

DAY ONE



Kevin Johnson's Action Plan for Sacramento
A City That Works for Everyone

2008



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INTRODUCTION



This is the most important election in Sacramento's history.

It's about the future.

It's about change.

It's about electing a mayor who shares our values.

It's about making Sacramento a city that works for everyone.

Starting Day One, here are my priorities for the city:

- ▶ We're going to make protecting you and your family our city's top priority, putting more cops on the beat and making sure our fire stations are well-equipped.
- ▶ We're going to focus on public education, because we can't have a great city without great schools.
- ▶ We're going to jump-start the city's economy, bring quality jobs to our city, and make good on years of promises to revitalize downtown, the Railyards, the riverfront and the neighborhoods that make our city great.

I know a lot of candidates make these promises, but this time it's different. Over the last eight months, my team and I have knocked on the doors of over 40,000 homes in 65 neighborhoods. I've held eight town hall meetings across the city, responded to thousands of emails and attended hundreds of community events. I have listened carefully to everyone I've met and created this plan based on the feedback and input of the very citizens I want to serve. This plan is a result of the tremendous community involvement, engagement and commitment of the people of Sacramento.

For even more details, visit my Web site, www.kevinjohnsonformayor.com

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CRACKING DOWN ON CRIME

GOAL: Sacramento will have one of the lowest crime rates of the 50 largest cities in the country.

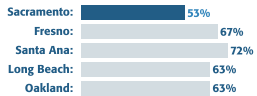
“Sacramento is suffering from a sharp increase in violent crime—yet the mayor’s budget is forcing police patrols to be cut in half. It’s causing fire stations to idle one day each week, reducing their response times by critical minutes.”

“We spend 10% less of our general fund on police and fire than other cities our size in California. That’s unacceptable.”

—Kevin Johnson

PUBLIC SAFETY GENERAL FUNDING

Every other U.S. city our size spends between 10 and 19 percent **more** of their general fund on public safety than Sacramento does.



As the mayor and leader of this city, one of my primary responsibilities is to ensure the safety and security of our citizens. I will reverse the trend of the last seven years and reduce crime significantly. We can do this by working together as a community.

As Mayor, I will:

- ❑ **Put more cops on the beat.** We will increase the number of uniformed officers on the street to the statewide average of two officers for every 1,000 residents, at minimum. We’ll start by aggressively pursuing federal and state homeland security grants that other cities have received, but Sacramento hasn’t. We will consider the police department’s plan for a public safety assessment. We’ll devise a long-term plan to grow our revenue base with the first priority for the additional dollars going to public safety.
- ❑ **Improve response times and the rates of investigation of property crimes.** I believe in “community policing.” When officers and residents partner to deter even the smallest crimes, studies show that criminal activity decreases. Theft (including auto theft) is the most prevalent crime in our city. Because of limited resources, however, our police department only investigates about 14 percent of these incidents. If we are not aggressively pursuing these crimes as they happen, criminals will continue to have free rein over our city.
- ❑ **Tackle gangs head-on.** Gangs don’t stop at our city’s borders. We need a comprehensive regional effort, tapping into state, federal and regional resources to halt gang activity. In cities as large as Los Angeles and as small as Salinas, effective strategies have been developed that address both prevention and enforcement. You can’t have one without the other. That’s why I will convene a “Gang Summit” of law enforcement, community leaders and criminal justice experts to discuss issues and develop solutions.

- ❑ **Crack down on truancy and engage youth in prevention and intervention programs.** The majority of crimes occur after school hours. To protect children from negative influences and deter them from a life of crime, we must create more after-school activities and engaging school programs.
- ❑ **Add surveillance cameras and other technology in high-crime areas to deter crime and assist in criminal investigations.** It’s time our city utilizes state-of-the-art technology and better equipment to more efficiently protect our citizens and neighborhoods.
- ❑ **Implement a zero tolerance policy for crime and harassment on public transit.** Part of the reason our public transportation system isn’t utilized to capacity is that most of us don’t feel safe when we use it. Buses and light rail must be safe and secure options for travel. My policy will be to immediately ban troublemakers from public transportation for 90 days.



SACRAMENTO BY THE NUMBERS

55%	Violent crimes have increased by 55% and assaults have gone up 74% in the last seven years.
18,981	There were 18,981 thefts in the city last year—one every 30 minutes.
1.5 per 1000	In 2006, Sacramento had the fewest police officers per capita of any of the 50 largest cities in the country (at less than 1.5 per 1,000 residents). San Francisco has nearly twice the number we do per capita.
14%	Our police department is only able to investigate 14% of all property crimes that occur due to understaffing.
73%	Gang violence has increased 73% in the past two decades.

IMPROVING OUR CITY SCHOOLS

GOAL: Double the number of schools meeting academic growth targets and make Sacramento a city known for its great public schools.

“Our schools must be structured and resourced to make sure that all students have the choice to either go to a four-year college or enter into the workforce in skilled, well-paying jobs.”

—Kevin Johnson



Sacramento’s mayor should play an important role in the education of our children, using the visibility and influence of the office to create change and progress. I’ve met with many of our city’s school leaders and they all say the same thing: they are hungry for an advocate in the mayor’s office.

We can’t have a great city without great schools. Education is closely tied to the health and growth of our economy. First, if we have great public schools in the city, more families will move to or remain in Sacramento, thereby strengthening our tax base. Second, if our school system is producing well-educated youth, their earning potential increases and their involvement in crime decreases. Finally, business and industry rely on our public schools to produce a high-quality, well-trained workforce.

To bolster our city’s economy, our schools must be organized and funded to provide all students a path to higher education or to a high-skilled, well-paying job.

As Mayor, working with school and community leaders, I will:

- **Build a portfolio of compelling schools and programs to expand options for all students and parents.** I will work with our school districts to develop and accelerate new programs at our schools such as small school settings, charter schools, dual language, gifted and talented, career and technical education, STEM (Science, Technology, Engineering and Math) programs and arts magnets to ignite the excitement and engagement of all students.
- **Institute accountability and information sharing in public education** by developing a “School Report Card” that will give each city school an A-F grade and provide vital information to families so they can make informed decisions when choosing a school.
- **Ensure our city has highly effective teachers and principals** by recruiting new programs like Teach For America, The New Teacher Project and New Leaders for New Schools to the city, and raising additional funds to reward our hard-working educators through bonuses for affecting significant gains in student achievement.

- **Expand internship and work study opportunities for students at all city high schools.** In order to ensure that all young people have options and opportunities in life, we must prepare them with the knowledge and skills they need. We will collaborate with business and industry to identify the skills and knowledge necessary in productive workers and better align curriculum and instruction to meet those needs. Through this type of cooperation, our city’s youth can attain gainful and meaningful employment as adults, and our economy will prosper because of the availability of a highly qualified workforce.
- **Expand the number of high quality preschool and early childhood education programs.** Studies show that children who attend preschool have measurably better life outcomes. I will work with our local school districts and community-based organizations to explore the options for ensuring that every child in this city has access to a high quality early childhood program.
- **Increase support for arts and music education for all children at all grade levels.** Research shows that students who have exposure to a wide-ranging curriculum that includes rigorous, discipline-based art and music perform better academically. I will engage the broader arts community to bring all of the city’s resources to see that this happens. Every public school in this city should have a band, a chorus, a theater program and a student art gallery.



SACRAMENTO BY THE NUMBERS

57%	Last year over half of our schools (57%) failed to meet academic growth targets.
23.8% drop out rate	Nearly 1/4 (23.8%) of our students are not graduating from high school. More than a third (36%) of our African American students drop out of high school.
69% not CSU/ UC eligible	For students who do graduate from high school, over 2/3 (69%) do not complete the coursework that would make them eligible to attend Sacramento State University or UC Davis.
730	# of reported crimes at Sacramento City Unified School District schools in 2006/2007

BOOSTING OUR ECONOMY

GOAL: Double the number of new businesses opening and significantly increase the number of jobs in the city.

“As an entrepreneur, I have created jobs. As a mayor, I will make Sacramento’s economy a top priority. We can become a national model for how a great city can provide great jobs to its residents.”

—Kevin Johnson



Sacramento needs a vision for a growing, healthy economy and a mayor committed to leading this change. We must make it the center of the regional economy and raise our national profile to attract new business and promote tourism to the area.

As Mayor, I will:

- **Launch a multibillion-dollar revitalization of the riverfront.** Enough planning. Enough dreaming. It’s time to reach consensus on a world-class plan and develop the funding mechanisms and governance structures that can make this plan happen. We need a vital, thriving riverfront, from Le Rivage Hotel to Discovery Park, with hotels, residences, entertainment and businesses on both sides of the Sacramento River.
- **Accelerate progress at the Railyards.** This huge project has potential, but is taking far too long to get going. Time is money. As mayor, I will be a partner and advocate for getting the Railyards project underway. We need to see construction cranes, not “coming soon” signs. Among my top priorities: integrating light rail into the project, completing the new transportation center; working with the developer to recruit appropriate occupants of the remaining historic buildings; and funding the performing arts center and charter school.
- **Clean up K Street.** I share your frustration over the pace of cleaning up K Street and making the downtown mall a vibrant part of the city. It’s time to end the confrontation and get down to business. We need more housing, more police protection, more trees, more businesses. And we need less crime, loitering, litter and graffiti, vacant lots and empty storefronts. I’ve learned from other cities (like Portland and Denver) on how they’ve addressed similar eyesores by integrating transportation, state buildings and attracting homegrown small businesses. It’s time to make it happen.
- **Restore a safe level of flood protection to the city.** The level of flood risk that threatens our city is unacceptable. Yet, we’ve skated by, allowing unchecked development without thought to the dangers of flooding. As a result, our unsafe level of flood protection and the federally-imposed building moratorium on Natomas will stymie our region’s economic recovery and delay needed civic improvements to our city. As mayor, I will work closely with the Sacramento Area Flood Control Association and dedicate every necessary city resource to help restore a basic level of flood protection as soon as possible, and 200-year flood protection by 2012.

- **Review and simplify the permit process for businesses.** We need to simplify the permit process and work with businesses to make sure quality projects aren’t stymied by needless bureaucracy. Small businesses have been tangled in red tape over simple improvements. That must end. Neighborhoods need to continue to have a strong role in the permit process and be a partner to development that adds value to their community. I support an independent assessment of our permit process and learning from what other cities have done to accelerate decision-making.
- **Overhaul our tourism and film marketing efforts.** The possibility of a new arena for entertainment and the revitalization of Cal Expo present an opportunity to reevaluate and ramp up our marketing of this city. We are the capital of the seventh largest economy of the world, rich in arts and culture. It’s time we market Sacramento’s beauty, history and geography to attract investment.
- **Take steps to address the home mortgage crisis.** Sacramento has been hard-hit by the subprime lending crisis, but other cities are doing more to inform homeowners about their options and to market abandoned properties to new buyers. Sacramento’s competitive advantage depends, in part, on the availability of a wide range of affordable housing. As mayor, I will provide leadership to ensure we are a community where home ownership is within reach for working families.



SACRAMENTO BY THE NUMBERS	
10,000	Nearly 10,000 Sacramento-area jobs disappeared in July 2008.
7.3%	Sacramento’s unemployment rate is now at 7.3% —the highest it has been in 12 years.
\$1 million and 400 jobs	When West Sacramento fought for and landed IKEA, it secured \$1 million in annual sales tax revenue and 400 new jobs for its city.
\$10 billion vs. \$2 billion	More than 26 million people visit San Antonio, Texas, each year, generating more than \$10 billion in economic activity and employing more than 100,000 local residents. By contrast, tourism brings only \$2 billion a year to the Sacramento area economy, according to the Sacramento Convention and Visitors Bureau.
\$50,000 daily spending	According to the League of California Cities, film companies can spend more than \$50,000 a day on local hotels, restaurants and staff.
\$200 million vs. \$2 million	While nearly \$200 million in film production occurs each year in Austin, Texas, Sacramento has only an estimated \$2 million.

BRINGING ACCOUNTABILITY TO CITY HALL

GOAL: A balanced budget, a 10% cash reserve and 90% resident satisfaction with city services.

"I will ensure that my priorities are the priorities of the people of Sacramento, and I will make sure that City Hall is always focused on serving our citizens. I believe in being accountable at all times and under every circumstance. This culture of ethics and accountability will permeate city government."

—Kevin Johnson



We deserve a city government that is effective, efficient and responsive to our needs—that gets the job done right, on time and within budget. A government that's accountable to us.

My mission is to transform the perceptions citizens have about city government. Right now, most residents believe that our city government is out of touch and not aligned with their priorities. This is unacceptable. Sacramento must be a city that works for everyone.

The first step in accomplishing this goal is understanding what the residents of Sacramento want and need. That starts with being accessible as mayor. Whether at a community meeting, a tour of a school or a Second Saturday art gallery event, you will see me out and about in the city—not just at election time. I will institute office hours where you can come in to speak with me about issues or concerns you have, and hold regular town hall meetings in your neighborhood.

I will bring a different culture to City Hall. The government will be one that is focused on serving people. We will become a government of action, responsiveness and accountability.

As Mayor, I will:

- **Conduct a top-to-bottom audit of city finances** and expand city auditing capabilities to ensure all agencies and departments are utilizing city resources responsibly.
- **Implement an accountability structure.** "SacStat," adapted from the Citistat program in place in Baltimore and other cities. This performance management system allows us to track data on the effectiveness of government operations. Baltimore has saved more than \$10 for every dollar it invested in this management tool and improved city services.
- **Explore a change to the city charter moving to a strong mayor structure.** We need a single point of accountability in our city and to know where the buck stops. We should engage in a dialogue to determine if we can improve our city government through a different governance structure.
- **Significantly increase the use of 311 and create a citywide director of customer service.** Residents should be able to have their questions and concerns with city services addressed quickly and efficiently.
- **Change the way salaries** for the mayor and city council are set to ensure independence.
- **Require that the city maintain a 10% reserve** by placing before the voters an amendment to the city charter to ensure stable footing in tough economic times.
- **Set a new standard for open government** by making the mayor's calendar and the calendars of all city council members open to the public for review at any time.

A GREENER SACRAMENTO

GOAL: Make Sacramento one of the most sustainable U.S. cities by increasing the number of new LEED standard buildings by 25%, improving our region's air quality, and meeting state mandated lower carbon emissions.

In order to become a greener, more sustainable city, we must work collaboratively with our regional neighbors to improve our air, water and open space. As a city, we must also lead by example by practicing resource conservation and efficiency, by focusing on infill development, by providing convenient and safe public transportation, and by revitalizing existing retail corridors instead of converting farm land and open space into new strip malls.

As Mayor I will:

- **Incent "green" building and development.** As new building and development occurs in the city, we can incent businesses and homeowners to meet LEED standards for green buildings.
- **Promote development of "clean tech" and "green tech" industries.** Sacramento is the natural center of our region's green-tech assets, including Cal/EPA, UC Davis, SMUD, PG&E, Sac State and Los Rios Community Colleges' "Green Force" Initiative.
- **Transition the city fleet to energy efficient cars.** By purchasing hybrids and low-emission vehicles as older vehicles in the fleet are retired, we can set the standard for our citizens.
- **Support the broad use of alternative energy sources.** Clean energy makes sense for both the environment and the economy. Sacramento should be a leader in utilizing alternative energy sources by taking actions such as installing solar panels on city buildings and deploying solar panels on the rooftops of supermarkets and parking lots, working closely with SMUD and PG&E.
- **Find a more environmentally friendly way to handle our city's waste.** We must end the wasteful practice of hauling the city's trash to a poorly regulated Nevada landfill in diesel-burning trucks.



SACRAMENTO BY THE NUMBERS

320 days	Sacramento receives an average of 320 days of sunshine a year, making it an ideal location for solar power.
FAILED	Sacramento was given a failing "F" grade for its air quality by the American Lung Association in 2008.
12 lbs vs. 20 lbs	Sacramento collects about 12 pounds of recyclables per household per week while other cities are collecting over 20.
dirty air increase	Sacramento has already had nearly twice as many Spare the Air days in 2008 as it did in 2007.
6th in ozone pollution	Sacramento ranks sixth nationally among the nation's most ozone-polluted cities and eighth among urban areas on short-term exposure to particulate pollution—worse than New York City, Detroit and Chicago.
80 tons of CO₂	Through its own operations, the City of Sacramento emits an estimated 80,000 tons of carbon dioxide a year.

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STRENGTHENING OUR NEIGHBORHOODS



Better neighborhoods make a better city. I will reinvent the relationship between City Hall and the neighborhoods of Sacramento. We need more neighborhood associations, and those associations must be well supported. Feedback loops have to be established so that neighborhoods know their voices will be heard. And all residents need to be more informed about how city policies will affect them.

As Mayor, I will be a tireless advocate for the quality of life in Sacramento's neighborhoods, and will partner with every member of the City Council to ensure the voice of every neighborhood counts.

Here's what I believe every Sacramento neighborhood deserves:

- **Safe streets**, with high levels of police and fire protection and quick response times to calls for assistance.
- **A commitment to removing gang and other graffiti promptly** as well as addressing other early indicators of eroding safety.
- **Supermarkets selling life's necessities**, including fresh produce, at reasonable prices.
- **Safe places for children and adults to gather**, such as community centers, public libraries and parks.
- **A vibrant, shaded, walkable commercial corridor** (or neighborhood "main street") with the small businesses that glue a community together and provide character. These corridors need to be unbroken segments of what makes urban life great, like restaurants, hardware stores, bookstores, cleaners and other service providers, coffee shops and restaurants, and specialty retailers.
- **Safe and convenient public transportation** to other neighborhoods and downtown, and safe paths for walking, running and biking.

SHARED COMMUNITY VALUES



Sacramento's diversity is its strength. We are a progressive city, and we deserve a mayor with inclusive values.

It is time for Sacramento to invest in the economic, social and cultural revitalization of our city. We must make our city a thriving community that retains its diversity, spirit and character.

For more than 100 years, Sacramento has welcomed immigrants from other lands and other states. We have a rich mosaic that makes our community a great place to live, raise a family, and work. The values we share are critical to that.

As Mayor, I will:

- **Support and protect the law** that protects a woman's right to choose and safeguard women's health clinics.
- **Be partners with our local labor organizations**, so that working families earn the pay and benefits they deserve.
- **Ensure local gun safety laws** and defend them against challenges from the gun lobby.
- **Lobby and support the state to make health care a right for every citizen**, not just a privilege—especially for our children.
- **Oppose discrimination** and guarantee civil rights for EVERYONE, no matter what their race, background or sexual orientation.

CLOSING THOUGHTS



Kevin serves on the Board of Directors for the California Charter School Association, the UC Berkeley Foundation, the Institute of Governmental Studies National Advisory Council and the Harvard Divinity School SJI Advisory Board. His concern and compassion for children and education prompted President George Bush to honor Johnson with the 411th Point of Light. In addition, Johnson has received the NBA's J. Walter Kennedy Citizenship Award, the Good Morning America Award from *Sports Illustrated*, the "Most Caring American" award by the Caring Institute, and induction into the World Sports Humanitarian Hall of Fame in Boise, Idaho, and the Pac-10 Hall of Fame.

I believe that it is possible to have "excellence in government."

We cannot allow our city's priorities to be driven by special interests and entrenched bureaucracy. I have heard loud and clear that the city is ready for change, but this is not the job for one person. Rather, it is the responsibility of an entire city.

I know that Sacramento can be one of the most vibrant, growing cities in the country. But right now, people see our city government as non-responsive, tired, uninspired and bureaucratic. That's not good enough for Sacramento.

Government doesn't have to be about factions or party politics. It can, when done well, serve to bring us together. I believe that government can work for all of us—and I'm ready to make that happen. But this is not a job for one person. It's a job for a community. We all need to come together around a common vision. I'm ready to roll up my sleeves and take on all the challenges before us.

I've done it before, with strong results to show. Over the last 19 years, my work with St. HOPE has dramatically improved the community of Oak Park through its holistic community development approach and has made a major economic impact on the Oak Park community, including:

- ✦ *the addition of 14 businesses*
- ✦ *282 jobs*
- ✦ *\$11 million in development*
- ✦ *the rehabilitation of the 40 Acres Art Gallery and Cultural Center, a 25,000-square-foot mixed-use facility located in the heart of Oak Park's commercial district*
- ✦ *\$14 million in philanthropic dollars for our public schools*

As Mayor, I will bring the same energy and focus to the entire city of Sacramento. Together, we will make this a city we can all take greater pride in. Together, we will make Sacramento "A City That Works for Everyone."



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