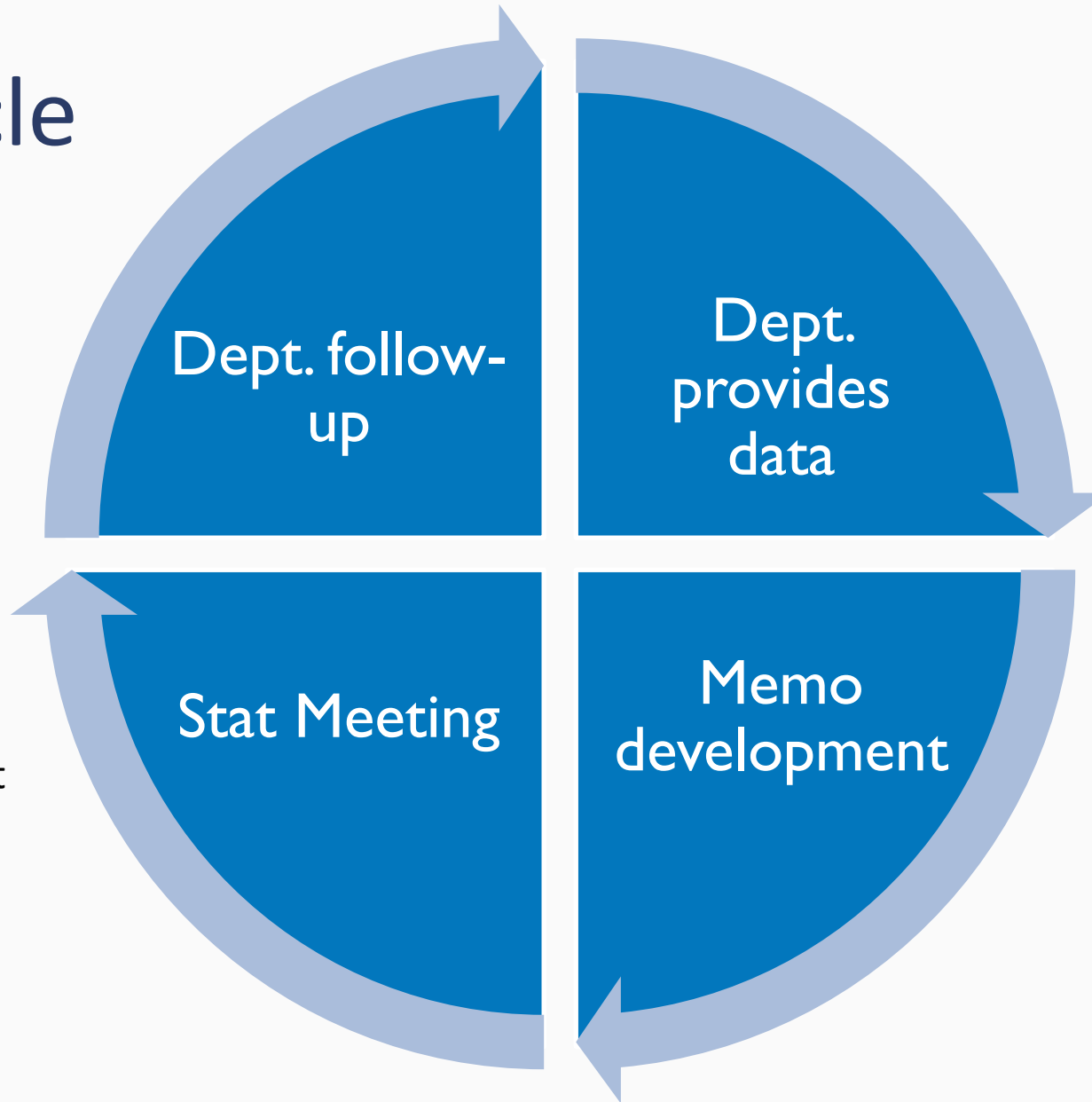


### Public Transparency

Results are made visible to residents through public-facing dashboards, so residents can see whether services are working.

# The Stat Cycle

CMO sends follow-up memo to dept focused on key questions and areas of focus for next cycle.

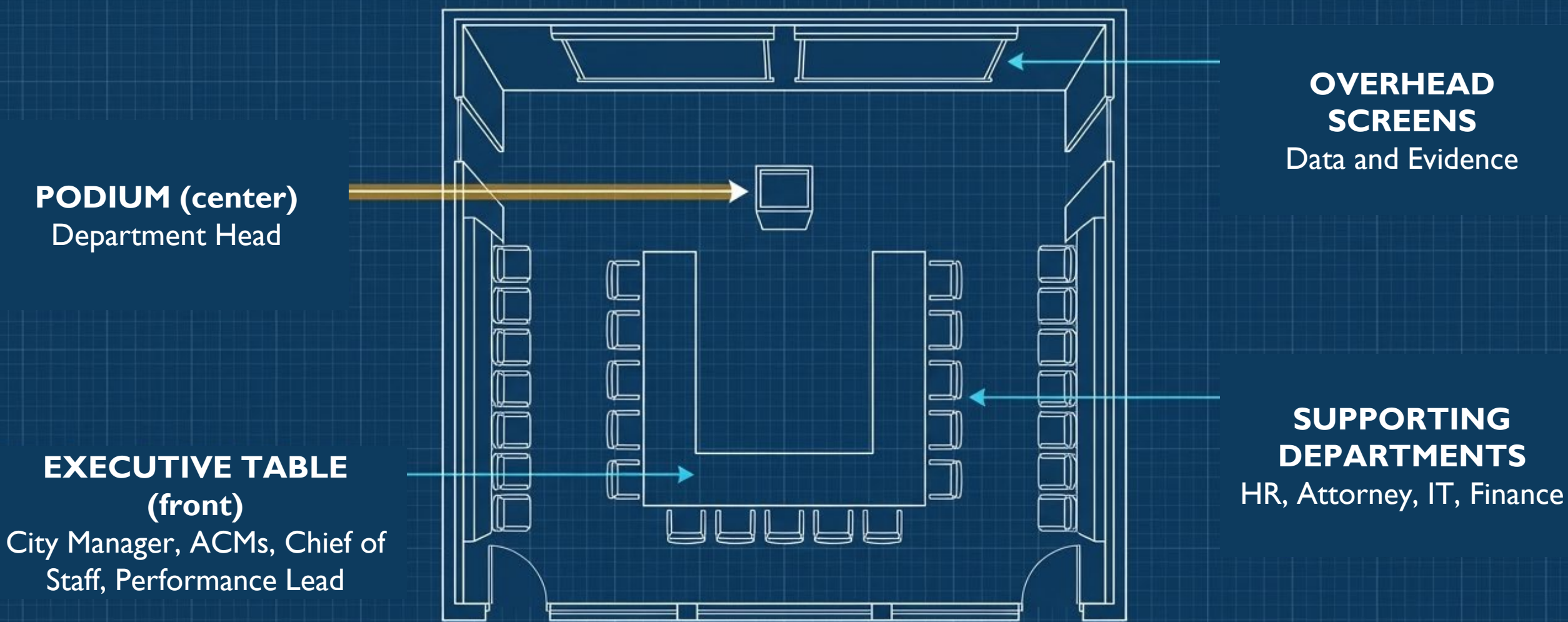


Standard updates, follow-up items, and key focus areas.

Dept presents memo content and answer questions.

Memo highlights key data points & trends in advance of meeting.

# The Architecture of Accountability: Inside the Stat Room.



**PODIUM (center)**  
Department Head

**EXECUTIVE TABLE (front)**  
City Manager, ACMs, Chief of Staff, Performance Lead

**OVERHEAD SCREENS**  
Data and Evidence

**SUPPORTING DEPARTMENTS**  
HR, Attorney, IT, Finance

# How the Session Works



## Interactive Dialogue

Department heads and senior managers engage in a structured diagnostic inquiry.



## Support Departments Present

Finance, HR, IT, and City Attorney leaders are in the room to help resolve barriers in real time.



## Follow-Up Is the Backbone

Every session after the first opens with a review of action items from the prior session.



## Pre-Session Memo

A collaborative memo developed jointly with the City Manager's Office is circulated one week before.

# The Tone: Civil, Skeptical, Collaborative

SacramentoSTAT sessions are professionally skeptical—not adversarial. The goal is joint problem-solving.



## Civil Persistence

Questions focus on data and root causes, not blame. Direct but respectful.



## Shared Learning

When one unit succeeds, that success is surfaced and shared across the organization.



## Accountability Through Follow-Up

Issues raised in one session will be revisited in the next. Progress is expected.

*Departments that achieve their targets receive recognition.*

# Stage 1.0: Production and Operational Effectiveness

## Focus

Establishing basic operational effectiveness. Are employees performing core tasks in a timely and proper manner?

## Analytic Focus

Output production: Are potholes filled on time? Are service requests closed within target windows?

## What It Builds

A culture of operational focus. The organization demonstrates to staff and residents that performance is tracked and accountability is real.

# 1.0

*Are we doing  
the basics well?*

**Departments cannot advance to Stages 2.0 or 3.0 until they have mastered operational production.**

# Stage 2.0: Workflow Redesign and Efficiency

## Focus

Shifting from working harder to working smarter. Analyzing performance trends to redesign core workflows and processes.

## Goal

Deliver the same or better outputs using fewer resources through process innovation.

## Example

Louisville's LouieStat created cross-functional teams to diagnose bottlenecks. One team restructured hospital patient drop-off workflows, placing two additional ambulances in service without new procurement.

# 2.0

**Louisville saved  
\$1.5M annually**

by redesigning ambulance  
turnout workflows

# Stage 3.0: Collaboration and Outcome Focus

## Focus

The most critical challenges cannot be solved by a single department. Sessions are structured around shared priority outcomes, merging staff and data across departmental boundaries.

## Examples

Maryland's BayStat coordinated multiple agencies on Chesapeake Bay health. Federal HUDStat ran joint sessions between HUD and VA, significantly reducing veteran homelessness.

# 3.0

*Cross-boundary  
collaboration*

SacramentoSTAT is organized around Council priorities that span multiple departments—positioning the City to evolve toward this model over time.

# Three Performance Tools Work Together



## Priorities Strategic Workplan

The citywide plan organized around the three Council priorities. Defines objectives, initiatives, key results, and milestones. STAT session focuses on the items each department owns.



## Performance Agreement

Department heads sign agreements with the City Manager outlining the department's goals. Covers both priority-aligned work and core operational commitments.



## Baseline Operational and Equity Data

Comprehensive data on staffing, budget, overtime, service queues, and response times. Ensures strategic progress is not masking problems elsewhere.

*SacramentoSTAT sessions focus primarily on the Priorities Strategic Workplan. Baseline data provide additional context.*

# Sustaining Momentum

**SacramentoSTAT is a continuous, cumulative process of incremental improvement.**

Achieving a target raises the bar for the next cycle. Each session builds on the last.

**Success → New Baseline → Higher Target → Continued Improvement**

The long-term durability of SacramentoSTAT depends on producing real, visible results that residents value.

When a performance strategy is widely understood as the driver of improved services, it outlasts changes in leadership.

*“PerformanceStat is not a system, or a model. It is a **leadership strategy.**”*

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Bob Behn, Harvard Kennedy School of Government

**The Priorities Strategic  
Plan will serve as the  
foundation for our  
SacramentoSTAT efforts.**

<b>PRIORITY</b>	Economic Development
<b>VISION</b>	Be the best place in California to do business through policies and investments that retain and create quality jobs, improve the health and vitality of our communities, and support the responsible development of all of Sacramento’s neighborhoods.
<b>FOCUS AREA</b>	Vibrant Destination
<b>OBJECTIVE</b>	Sacramento's entertainment, cultural, and waterfront offerings are expanded and more accessible to residents and visitors.
<b>STRATEGIC INITIATIVE</b>	Streamline Entertainment Permitting: Modernize and align the City's permitting and regulatory framework to reduce barriers, improve clarity, and increase predictability for entertainment, cultural, and creative businesses.
<b>KEY RESULTS</b>	By June 30, 2027, average entertainment permit processing time is reduced by 30% from the FY 2025/26 baseline, and at least 75% of applicants rate the permitting process as clear and accessible.
<b>MILESTONES</b>	Online permitting portal launched (Month 3); updated ordinance adopted (Month 6); first applicant satisfaction survey completed (Month 9)
<b>PERFORMANCE MEASURES</b>	Average permit processing time in days; number of permits issued per quarter; applicant satisfaction score; percentage of applications completed without requiring resubmission



**Every objective in this framework has a person behind it.**

A resident who is waiting. A family for whom things need to be different.



Department leaders will sit across from the City Manager with their data and answer:

**“Did things actually change for residents?”**

# 2-Year Implementation Roadmap: Deliberate + Phased Rollout



## Phase 0: Design

**now:** Framework & governance  
socialization



## Phase 1: Pilot Year

**FY2026/27:** Pilot with 8 priority-  
aligned departments  
(OIED, CDD, CCS, PD, FD, DCR, PW, YPCE)



## Phase 2: Scale Citywide

**FY2027/28:** Expand to ALL  
departments

An aerial photograph of the Sacramento city skyline, featuring various high-rise buildings and a dense urban landscape. The image is overlaid with a semi-transparent blue filter. The text "ONE CITY, ONE FUTURE" is centered in white, uppercase letters.

ONE CITY, ONE FUTURE

*City of*  
SACRAMENTO