

**City of West Sacramento  
2022 Strategic Plan Action Agenda**

The Strategic Plan Action Agenda includes the Council-identified items for action and implementation in 2022 and is divided into three main categories of items:

<b>Policy Agenda</b>	<b>Management Agenda</b>	<b>Major Projects</b>
Includes items that that need direction or a policy decision by the Council; a major funding decision; or leadership with other governmental bodies (city government, other city governments, state government, federal government)	Includes those items for which the Council has set the overall direction and provided initial funding (e.g. phased project), but may require further Council action on funding; or a major management project, particularly over multiple years	Includes development, capital and planning projects funded in the CIP or by Council action which need design or to be constructed

**POLICY AGENDA**

<b>Item Title:</b>	<b>Flood Protection (Federal Project)</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	A New Start designation and \$17.9 million in construction funding was received for the West Sacramento Project in the FY 22 Energy & Water Development Appropriations (E&WD) Bill and \$2.338 million was received in the FY 22 USACE Work Plan. Another \$79.7 million is pending in the FY 23 E&WD Bill. Important elements for the Flood Program in FY 22/23 include: continue advocacy for additional federal appropriations for construction of the federal project; construct the Yolo Bypass East Levee Project - in coordination with USACE Sac District and the State of CA; continue Preliminary Engineering and Design (PED) activities for the next increment of the federal project – Sac River North Levee; begin scoping for PED activities for the Stone Lock Reach; establish advanced mitigation credit for Southport Restoration Project; manage directed grant funding for continued engagement with the LS-DN Regional Planning Area through update of the Central Valley Flood Protection Program (CVFPP) in 2022 and beyond; explore options to modify the Federal Project to include positive flood protection for the North Terminal of the Port; continue monitoring of FEMA to best manage timing and outcome of remapping and implementation of National Flood Insurance Program (“NFIP 2.0”); work with Public Works utilities and RD 900 to coordinate local storm water operations and maintenance; and identify opportunities throughout the year to educate the public on flood risk and the city’s efforts to minimize that risk.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Work with fed lobbyists to ensure construction funds remain in the FY 23 Appropriations Bill	May 2022	House passed its version of the E&WD Bill

	State Legislation re Federal Project, SB 5, RD 900	Sep 2022	Completed.
	Explore alternative federal project delivery opportunities	On-going	USACE Section 1043 program
	Second increment of federal project - Sac River North Levee	Sep 2022	WSAFCA continues to lead Pre-construction, Engineering & Design (PED) activities to advance next design
	Third Increment of federal Project – Stone Lock Reach	Dec 2022	WSFACA to lead scoping of PED activities to include City’s preferred solution related to the Stone Lock facility
	Southport Phase III – Restoration	On-going	Project in establishment and maintenance period (up to 5 years – 2024)
	Southport Phase III – Advanced Mitigation Credit	Sep 2022	Pilot project with CA Dept of Fish & Wildlife
	Explore flood protection options for the Port North Terminal	June 2025	Seek potential options to modify the Federal Project. Likely option is a Post Authorization Change Request (PACR)
	Submit Credit Packages to USACE	Sep 2022	Section 221 credit for Southport; Section 104 credit for I Street to be submitted once Project Partnership Agreement is executed w/ the Corps
	Explore opportunities for levee certification	On-going	
	Seek common solutions to resolve flood system deficiencies including stormwater O&M	On-going	Coordination w/ PW Operations and RD 900; Complete Systemwide Investment Framework, and execute work to resolve levee deficiencies
	Report: Progress on Urban Level of Flood Protection	Annual	200-year level of protection by 2025; Possible extension to 2030 with passage of state legislation as noted above
	Report: NFIP Reform/other federal policy updates	On-going	NFIP 2.0 to be implemented in 2022

<b>Item Title:</b>	<b>Light Rail Extension/Transit Expansion</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD
<b>Summary:</b>	After the construction bids for the original Downtown/Riverfront Streetcar project came in significantly higher than anticipated, an interagency panel formed by the Mayors of Sacramento and West Sacramento with support of Congresswoman Matsui reviewed rescoping options and recommended proceeding with extending existing Light Rail Transit (LRT) service into West Sacramento. With development and management responsibilities now transferred to Sac RT, the revised LRT project referred to as the “N Street Alignment” includes a 1.0-mile light rail connection between Sutter Health Park and 8 <sup>th</sup> Street at N Street. The City of Sacramento City Council recently adopted a resolution in support of the project and the revised alignment.		

	<p>Staff from SacRT and West Sacramento have worked to preserve the \$50 million in federal funds originally awarded to the project and are working with Caltrans to submit documentation supporting the preservation of \$30 million in TIRCP (state) funds for the project. SacRT is applying for federal RAISE grant funding for the project in 2023/24. Current cost estimates for the project were updated and determined to require \$160 million to complete the project between the Small Starts grant, the TIRCP grant, and West Sacramento’s local funding (Measure V). If it proceeds, the project is expected to begin construction in 2026/2027 and an extension to the federal Small Starts grant will again be required. Also under consideration is the future of the LRT Extension and opportunities to extend transit service in later phases to other parts of the city including Southport and potential alternatives to connecting West Sacramento to Downtown Sacramento through alternative transit modes if the LRT Extension project does not proceed (such as Bus Rapid Transit). Staff have initiated discussions with YCTD to study LRT/BRT and are working on drafting the scope of work to complement both YCTD service and Via, as well as the LRT Extension project.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Receive Council Resolution in support of N Street alignment from City of Sacramento	September 2022	Completed.
	Seek authority from West Sacramento City Council for dissolution of Riverfront JPA and supplemental funding to proceed with revised N Street Alignment environmental and engineering updates	October 2022	Completed.
	Execute Cooperative Funding Agreement with SacRT for LRT Extension project.	November 2022	Receive authorization between West Sacramento and SacRT to begin project design and environmental updates.
	Work with SacRT and Consultant Team to prepare updated environmental and engineering updates, and coordinate with FTA on updated Small Starts Application through SacRT.	July 2024	There will be several updates as this work progresses.

<b>Item Title:</b>	<b>Climate Action Plan Update/Energy Service Reliability</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD
<b>Summary:</b>	<p>Preparation of the City’s Climate Action Plan as an implementation measure of General Plan 2035. To date the consultant, AECOM, has completed data gathering, preparation of a GHG inventory, assisted City staff in public outreach and provided the draft CAP with the recommendations from the final report from the Mayors’ Commission on Climate Change. City staff received the full admin draft from the consultant in June and a revised public review draft in August.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>

	Public outreach and commission workshops	October-Dec 2021; April-May 2022	Presented the draft GHG reduction actions to the Chamber of Commerce, had two pop up public outreach events in spring of 2022 at Sal's tacos and presented the draft GHG reduction strategies to the EU, TMI and PC commissions in the fall of 2021.
	Draft CAP review	June-August 2022	Staff review of the draft CAP and the subsequent public review draft
	PC and Council hearings	November -December 2022	Includes stop at EU & TMI Comm.
	Continue discussions with PG&E regarding service reliability and expansion	Ongoing	

<b>Item Title:</b>	<b>Equitable Investment Strategy/Programs</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CMO/EDH
<b>Summary:</b>	<p>Measure N, enacted by voters in November 2018, includes dedicated funding for Inclusive Economic Development. The basic purpose of this set-aside was to provide funding to address historic inequities impacting certain areas and populations within the city in a meaningful and sustainable way. In June 2019, the Council adopted general investment criteria for the allocation of this funding, which included a 30 percent target level of total Measure N revenue. The policy defined Inclusive Economic Development as targeted programs or projects, the primary purpose of which is to empower and create direct, near-term quality of life improvements for residents experiencing quality of life challenges, primarily within disadvantaged areas of the city (defined using the 61<sup>st</sup> percentile of environmental vulnerability under the State’s EnviroScreen mapping tool).</p> <p>The definition was intended to be broad in order to provide the maximum flexibility to meet the needs of all residents experiencing quality of life challenges. Programs or projects contemplated under this Measure N set-aside could include, but are not limited to, workforce training programs, small business supports, affordable housing, building improvements, infrastructure improvements (sidewalk gaps, streetscape improvements, broadband access, etc.), and other equity-based initiatives. In the years since Measure N’s adoption, staff has developed the phrase “Equitable Investment” as a more precise descriptor of the Measure N set-aside's purpose and has implemented certain programs (e.g., the BUILD affordable housing loan program) and developed policy concepts like a proposed social equity metric for evaluating Capital Improvement Program projects under this Equitable Investment rubric.</p> <p>Staff will propose the implementation of the social equity metric, which is described in a related issue paper. Staff will also solicit ideas and direction from the Council on other potential uses of Measure N funds for Equitable Investment in the city.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>

	Implement new Measure N Inclusive Economic Development Management	August 2023	Staff will update the Measure N policy to provide more concrete guidance on making and tracking capital investments that are designed to improve social equity. Staff will propose specific mechanisms to effectuate the Council’s direction to improve social equity outcomes for West Sacramento residents. Potential implementation measures include, but are not limited to, development of a social equity metric that would quantify the social equity benefit of various projects; a requirement to include a social equity narrative in certain types of staff report, and/or tracking and reporting requirements relative to the location of City capital investments. Additionally, CMO staff will support the Economic Development and Housing Department’s creation of new small business programs designed to expand entrepreneurial opportunities for residents and businesses located in historically disadvantaged areas of the city.
	Develop and implement proposals for programs and projects for Equitable Investment and solicit feedback from City Council	Ongoing	Project proposals do not need to wait for completion of the above-referenced work in order to proceed.

<b>Item Title:</b>	<b>I Street Bridge Replacement/Deck Conversion</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD/EDH/CP
<b>Summary:</b>	<p>The I Street Replacement Project is a new neighborhood-serving, multimodal bridge (connecting C Street in West Sacramento with Railyards Boulevard in Sacramento) designed to accommodate future phases of rail transit and approved in the SACOG 2035 Metropolitan Transportation Improvement Plan (MTIP). The project is funded by the Federal Highway Bridge Replacement Program (HBP) and is entering final construction design and permitting phase in 2021/2022 with construction projected to begin in early 2024.</p> <p>During late 2022 through late 2023, West Sacramento expected to initiate approximately 13 property acquisitions (including occupied properties) associated with the Bridge Project in the 3<sup>rd</sup> and C area of the City. A Cooperative Agreement amendment for this project was completed in mid-2021 and amended in 2022 in conjunction with the Deck Conversion Cooperative Agreement to ensure continued participation on both projects by the City of Sacramento. These agreements will be taken to respective Councils in late 2022 or early 2023.</p> <p>The project faces a funding cash flow issue, as the State has imposed constraints on the HBP program of \$20 M annual reimbursement which is not guaranteed. For a \$320 M project the cities combined do not currently have the debt capacity to complete lending, with interest carry adding \$30--\$50 M to the budget. The Cities have worked with Caltrans, Congresswoman Matsui, the Governor's office, and</p>		

State Senators to garner support for funding the entire project through the Bridge Investment Program. The current perspective is that the project has a very good chance of being fully-funded through this and other grant funding sources and ready for construction in mid-late 2024.

The I Street Deck Conversion project will convert the top deck of the historic I Street Bridge to pedestrian and bicycle access when the Replacement Bridge is constructed. The feasibility evaluation phase of the I Street Deck conversion project was completed in March 2019 providing preliminary structural assessment and engineering design to transition to bicycle pedestrian modes, regulatory, railroad and permitting findings and strategies, and Sacramento City Council approval of a resolution supporting the cities’ partnership for the project. West Sacramento completed the CEQA Environmental phase of the project along with preliminary engineering design in September 2021.

Staff was successful in securing \$3.239 million in SACOG Regional Program funding to complete the NEPA environmental phase, final design, and right of way acquisition. This phase will initiate in fall 2022. Cooperative agreements with Sacramento to ensure the I Street Bridge Replacement and Deck Conversion are being completed in-tandem and are expected to be approved in 2022. The cities applied for State ATP funding to complete construction of the entire project. Staff anticipates initiating construction in 2024 with completion in 2026/2027.

The 2021 Strategic Plan also included the Broadway Bridge and Enterprise Crossing. These projects have both reached significant planning milestones, but their construction will depend on fundraising efforts from grants that will occur over the next several years. Both projects are now listed under the “Major Projects” section of the Action Agenda to reflect that ongoing work. The 2022 Strategic Plan item has been narrowed to focus on the important progress towards final design and construction that is planned to occur this year on the I Street Bridge Replacement and Deck Conversion projects.

Progress:	Milestone	Completion Month & Year	Notes
	Complete I Street Bridge Deck conversion PA&ED phase (CEQA & Preliminary Engineering)	November 2022	Engineering is complete, CEQA circulation will begin and end in September 2022. Expect final approvals in November.
	I Street Bridge Replacement and Deck Conversion Cooperative Agreement	November 2022	Expect to obtain approvals for the Amended Cooperative agreements for both I Street and Deck Conversion this year.
	I Street Bridge Deck Conversion NEPA & Final Design/ROW Phase	March 2024	Expect to have final design and NEPA cleared in Late 2023/early 2024.
	I Street Bridge Replacement Final Design Phase Completed	December 2024	Waiting an updated schedule but expect that 100% design will be completed late 2024.

<b>Item Title:</b>	<b>Stormwater Flood Protection &amp; Maintenance</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD/PWOM

<b>Summary:</b>	Historically, city stormwater infrastructure flood protection has been a low priority within the organization surfacing when there is heavy rainfall, a major storm event, or a question of compliance with the MS4 permit. As the expanding stormwater responsibilities and shrinking available local tax dollars intersect, the need for a maintenance plan that optimizes the return on investment is critical. Additionally, the lack of consistent data collection has required using institutional knowledge for planning and scheduling purposes. The Citywide Storm Drainage and Stormwater Master Plan is just now bringing to light the multiple projects necessary to correct deficiencies and bring the internal drainage system up to standard at an approximate cost of \$167 million dollars, a substantial lift in its own right. City needs to take the same aggressive approach to find the funding to correct and upgrade the internal drainage system.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Develop Comprehensive Maintenance and Drainage Plan	Ongoing	Maintenance schedules, Inspection requirements, Frequency of inspections, and Identification of Funding Source
	Access the Storm Drainage Needs of Both Capital and Maintenance	July 2022	Contingent on the development and completion of the Storm Drainage and Stormwater Master Plan Update Project
	Determine Needs and Cost of Emergency Response Measures	July 2022	Assessing and finalizing on call methodologies
	Determine Inventory of Assets	November 2022	Communications with RD900 on storm drainage asset ownership
	CCTV All Assets to Assess Risk/Replacement Priority	Ongoing	Contingent on obtaining CCTV equipment dedicated to Storm
	Mirror Storm Maintenance Plan to Sewer Maintenance Plan	Complete	Will follow Storm Drainage and Stormwater Master Plan priorities
	With Operations and Maintenance Appropriation, Prioritize Maintenance Repairs Over Two-Year Budget Cycle	Ongoing	Contingent on CCTV main segment scoring and prioritization
	Assess Potential Reclamation District 900 Consolidation and City Storm Assets	Ongoing	Contingent upon City of West Sacramento Public Works inheriting RD900 current infrastructure
	Funding Options and Public Outreach	June 2023	Outreach if assessments are warranted.
	NASSCO Stormwater Main Grading	January 2023	Prioritize possible CIP funding for main repair/replacement

<b>Item Title:</b>	<b>Retail Cannabis Evaluation &amp; Direction</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD

<b>Summary:</b>	<p>In December 2015, the City approved the first of a series of Municipal Code amendments and development agreements to facilitate non-retail cannabis land uses as an economic development initiative. Ultimately the Municipal Code amendments provided for wholesale cannabis distribution, testing labs, manufacturing, and indoor cultivation. Each use requires a conditional use permit and a DA, the principal reason for the DA being to establish a voluntary revenue contribution equal to 2.5-5% of gross receipts remitted to the City quarterly. There have been no significant problems during the five years the existing program has been in operation; however, given how the industry has evolved, the City is evaluating its cannabis program with an eye towards updating the existing rules, and potentially allowing new categories of cannabis-related business, including retail. In February 2022, at its Strategic Planning session, the City Council directed staff to develop a retail cannabis program, including locational and licensing criteria, for Council consideration in 2022.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Council workshop on retail cannabis program	Feb 2022	Completed.
	Research and develop ordinance for retail cannabis including locational and licensing criteria and an administrative process framework	Feb-Oct 2022	Staff coordinated policy development efforts with staff from the Police Department, Finance, Economic Development and Housing and the City Manager’s Office, In addition, staff researched programs in other local jurisdictions and consulted with HdL on best practices.
	Planning Commission review of draft Ordinance and recommendation to Council	Nov 2022	The draft ordinance includes establishing the number of total retail licenses (governed either via geographic or numerical constraints), the general locations of retail cannabis businesses, identifying sensitive land uses, establishing a buffer from sensitive land uses to and from retail licenses, as well as a buffer between retail cannabis businesses, a framework for development agreements, security and cash handling regulations and a process for selection of potential licensees.
	Ordinance presented to City Council for first reading and second reading and adoption hearings	Dec 2022 – Jan 2023	In addition to the Ordinance, staff will provide the Council with possible avenues to consider for an Equity Licensing program.
	Launch Retail Cannabis Program	Early 2023	Staff plan to launch the program once the ordinance has been effectuated and procedures are in place.

<b>Item Title:</b>	<b>Broadband Access &amp; Affordability for All</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CMO



<b>Summary:</b>	As in other parts of the country, the COVID-19 pandemic exposed significant challenges in West Sacramento related to the affordability and reliability of broadband Internet service, particularly for lower-income households. Under this item, the Council hopes to bridge the digital divide that persists in the city for households that are unable to afford quality Internet service. The item will begin with a human-centered research and outreach effort to confirm the greatest needs and barriers to achieving widespread broadband usage, focusing on geographic and demographic factors. Partners and stakeholders to be engaged on this item include the Washington Unified School District, Wave Cable, AT&T, other broadband service providers, and potential the West Sacramento Chamber of Commerce (for outreach to businesses).		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Issue RFQ for consultant assistance to complete a broadband needs assessment	September 2021	An RFP was issued, but no responses were received. It is likely that the scope of the original solicitation was so broad that consultants were unwilling to apply outside their respective disciplines.
	Issue revised solicitations for consultant assistance	March 2022	This solicitation was revised and reissued. One response was received. Valley Vision was selected as the vendor. A contract is currently under review.
	Partner with U.S. Digital Response to improve utilization of Federal Communication Commission’s Affordable Connectivity Program (ACP)	November 2022	Enter into agreement with non-profit U.S. Digital Response to develop and implement a methodology to increase utilization rate for this free program, which is currently at 29 percent in West Sacramento. This effort would be parallel and in concert with the contract with Valley Vision.
	Implement new methodology to increase ACP participation rate	May 2023	Timeline is tentative because the extent of the recommended methodology is not yet known.
	Complete broadband needs assessment and present follow-up recommendations to Council	July 2023	The needs assessment will include recommendations for achieving greater access and affordability West Sacramento residents, particularly for lower-income households.

<b>Item Title:</b>	<b>PLAs/Workforce Training Program Evaluation</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	Project Labor Agreements (PLA) are pre-hire collective bargaining agreements that can be utilized on construction projects to establish working conditions, detail management rights, promote local workforce development, and limit work disruptions that could lead to construction delays. These agreements, which are also known by other names, such as Workforce Training Agreements, Project Stabilization Agreements, or Local Hiring Agreements, are entered into by project owners and unions, and typically include the following components:		

	<ul style="list-style-type: none"> <li>• Recognition of the union(s) as the sole bargaining representative(s)</li> <li>• Requirements for contractors to utilize union referral systems for hiring workers</li> <li>• Agreement to pay union wages and benefits</li> <li>• A grievance process and arbitration procedures to resolve disputes</li> <li>• Apprenticeship programs to develop the local workforce</li> <li>• A local hire program</li> <li>• Limitations on work delays and stoppages</li> </ul> <p>At the Council meeting of October 20, 2021, Mayor Guerrero requested that a future agenda item be scheduled for the Council to consider adopting a master Workforce Training Agreement for City capital projects. The item was considered and discussed at the the Council’s 2022 strategic planning retreat where staff was directed to continue research to evaluate PLAs/workforce training programs/and other efforts with a specific focus on job access for West Sacramento residents.</p>		
--	--	--	--

Progress:	Milestone	Completion Month & Year	Notes
	Continue researching PLAs and workforce training options	December 2022	<p>Staff’s research on this topic has proceeded slowly. There are many studies documenting both positive and negative effects of PLAs; however, reliable first-hand data from other jurisdictions is harder to identify. Staff has contacted several jurisdictions with PLAs only to learn that their staff do not actively track whether or how those documents have affected construction costs, and/or the extent to which PLAs have resulted in new job opportunities for residents. In multiple instances, staff from other jurisdictions have seemed reluctant to freely share their thoughts on PLAs.</p> <p>Given the highly politicized and emotionally charged nature of this issue, it appears unlikely that conclusive empirical data for or against PLAs will be forthcoming. Staff will endeavor to present the best available data to facilitate the Council’s discussion of this issue.</p>
	Council workshop on PLAs and workforce training program options	January 2023	Next steps depend on Council direction from the workshop.

<b>Item Title:</b>	<b>Southport Framework Plan Refinement</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD

<b>Summary:</b>	<p>The Southport Framework Plan (“Framework Plan”) was adopted in 1994 to guide growth in the 7,120-acre area located in the southern half of West Sacramento. The Framework Plan was developed to provide “...an overall vision and guide for Southport as it develops.” Since the Framework Plan’s approval in 1994, the City’s General Plan, the guiding City-wide policy document for physical development, was last updated in 2016. The model of smart, sustainable and equitable planning has evolved since 1994 when the Southport Framework Plan was approved. Over the past 28 years, the City has found that the economic and market uncertainties have resulted in piecemeal development, and that pattern is likely to continue in the future. As Federal, State and local policies have become more prescriptive in an effort to mitigate environmental impacts, the Southport Framework Plan and associated policy documents should be evaluated through an equity-focused 21st century lens.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Coordinate internal working group to develop scope of work	October 2022	Key staff will include Planning, Development Engineering, Transportation, Economic Development and Housing
	Prepare Decision Package for consideration at mid-year budget	December 2022	Scope will include consideration of VMT calculations, mix of housing types, compliance with current State and local policies.
	RFP/RFQ for consultant services	February 2023	Scope could consider economic trends and review of SFP through equity lens.
	Report prepared for Council consideration	Late 2023	Council could consider adopting amendments to SFP

<b>Item Title:</b>	<b>Bryte Park Master Plan Implementation</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	Parks, Capital Projects
<b>Summary:</b>	<p>Bryte Park is located in the northern portion of the City and is the most heavily used/programmed park in the City. The property is owned by Washington Unified School District (WUSD), but is improved and maintained by the City through a Joint Use Facilities Agreement. On January 9, 2013, the City Council adopted the Master Plan for Bryte Park, which was the result of a robust community engagement effort, developed in coordination with over 200 community members and stakeholders. The original Master Plan spanned three properties: Bryte Park, Alyce Norman Playfields/Bryte Career and College Training Campus, and Holy Cross School. Staff has implemented components of the Master Plan based on funding availability. In early 2015, the Kaboom! playground was constructed (Phase 1) and in spring 2016, another phase of improvements was constructed (Phase 2), including on-site parking, lighting, landscaping, new restrooms, a covered BBQ and picnic area, shade structure for the play area and road crossing improvements on Carrie Street. Additionally, a Draft ADA Transition Plan for Bryte Park was completed which identified a total of 36 accessibility barriers that need to be improved by 2025. These include providing accessible seating for athletes and spectators at each playfield, creating accessible routes from playfields and other amenities to walking paths, providing ADA ramps in the older play equipment area, providing wheelchair user access in picnic areas and multiple improvements to provide accessibility at the older restroom located along Todhunter. Completion of the Bryte Park Master Plan was identified as a high priority in the 2019 Parks, Recreation and Open Space Master Plan. Staff proposed a phasing plan and estimate of costs to complete another phase of Master Plan improvements while also addressing all required ADA improvements by 2025. The original phasing plan showed the</p>		

	aquatic feature being completed in the final phase of improvements. Recent community feedback indicates a strong interest for advancing the pool portion of the phasing plan. Staff proposes updating the Master Plan and Phasing/Funding Strategy through a multi-step process outlined below.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Issue RFP for Design Services to Study Refinements and Cost Estimates for Master Plan Implementation.	October 2022	Capital Projects will lead this effort.
	Design Consultant Under Contract and Design Work Commences	December 2022	
	Draft Updated Plan Refinements	May 2023	
	Review Phasing/Funding Plan	July 2023	
	Complete 100% Designs for Phase 3 Improvements	March 2023	
	Bid Project	April 2024	
	Award Construction Contract	June 2024	
	Phase 3 Construction Complete	March 2025	

<b>Item Title:</b>	<b>District Elections</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	<p>In late 2018, the City received a letter from Scott Rafferty, an attorney representing the Latino Information and Resource Network, Maria Grijalva, and Broderick Area Homeowners’ Association ("Claimant") demanding that the City transition to district-based elections or face a lawsuit compelling it to do so. In the intervening period, the Council has studied its options, and engaged experts to help assess the extent (if any) to which the City may be in violation of the CVRA. During this time the Claimant helpfully delayed the filing a lawsuit to allow the Council time to conduct its due diligence. These analyses found that while occurring infrequently, the City had experienced some degree of racially polarized voting during past elections. While the mere existence of polarized voting is not conclusive of a violation of the CVRA, there is some statistical evidence to support the claim that the City’s at-large voting system may be impairing some residents’ ability to elect the candidates of their choice. The City Council’s consideration of this matter was delayed by multiple factors, including the COVID-19 pandemic, an intervening election that brought a new mayor and councilmember, and the fact that 2020 Census data was not yet available to assist in determining district boundaries. The Claimant ultimately filed its lawsuit on October 21, 2021, and the City filed its</p>		

	response to that lawsuit on December 3, 2021. On January 19, the City Council approved Resolution 22-8 directing staff to initiate the process of transitioning the City to district-based elections, with the goal of conducting the City’s first district-based election in November, 2022.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	City Council discusses transitioning the City to a district-based election system	January 2022	Completed.
	City Council holds first of two public hearings to receive public input regarding composition of districts before draft district boundary maps are prepared and additional public outreach conducted.	February 2022	Completed.
	City Council holds public hearings to receive public input regarding composition of districts before draft district boundary maps are prepared and on composition of districts after maps prepared; Proposed District Maps Published; Additional public outreach	March 2022	Completed.
	City Council holds second of two public hearings to receive public input regarding composition of districts based on draft district boundary maps; additional public outreach.	April 2022	Completed.
	City Council selects final districts map and adoption of ordinance; selection of district elections sequencing	May 2022	Completed.
	Election for first two by-district seats on City Council	November 2022	The 2022 election includes district-level elections for Districts 3 and 4, and an at-large mayoral election for a two-year term.
	Election for last two by-district seats on City Council	November 2024	The 2024 election includes district-level elections for Districts 1 and 2, and an at-large mayoral election for a four-year term.

**MANAGEMENT AGENDA**

<b>Item Title:</b>	<b>Mobility Action Plan Implementation</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	CDD

<b>Summary:</b>	<p>In 2018, the City’s mobility system rapidly expanded with the introduction of three new modes, including rideshare (Via), e-bike share, e-scooter share. Concurrently, new alternatives are being explored related to the Downtown Riverfront Streetcar and the Yolo County Transportation District (YCTD) initiated work on Comprehensive Operational Analysis. As bus ridership has continued to decrease while costs have risen in recent years, the City requires multi-agency coordination to streamline and integrate its rapidly evolving, multi-modal mobility system such that local resources are efficiently utilized to support community transportation needs, as well as local climate objectives. High quality data and analyses will be required to guide current and future transit investments. As the City’s MAP is underway, early actions should be identified and implemented to optimize the evolving mobility system.</p> <p>The West Sacramento On-Demand Rideshare program was piloted by the City in partnership with Via in FY 2018 to increase sustainable transportation options and enhance mobility and access for underserved communities. Demand exceeded expectation in the Pilot year and additional funds were needed to expand the vehicle fleet and driver hours to continue serving community mobility needs. Coordination with existing transit service and the broader mobility system continue to be necessary. The City’s annual TDA allocation is typically not sufficient to cover the cost of all transit service currently considered by the City in 2020/21, pending the outcome of YCTD’s Comprehensive Operational Analysis and impacts to the annual TDA Apportionment from COVID-19. Evolving state laws and regulations may also have an uncertain impact on the program cost, pending further clarification from the State. TDA reserves or other funds may need to be allocated, or other actions taken to reduce inefficiencies. A 2-year contract renewal to continue rideshare operations through June 30, 2022 was approved by City Council on June 17, 2020.</p> <p>The Mobility Action Plan (MAP) developed a strategy to help guide local transportation investments over time by leveraging technology and multi-modal mobility options to expand sustainable transportation choices and create a robust mobility ecosystem that supports positive social, economic and environmental outcomes for the community. The final MAP provides a “playbook” of project recommendations accompanied by actionable strategies that leave the City well-poised to pursue funding opportunities and transition into implementation. The MAP development process included stakeholder outreach, identified equitable multi-modal “Mobility Hub” locations through conceptual design, and prioritized key enabling actions/projects to help further integrate new mobility and technology (including shared, electric, connected, and autonomous vehicle infrastructure), and position top-ranked projects for funding/implementation.</p> <p>An overarching goal of the MAP is to jumpstart innovative mobility pilots, partnerships and projects that will increase safe active and multi-modal trips, directly supporting improved community health outcomes, reduced VMT/GHG, and progress toward local, regional and State climate goals. Specifically, the MAP will help inventory the City’s existing mobility system, synthesize existing plans and studies, and conduct innovative outreach to develop tailored, data-driven recommendations on when and where to implement key planning, infrastructure, and policy changes that will be effective in offering residents more sustainable and desirable transportation choices. The final plan offers a strategy comprised of key action items to help advance the City’s smart, sustainable transportation network for all community members.</p> <p>On June 16, 2021, following a workshop to solicit feedback on the draft MAP, the City Council unanimously moved to adopt the final MAP. At this time, the MAP is complete and implementation is ongoing.</p>
-----------------	---

Progress:	Milestone	Completion Month & Year	Notes
	Continue work on the related and supplemental projects that are helping to implement the MAP, including the Via On-Demand Rideshare program, Micromobility Permitting program, Plug-in Partnership, Wayfinding signage installations, and resource acquisition for the continued planning and build out of a low-stress bike and pedestrian network.	Ongoing	

Item Title:	Home Run Implementation & Growth		
Priority:	Policy Agenda	Department:	CMO
Summary:	<p>The objective of the West Sacramento Home Run initiative is to build a culture in the City into one where every young person is prepared for college and career, to grow a robust workforce for local employers, and enhance the City’s economic development capacity and competitiveness. The West Sacramento Home Run is a cradle to career initiative starting with high quality preschool for all and ending with fee free college and scholarships. In the fall of 2021, staff workshopped the Scholarship Program with the Council and received feedback that will be incorporated into program refinements. Incentives for, and access to, enrichment activities will be incorporated into program design and piloted in 2022. The priority for 2021-22 is to increase outreach efforts to ensure service to all West Sacramento children and youth, to utilize the Home Run Community Partners group to continuously improve our services to the community, and to finalize the design for the both the scholarship program and an expansion of the Home Run to 3rd through 8th grade students (school year or summer camp) in the areas of arts/STEM/entrepreneurial.</p> <p>In late 2021, it was brought to staff’s attention that there is a healthy fund balance in the Childcare Impact Fee fund. This funding may be used for capital improvements to support expanding childcare for all ages in the City, including West Sacramento Home Run enrichment programs. The devastating toll that the pandemic has had, and continues to have, on childcare facilities could be greatly improved with funding being made available for renovations, improving outdoor spaces, and expanding to provide more needed infant, toddler, and school aged care. Additionally, there is much uncertainty about how communities will implement the State requirement of offering free Transitional Kindergarten, which will trigger a need for additional facilities and services, including classroom space, outdoor play areas, and after school or wrap around childcare services. These needs not only support the continuation of a Childcare Impact Fee, but also demonstrate a need to update the Nexus study and recommendations for how funds are spent. Staff proposes utilizing the existing fund balance in the Childcare Impact Fee budget to conduct an updated Nexus study to ascertain areas of greatest need and developing a program for use of the funds focused on projects that best meet those needs.</p>		
Progress:	Milestone	Completion Month & Year	Notes

	Initiate enrichment programming for school age students.	Piloted in Summer 2021, Implement Summer 2022	STEAM programming, including Coding for Kids, Mad Science and Performing Arts (Young Actors, CAMP YAMPA, Young Rembrandts), were incorporated into existing summer camp programs AND offered as stand-alone camps for students in grades 3-8. Staff expanding offerings in 2022 to include Camp CC at the Community Center for a second year, partnered with WUSD to provide additional camps including Golf Camp and a Sac Republic Soccer Camp. Rec on the Moove was launched at Bryte Park in summer 2022 and offers free, drop-in programming. Kids Night Out was expanded to include events at the Recreation Center.
	Scholarship program implementation	Spring 2022	
	Launch new Childcare Impact Fee Nexus Study	Fall 2022	This may be done as part of a consolidated fee study for the City.

<b>Item Title:</b>	<b>Strategic, Informed &amp; Evolved Policing</b>		
<b>Priority:</b>	Policy Agenda	<b>Department:</b>	PD/CMO
<b>Summary:</b>	Following the killings of George Floyd and Breonna Taylor by police, the Obama Foundation’s My Brother’s Keeper (MBK) Alliance issued a call to mayors to commit to reviewing police use of force policies, engaging the community to include a diverse range of input, report findings of the review, and to reform police use of force policies. Leveraging input from stakeholders involved in the City’s MBK Alliance the Council directed staff to undertake an analysis of how the City conducts policing overall—topics ranging from recruitment, training, use of force policies, and alternative approaches to police service needs related to community engagement, mental health, crisis intervention, and homelessness. This item will build on the participation in the MBK Alliance and other Council direction to address these topics. Additionally, a focus on sustaining and appropriately growing the department’s Wellness Program must be seen as foundational to advancing policing locally.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Review Police Department use of force policies.	June 2020 (on-going practice)	All use of force policies are reviewed multiple times per year through accreditation processes, when prompted by legislative updates and during quarterly efforts by the department Professional Standards & Training Review Committee. In June 2020, the department created a public facing webpage highlighting department use of force policy standards that addresses several areas of focus to include the



			<p>duty to intervene, de-escalation, chokeholds/carotid restraint, and other factors associated with police use of force.</p>
	<p>Complete analysis of Police training procedures and recruitment.</p>	<p>December 2022</p>	<p>The Department has enhanced its capacity for scenario-based training, and de-escalation concepts have been included in all aspects of force training (defensive tactics, conducted energy device and firearms/range). In September 2020, all staff began attending Implicit Bias training. The department continues to have all employees attend Crisis Intervention training and anticipates expanding this to include refresher training for all staff in partnership with Yolo County HHSA. An analysis of Police Recruitment will be included as part of the comprehensive assessment of the police department. An RFP for this assessment should be released by December 2021.</p> <p>On December 8, 2021, Council approved a contract for a comprehensive assessment of the Police Department. This assessment will be conducted throughout the first half of 2022 and findings and recommendations presented in the second half of 2022.</p>
	<p>Procure vendor services to support Police Department initiative to advance Public Trust &amp; Transparency (Implementation of Public Trust &amp; Transparency systems)</p>	<p>December 2021 (Community Surveying tool: April 2022 / Data Transparency Portal: 2024)</p>	<p>The police department is committed to continuous improvement but currently lacks regular quantitative analysis outside of crime statistics nor qualitative feedback that monitors the community’s sense of safety or trust in the police. On December 8, 2021, Council approved contracts that included services to build and implement a data transparency portal and to establish an ongoing community surveying tool (focused on measuring trust in the police and sense of safety in the community).</p> <p>The community surveying tool was implemented in early May 2022. Work on the data transparency portal is ongoing. The May 2022 implementation of the new police records management system and formation of the Chief’s Community Advisory Board (June 2022) will further empower the progress of this co-created project.</p>

	Complete comprehensive analysis of police workload, staffing, recruitment, programs, operations and technology	December 2022	On December 8, 2021, Council approved a contract for a comprehensive assessment of the Police Department. This assessment will be conducted throughout the first half of 2022 and findings and recommendations should be shared and/or workshopped in the second half of 2022.
	Complete third-party audit of police oversight practices, administrative and internal affairs investigations and appropriateness of levels of discipline	mid-2023	On December 8, 2021, Council approved a contract for an audit of the internal controls and practices that support oversight of the Police Department. This assessment will be conducted throughout the 2022 and findings and recommendations should be shared in the first half of 2023.
	Create Chief’s Community Advisory Board to increase access to police leadership, providing diverse community representatives an advisory voice directly to the police chief.	August 2022	Process to form the initial CAB began in April 2022 with a community formation team. This team advised the chief on considerations for diverse representation, meeting goals and expected behavioral norms and considerations for individual background assessments. CAB selection was completed in June 2022 and had its first meeting in July 2022. Meetings occur monthly.

<b>Item Title:</b>	<b>Homelessness &amp; Communitywide Impacts</b>		
<b>Priority:</b>	Management Agenda	<b>Goal:</b>	PD/EDH
<b>Summary:</b>	<p>Addressing homelessness in the City is multifaceted and requires cross mobilization of Departments to balance the welfare and access to services of the homeless population with the legal and environmental implications of the behaviors commonly associated with homelessness. Measure E was passed which designates at total of \$750,000 to Reducing Homelessness (including providing access to services and housing and/or shelter) [\$250,000] and Reducing Community Impacts of Homelessness (including clean up and enforcement) [\$500,000]. As such, this item proposes to continue the Public and Open Space Clean-Up and Enforcement program by continuing a “services first” approach to enforcement to provide outreach and referrals to housing alternatives and social services to homeless persons in unauthorized campsites. The City’s Permanent Supportive Housing project (PSH), consisting of 85 units, began occupancy in November 2021 and houses about 50 prior Homekey/Roomkey clients from the City. Staff will continue to manage the Downtown Streets Team contracted services. Project Roomkey and the HomeKey Program have proven effective in managing and alleviating homelessness and its impacts by getting impacted residents engaged in supportive and safety net services provided by the City, Yolo County HHSA and its contracted partners. In December of 2020, the City acquired the Rodeway Inn and established supportive and safety net services funded by the State Homekey Program grant, Measure E and CDBG. The Downtown Streets Team program has become more integrated with the City Homekey Program. Relationships have grown with local NGOs that also support this effort. City was awarded Yolo County American Rescue Plan (ARP) funds for the acquisition/operation of a motel to expand the City’s Homekey Program. Staff is conducting due-diligence</p>		

	activities and anticipates acquisition of a new motel by end of 2022. Continuing these efforts is vital to the health of this population and may contribute to revitalization efforts in the City’s core.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Shift Faciliatory/Leadership role for once Weekly Walk-In Service appointments to County Staff	Completed	Due to COVID19, the weekly service meetings were halted. Through the HomeKey Program, the delivery of these same service connections has been facilitated by on-site service providers and case managers in collaboration with the City’s Homeless Manager. Additionally, the PSH site opened in late November 2021 and provides on-site services to residents.
	Downtown Streets and Winter Warming Center data collection and contract management-integrated with city clean-up and blight removal programs.	DST renewal July 2022	Data collection and reporting for FY 2021-2022 -2022-2023 will be completed. A multi-year DST contract was approved by Council in July 2022. DST is more integrated into Homekey Program.  Due to opening of Permanent Supportive Housing project and ongoing operation of the City’s HomeKey Program -- Winter Warming agreements were not renewed for FY 2022-2023, though staff is working on alternative options with the County.
	Research and evaluate state financial assistance programs and CDBG COVID-19 funds for acquisition of motels for interim Project RoomKey continuation and ultimate reuse consistent with revitalization of West Capital Ave plans.	Ongoing	City was awarded Yolo County ARP funds for the acquisition/operation of a motel to expand the City’s HomeKey Program. Staff is conducting due-diligence activities and anticipates acquisition to be completed by end of 2022.
	Evaluate contract with Yolo County Housing vs City employee (new position) for on-site property management of HomeKey Property	Fall 2022	YCH has not utilized a full-time, experienced YCH staff to fill this role for most of its existence. Reliance on temp workers has led to frequent turnover and a lack of stability at the site. Staff desires a consistent approach to successfully manage a challenging property and to better support staff who support clients with challenging circumstances.

<b>Item Title:</b>	<b>Grand Gateway Development</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	EDH

<b>Summary:</b>	<p>The City Council approved the Grand Gateway Master Plan in 2013 which designates the City-owned property at the intersection of Washington, Central Business and Bridge Districts for higher-density mixed-use development. When the city purchased the Old Town Inn parcel in February 2015, staff recommended that the Grand Gateway Master Plan boundary be adjusted to incorporate the parcel. EDH has completed purchase of the property from the Redevelopment Agency, cell tower relocation, relocation of utilities and easements, contamination clean-up and infrastructure installation including a city parking lot serving the site. The Grand Gateway master planned parcels are being surveyed, mapped and further entitled to be ready to be disposed of to one or more master developers conditioned on developing the property consistent with the Council approved Master Plan.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Continue entitlement efforts for the property: Mapping, Surveying and ROW dedication and confirmation are being addressed with a Parcel Map and a Record of Survey. Secure Parcel Map title insurance policy.	January 2023	<p>In March of 2021, staff procured preliminary title reports for the properties. In March of 2022, staff requested and received updated reports. Additional reports have been identified and will be procured by the end of September 2022.</p> <p>In August 2021, the City Council approved a contract award for on-call land surveying services.</p> <p>In June 2022, staff issued a notice to proceed for a plat map of the Grand Gateway Master Plan area.</p> <p>In August 2022, staff issued a notice to proceed for draft parcel map.</p>
	Complete preliminary design and engineering on Grand Gateway Plaza and future alignment of paseo. Seek Commission recommendations and Council approval.	March 2023	
	Appraise property and prepare relevant documents for disposition	April 2023	
	Advertise opportunity and develop and release Request for Master Developer Proposal	May 2023	
	Select Master Developer	TBD	

<b>Item Title:</b>	<b>Waterfront Districts Public Safety &amp; Security</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	PD/EDH/CDD/P&R/PW/CMO

<p><b>Summary:</b></p>	<p>The thoughtful development of the riverfront districts will make them gems of the urban core of the Sacramento region, attracting businesses, visitors and events. The Entertainment District that will emerge within the City’s riverfront creates great opportunity for people to gather for a myriad of events and at a variety of businesses. Lessons learned from attacks across the nation support the City’s use of expert research in space-planning and security design—but with an approach that strongly considers the visitor experience. Additional investment in technology and equipment will transition the Police Department to more cost-efficient enforcement methods and more effective crime prevention and enforcement outcomes. The Cross Department Team research has found that although the Riverfront can serve as a pilot, these investments will likely be valuable if extended into other areas of the City, with a focus on the waterfront and north areas of the City. The Riverfront Entertainment District plan will use modern and forward-thinking technology to maximize visitor safety. It will include tech and other amenities that distinguish it as a demonstration district, and visitors will return based on the secure environment for families to participate in entertainment, park and recreation amenities and events.</p>		
<p><b>Progress:</b></p>	<p><b>Milestone</b></p>	<p><b>Completion Month &amp; Year</b></p>	<p><b>Notes</b></p>
<p>Obtain security/design infrastructure consultant support</p>	<p>February 2022</p>	<p>ICU consultant and discussions with City team underway. Results of analysis will be incorporated into future funding/project requests as needed.</p>	
<p>Draft Phase 1 Plan from ICU Consultant</p>	<p>September-December 2022</p>	<p>City cross department team received demonstrations of 2 public safety technologies (Fusus and Volv). A draft Phase 1 Plan from ICU Consultant will include recommended technologies for public safety and security needs based on meetings with City staff. WSPD submitted an Innovation Project request for the Fusus Real Time Cloud Platform. Following initial analysis and recommendations, team will form a prioritized list of improvements to implement public safety ecosystem improvements throughout the riverfront districts, then advance those items into the City budget processes.</p>	
<p>Alternative Security Support Services</p>	<p>September 2022</p>	<p>Explore alternatives for security services in the Entertainment District to include private security and security technology to reduce City resource demands while improving event/public safety.</p>	
<p>Traffic Security Cameras</p>	<p>October 2022</p>	<p>Purchase and installation of new traffic security cameras throughout the city, including TBD/Entertainment District, which helps to implement initial recommendations in the Draft Phase 1 Plan from ICU</p>	
<p>Security Camera System at Etenesh Zelecke Public Boat Dock</p>	<p>Complete</p>	<p>Purchase and installation of new security cameras at the Public Boat Dock to improve public safety and discourage unauthorized use of the facility.</p>	

<b>Item Title:</b>	<b>Municipal Workforce &amp; Management Diversity</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	<p>The purpose of this item is to align recruitment and hiring practices to increase the strength and diversity of the City’s workforce to reflect the population of our community/relevant labor market, which will allow the City to achieve and retain a diverse pool of talent that brings with them unique experiences, opinions, and thoughts on critical local issues to help enhance administration’s ability to serve the needs of its entire population. Since this item became a priority in early 2020, the ethnic composition of city staff has changed and the percentage of staff who are non-white has increased from 32.1% to 37.8%, with the percentage of staff who are Hispanic increasing from 17.9% to 22.0 %. With respect to recruitments, in the last two fiscal years, the percentage of total applicants who are non-white has increased by 3%, with the percentage of the total applicants who are Hispanic/Latino continuing to be around 25 to 26%. Hispanic/Latino candidates also make up 41% of the positions hired in the last fiscal year.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Increase number of qualified minority candidates	Ongoing review	June 2021, NeoGov added module that can tie recruitment targets to City demographics. City census data has been added to the module to facilitate comparisons. Staff reviewing statistics on a case-by-case basis.
	Implement blind Personal Identifiable Information (PII) screening	Fully implemented first/second Quarter 2023	Mask candidate’s personal identifiable information during the screening process to eliminate unconscious bias based on name, gender, perceived race, and residence location. Piloted June 2021 with statistics being reviewed for effectiveness.
	Unconscious bias training to department/division staff involved in recruitment processes.	January 2023	June 2021 identified consultant/platform that fits the needs of the organization <ul style="list-style-type: none"> <li>• Training for all staff</li> <li>• Training for hiring managers</li> </ul> Staff trainings scheduled to begin in early 2023
	Review job posting language utilizing proofing tool to identify and eliminate biased language.	Determined by NeoGov Implementation of Module	Conducted on a case-by-case basis; fully implement when NeoGov module is released

<b>Item Title:</b>	<b>Explore Riverfront Farmers Market</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	CMO

<b>Summary:</b>	As development of the City’s riverfront expands, it is important for the City to support programming to add to the vibrancy of our primary entertainment district. The City Council has expressed interest in bringing a public farmers’ market to the riverfront area within the Bridge District. Under this item, staff solicited for an operator to set up and manage a riverfront area farmers’ market with financial support from the City. At its May 18 meeting, the Council approved a budget allocation and contract award to Unseen Heroes to be the market manager. Unseen Heroes operates a market in the City of Elk Grove and has significant experience with similar events in the Sacramento area. Since Council approval in May, the market has been in regular operation on Saturday mornings along Ballpark Drive (adjacent to Sutter Health Park). Staff continues to work with Unseen Heroes on expanding vendors and programming at the market as it ramps up, and the potential to move the market closer to the Barn (either on or adjacent to Riverfront Street) is being planned.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Issue RFP for farmers’ market operators.	October 2021	Completed.
	Select farmers’ market operator.	May 2022	Completed.
	Request budget authorization for City-funded cost of farmers’ market operations.	May 2022	Completed.
	Confirm site and schedule for farmers’ market.	May 2022	Completed.
	Begin farmers’ market operations.	June 2022	Completed.

<b>Item Title:</b>	<b>Performance Measurement Program</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	West Sacramento’s ascendance as a regional leader has been undergirded by an organizational culture that values continuous improvement. Originally, this ethos was born of necessity, as multiple highly visible challenges in the newly-incorporated city created a constant reminder of the need for staff and elected officials to push for more and better services for residents. However, as the City has matured, there is a risk that future staffs or Councils could lose touch with the continuous improvement “secret sauce” that helped make West Sacramento great. It is time to transition the cultural norm of continuous improvement into a formal performance measurement program in order to assure that the City retains and expands upon its commitment to excellent service going forward. This item did not progress in 2020 due to staff bandwidth challenges related to COVID. Since it’s not clear when those challenges will abate, staff is proposing to restructure this item as a pilot project focusing on one department or issue.		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Select a department/issue to use as a pilot	September 2022	

	Develop metrics	December 2022	
	Begin tracking metrics and (if relevant) calculate back to 1/01/2022 to provide a full year of data	January 2023	
	Expand performance metrics in association with the new two-year budget process	June 2023	

<b>Item Title:</b>	<b>COVID Resiliency</b>		
<b>Priority:</b>	Management Agenda	<b>Department:</b>	CMO
<b>Summary:</b>	<p>As the COVID-19 public health crisis unfolded locally in early March of 2020, the City of West Sacramento began implementing immediate emergency actions to both mitigate the spread of the virus and to respond to the profound impacts of those mitigation efforts on residents and businesses. The City organization focused its attention on providing public communications, sustaining core services, and taking measures to promote housing stability, support for local businesses, and the delivery of social services. As part of the City’s direct emergency response, our buildings were closed to the public, employees were transitioned to telework or administrative leave, and services were reduced, suspended, or adapted to remote and virtual processes.</p> <p>An uncertain future for the City ensued, raising questions about how the organization will transition to conducting its business and delivering public services going forward, how it will sustain funding for those activities and services through a tenuous fiscal outlook, and how the City and the West Sacramento community will bounce back. Meanwhile, the COVID-19 threat remains, and the City must continue to do its part to contain future outbreaks of the virus to maintain momentum towards the recovery of our economy and society. This “Resiliency Framework” was established to address these simultaneous imperatives of restoring the City’s important activities and services, sustaining budgets, facilitating local economic recovery, and preparing to respond to and contain future COVID-19 outbreaks. Resiliency Teams and team charters were established to implement this Framework, drawing on the talents and dedication of City staff to meet these challenges. The Resiliency Framework guides the City organization beyond the initial COVID-19 emergency response phase through the next and much longer phase of adaption, perseverance, and recovery.</p>		
<b>Progress:</b>	<b>Milestone</b>	<b>Completion Month &amp; Year</b>	<b>Notes</b>
	Carry out team activities.	Ongoing	Completed.



## MAJOR PROJECTS

### Development Projects:

- River One (hotel and condominiums)
- River Two (apartments)
- CalSTRS Second Phase
- West (mixed-use) and River Walk Expansion
- California Indian Heritage Center
- Southport Industrial Park buildout completion
- Springhill Suites—Completed
- Hilton Home 2 Suites—Completed
- Fulcrum Projects (Bridge District)
- Kind Project (Washington) - Completed
- 440 West LLC Project (Washington)
- 301 D Project (Washington)
- The Strand Apartments (The Rivers)—Completed
- West Capitol Supportive Housing Project—Completed
- West Gateway Place Phase II
- West Capitol Plaza Reinvestment/New Tenants (former Safeway)
- Grand Gateway Property—Request for Proposals
- 5<sup>th</sup> Street Garage Renovation
- 427 C Street (Urban Farm)
- Capitol Plating Litigation
- Ziggurat Parking Garage Management
- Liberty (Southport)
- Yarbrough (Southport)
- River Park (Southport)

### Capital Projects:

- Light Rail Extension
- I Street Bridge Replacement
- I Street Bridge Deck Conversion
- Fire Station 45 Repair
- Riverfront Extension and 5<sup>th</sup> Street Widening/Bicycle Path
- North River Walk Extension/  
3<sup>rd</sup> Street Streetscape Improvements
- West Sacramento Federal Levee Project
- Corporation Yard Replacement Phase Two (building)
- Linden Acres Water Main Replacement
- Southport Parkway/Harbor Boulevard Road Improvements Design
- State Streets Utility/Road Improvements
- Recreation Center tennis court resurfacing
- Summerfield trail improvements
- West Capitol Avenue Road Rehabilitation/  
Safety Enhancement Project
- Broadway Bridge (Preferred Alignment)
- Enterprise Bridge (Alternatives Study)
- Rail Relocation/Removal
- Sycamore Trail Phase Two (Overpass)/Phase Three (Westmore Oaks Trail)
- Police Station Replacement/Rehab (Site Analysis)
- Southport Levee Trailhead (design 2020/bid 2022)
- Southport Levee Trail Paving (pending grant funding)
- Tribolli Park Improvements (water/power)
- Riverfront Dock
- Fallbrook Campus Neighborhood Park (pending grant funding)
- Westacre Park Expansion/Renovation
- Shade structures in City parks
- Bees Lakes Public Access Improvements

- Bryte Park Master Plan Implementation (ADA and Phase 3 Improvements)
- Bridgeway Lakes Pump and Well
- Fire Stations 41, 42, and 43 Repaint/Reroof
- Coke and Triangle Court Lift Station
- Garden Park Renovation
- City Hall Renovation/Outdoor Office
- City Hall Annex
- Water Treatment Plant Improvements
- River One Public Access Corridor
- Bryte and Westmore Oaks Sewer Lift Station
- Heritage Oaks Park/Street Frontage Improvements
- Casey/Grand Roadway Improvements
- Bridge District 2024 Implementation
- Citywide Sidewalk Shaving Improvements
- Patwin Park Renovation/Playground Replacement

#### Planning Projects:

- Washington Specific Plan Update
- Pioneer Bluff/Stone Lock Master Plan Implementation
- Mobility Action Plan
- Bees Lakes Habitat Conservation Plan Final Design/Permitting
- Southport Levee Trail Planning, Design and Permitting
- Heritage Oaks Park Master Plan
- Sidewalk Gap Study
- Pavement Management System Plan Implementation
- General Plan Implementation/Planning Updates (Sign Ordinance, Citywide Design Guidelines, Standard Specifications, Mobility Element, Environmental Justice Element, Nuisance Abatement Ordinance, Flood Management Plan)
- Port Planning
- Sacramento Avenue Complete Streets Plan

#### Other Initiatives:

- Long-Term General Fund Budget Modeling/2021-2023 Budget
- Water/Sewer Master Plan
- Facilities, Vehicles and Equipment Master Plan
- Digital Budget Book and Transparency Portal
- Accela Automation
- Standard Specifications Update
- Data backup and disaster recovery project
- IT Assessment
- Automated Agenda Management System Implementation
- Police Records Management System Implementation
- OnBase Enterprise Search Implementation
- Parks/Landscape Maintenance Standards Review
- Real Estate Process and Procedures Update
- Edible food recover (SB1383) implementation