City of West Sacramento
2025 Strategic Plan Action Agenda

The Strategic Plan Action Agenda includes the Council-identified items for action and implementation in 2024 and is divided into three main categories of items:

Policy Agenda	Management Agenda	Major Projects
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

Item Title:	**Flood Protection Construction**		
Priority:	Policy Agenda	**Department:**	CP
Summary:	The West Sacramento Project has received $154.3 million in design and construction funding through federal fiscal year 2024. $43.5 million is recommended in the FY 25 President's Budget. Important elements for the Flood Program in FY 24/25 include: continue advocacy for additional federal appropriations for construction of the federal project; construct the Yolo Bypass East Levee Project – North Reach - in coordination with USACE Sac District and the State of CA; advance design activities for the next two increments of the federal project – Sac River North Levee; begin PED activities and start design of 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 ; 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.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Sac River North Levee PED	May 2025	WSAFCA led Pre-construction, Engineering and Design activities: Survey, bathymetry and Geotech; supplemental survey and geotechnical work requested by USACE
	State Legislation re Federal Project tied to Corps completion, SB 586	Complete	SB 586 passed and extended the deadline to achieve 200-year flood protection to 2040; requires reports on the progress to the State Legislature every five years.
	Southport Phase III – Advanced Mitigation Credit	Sep 2025	Establish credits with federal agencies USFWS, NMFS, USACE

	221 Credit for Federal Project (Southport)	Sep 2025	Credit package submitted to USACE for Southport in September 2024. Up to two years for approval by the Corps. Represents $161 million in non-federal credit. Additional credit packages being prepared.
	Construction – Yolo Bypass East Levee - North	July 2025	Construction completed but still trying to secure PGE power to pump station.
	Third Increment of federal Project – Stone Lock Reach Design	June 2025	WSAFCA and City's preferred solution related to the Stone Lock facility was approved by the Corps. Design Contract awarded November 24. Construction expected in 2029.
	Explore flood protection options for the Port North Terminal	June 2025	Explore potential options to modify the Federal Project; Post Authorization Change Request (PACR)
	Sacramento River North Levee Design	2027	Transitioned to levee design led by USACE. First design contract (Contract 1S) 60% design for Segment 3 underway and Seg 1 &2 (contract 2S) 30% by August 2025.
	Explore alternative federal project delivery opportunities	On-going	USACE Section 1043 program
	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
	Southport Phase III – Restoration	On-going	Project in establishment and maintenance period (up to 5 years – extended one additional year through 2025). Transition to Land Manager in 2026
	Report: Progress on Urban Level of Flood Protection	Annual	200-year level of protection by 2040; Extension to 2040 from state legislation (SB 386)
	Report: NFIP Reform/other federal policy updates	On-going	NFIP 2.0 implemented in 2023. Monitoring annual re-authorization.

Item Title:	**Measure O/EIFD Bond Implementation**		
Priority:	Policy Agenda	**Department:**	CMO/CP/Fin
Summary:	Over the last fifteen years, the City has grown in population and experienced new, higher density development resulting in increased service demands, roadway use, and maintenance needs for aging infrastructure, as well as expansion of new parks, trails and special use amenities and special event programming. Unfortunately, City staffing and funding has not kept pace with this growth, resulting in service gaps for City Departments responsible for operations (Public Works, Fire, Parks Maintenance, Police). A formal strategy for addressing these gaps is needed, including identifying staffing, equipment and funding resources required to address current deficiencies, while also planning for future growth.		

With operational gaps identified and potential General Fund constraints in the future, the City pursued a new ballot measure, where the advisory language included items such as public safety, road maintenance, park/trail maintenance, and other City facility maintenance to reduce the impact on the General Fund.

As the City of West Sacramento continues to mature as a City and look ahead to the future, it looks to ensure that fiscal capacity is available to invest and reinvest in its physical assets so that it can continue to both serve the community effectively and carry out strategic investments through transformative infrastructure projects and initiatives. These projects compete for limited funds, primarily General Fund and tax measure funds. Additional facility improvements, new facilities, parks, trails, and road infrastructure are needed to provide the required levels of maintenance, to accommodate existing employees, to support future growth, and to provide increased levels of service demanded by the growing population and planned development expected over the next ten to twenty years.

Funding projects on a pay-as-you-go ("Pay-go") basis works well when you have both a consistent stream of revenues and consistent annual capital expenditures. When the level of capital expenditures competing for limited funding streams becomes more than what annual revenues and reserves are able to realistically afford, as with the significant facility needs and road rehabilitation projects the City desperately needs, debt funding is an option. There are two types of debt the City could consider using to fund the significant list of facility and infrastructure projects needed over the next several years that do not require voter approval: EIFD bonds and Lease Revenue Bonds.

A determination of facility and other infrastructure project prioritization as well as an in-depth analysis of funding is necessary to develop a realistic strategy to fund the necessary projects that do not have sufficient funding to construct currently.

Progress:	Milestone	Completion Month & Year	Notes
	Infrastructure Bond - Develop list of potential projects, cost estimates, and eligible funding sources and workshop with Council on recommended prioritization.	February 2025	This is multi-department effort to develop a list of projects, rough cost estimates, and potential funding sources, which will then be prioritized by staff and presented to Council. Presentation planned for City Council Retreat 2025.
	Tax Measure – Council Adopts Measure O Expenditure Plan	March 2025	
	Tax Measure – Measure O Revenues Begin	April 2025	
	Infrastructure Bond - Coordinate with consultants to determine bonding capacity and options.	Summer 2025	Validation process for EIFD and Bond issuance and related actions are planned for Council and PFA consideration.
	Infrastructure Bond - Develop a strategy utilizing pay-go funding and debt to finance the projects for Council consideration.	Summer/ Fall 2025	EIFD Budget Policies for both the City Council and PFA have been adopted.

	Infrastructure Bond - Develop master plan and prioritize needed facility and infrastructure projects for the next ten to twenty years.	December 2026	The Facilities, Fleet and Equipment Master Plan effort has begun and is anticipated to be finalized by the end of 2026.

Item Title:	**Light Rail Extension/Transit Expansion**		
Priority:	Policy Agenda	**Department:**	CDD
Summary:	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 1.5-mile light rail connection between Sutter Health Park and 8th Street at N Street. The City of Sacramento City Council adopted a resolution in support of the project and the revised alignment. Staff from SacRT and West Sacramento have worked to preserve the $50 million in federal funds originally awarded to the project and have resubmitted environmental 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 2025/26. Current cost estimates total $161 million to complete the project between the Small Starts gran funds, the TIRCP grant, and West Sacramento's local funding (Measure V), and prior funds expended. Engineering, NEPA revalidation, and CEQA Updates nearly complete. FTA has confirmed they are recommending full funding for the project. If FTA Small Starts discretionary grant funds are authorized in the THUD bill and signed by President Trump in the 2025 budget, the project will be bid out to contractors in early 2026. If bids come back in-budget, then we are prepared to initiate construction of the SacRT LRT Extension to Sutter Health Park in mid-to late-2026. If House and Senate package does not include the FTA approved Streetcar project and prior funding commitment in the THUD Bill, or if President Trump line-item vetoes LRT, not only has the FTA stated they will not recommend further support for this project, but the current AHSC transit and affordable housing grant ($35 million) that Economic Development and Housing has prepared will also be withdrawn along with affordable housing and active transportation improvements therein. Staff has submitted a grant application requesting Caltrans Sustainable Transportation grant funding to study alternative transit improvements needed to continue supporting planned development in Bridge District, Washington District, Pioneer Bluff, and Southport if the LRT project is terminated – and to improve existing transit priority and services to existing communities like Bryte/Broderick, Civic Center, and Old West Sacramento. We received support for this initiative entitled "*West Sac Forward*" from SACOG, SacRT, YoloTD, and Via. This is the last chance to bring the benefits of regional light rail service to West Sacramento. If authorized and funded, staff will need to enter into discussions with SacRT for a West Sacramento seat on the SacRT Board and enter into an operations and maintenance agreement with the transit agency.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Initiate "*West Sac Forward*" citywide LRT/BRT Master Plan	September 2025	Project outreach plan initiated in 2023 in partnership with USC Price School of Public Policy students. Scope of work developed and supported by local transit agencies and SACOG and Caltrans Grant Application submitted for $860K comprehensive transit service

			study that investigates alternatives to LRT service envisioned since the mid-1990s to counter traffic gridlock in Southport.
	Environmental document updates (CEQA/NEPA) and engineering design development on N Street in Sacramento, and coordinate with FTA on updated Small Starts Application through SacRT	May 2025	Design and environmental updates were initiated February 2023 by SacRT consultant team. City staff are participating in monthly updates with SacRT staff to stay up to date with progress of the LRT extension. Expected completion and Board adoption April 2025. Board adoption allows final Small Starts Grant to be submitted for the President's Budget.
	Project included in the Transportation, Housing and Urban Development (THUD) Bill	July 2025 – December 2025	There are several scenarios here that can play out positively or negatively for the project and any grant funding applications tied to its successful funding and implementation. Trump could sign the President's Budget that includes or vetoes full funding recommendation for Streetcar Light Rail Extension, or line item veto the project. But FTA's support for the updated Streetcar LRT extension and Matsui's ongoing support + prior funding commitment are positives.
	Project out to bid	February 2026	If successfully funded, Construction Bid Package would be released anticipating construction start date mid-2026 and construction completion before January 2029.

Item Title:	**Enterprise Crossing Project Development**		
Priority:	Policy	**Department:**	CDD/Port
Summary:	An Enterprise crossing over the Deep Water Ship Channel has been contemplated by Yolo County since 1976 and planned by the City since incorporation. The planned bridge was included in the 1994 Southport Framework Plan and has been in the General Plan (GP) for decades, (including analysis in the GP 2040 EIR/SEIR) and current GP. The facility is identified as mitigation necessary to offset impacts associated with existing and planned growth in Southport, including development of the Port-owned Seaway and Stone Lock properties, and to maintain the City's existing mobility network at acceptable levels for all transportation modes, and to improve local air quality through reduction of vehicle and truck emissions. Constructing Enterprise would eliminate the need for other costly infrastructure improvements, including additional lanes on Southport Parkway, the Palamidessi Bridge, and Industrial Blvd. as well as avoid construction of a vehicle flyover at Lake Washington Blvd. Preliminary studies have shown an Enterprise crossing would significantly reduce VMT and Greenhouse Gas (GHG) emissions levels and reduce pavement degradation, particularly on Harbor, Industrial, Lake Washington, Jefferson Blvd and Southport Parkway, which would otherwise be burdened with a significant amount of additional traffic. The project would divert truck traffic primarily to the Enterprise corridor, reducing the amount of wear and tear and multimodal improvements on Enterprise Blvd. will make it safer for residents, employees and visitors to area businesses. The Enterprise crossing would also reduce the need for road widening in Pioneer Bluff, leaving more urban riverfront real estate available for redevelopment including affordable housing, retail, and recreation. A contract was awarded in March 2024 to HDR Engineering to complete the PA&ED Project development phase for the Enterprise Crossing.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**

	Allocate local match funds necessary to secure state/federal grant to complete Final Design (PS&E) and Right of Way (R/W) project development phases	May/June FY 2025/26	PS&E + R/W cost estimated at $14 million assumes $2.8 million required for minimum 20% local match. Significant progress on PA&ED and secured match required to apply for grant funds.
	Award Contract for PS&E + R/W phases	March 2027	Assumes grant funding awarded by State/Federal agency.
	Allocate local match funds necessary to secure state/federal grant to complete construction	May/June FY 2027/28	Initial construction cost estimated at $200 million assumes movable bridge/high fixed bridge option with $40 million required for minimum 20% local match. Significant progress on final design and preliminary R/W required to apply for grant funds. Local match must be secured to pursue grant funds.
	Award Contract for Construction	March 2029	Assumes grant funding awarded by State/federal agency.
	Complete bridge and corridor construction	March 2033	Construction anticipated to occur in phases. Corridor improvements may be pursued and awarded separately through State/Regional grant award prior to future bridge construction.

Item Title:	**Bryte Park Master Plan Implementation**		
Priority:	Policy Agenda	**Department:**	Parks/CP
Summary:	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 hired Verde Design to create a 100% design plan and construction documents, enabling the City to initiate the bidding process for construction, scheduled to begin in November 2025. In Fall of 2024, the City received a $15 million grant from Land and Water Conservation enabling the City to purchase the 24.12 acre parcel from Washington Unified School district. The remaining grant funds are allocated to construction. Staff proposes the City purchase the land and complete the entire project during the grant reporting requirement timeline, spanning from November 2025 – November 2028.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**

	City Council Workshop on project design and funding strategy	February 2025	An overview of the project will be presented in addition to estimated construction costs and possible funding strategies.
	Bid Project	August-September 2025	
	Purchase 24.12-acre property from WUSD	September 2025	The City must have full ownership of the property to receive grant funds from Land and Water Conservation and begin construction in November 2025.
	Award construction Contract	October 2025	Construction completion date will depend on approved Phasing/Funding Plan approach.
	Construction Completed	November 2028	Grant reporting period requires construction to be completed by November 2028.

Item Title:	**Stone Lock Planning & Development**		
Priority:	Policy Agenda	**Department:**	CMO/EDH/CP/Parks/Port
Summary:	The Stone Lock Facility was built by the US Army Corps of Engineers (USACE) as part of the Sacramento River Deep Water Ship Channel and is part of a barge canal connecting the Port of West Sacramento to the Sacramento River. In 2000, the USACE de-authorized the Lock and in 2004, the property was sold to the City of West Sacramento Redevelopment Agency. In 2007, USACE quitclaimed its easements and personal property and all operational and maintenance responsibility to the Agency. In 2015, following dissolution of the Redevelopment Agency, the City took possession of the Lock property. The Port also owns a portion of the Lock property. As part of the 2017 Parks, Recreation and Open Space Master Plan effort, the Lock Facility was incorporated into a new Central Park concept for the City which included improvements that would expand recreation, programming and gathering space opportunities while also connecting the north and south sides of the Barge Canal and Lock Facility to the Sacramento River via a network of trails and bridges, plazas, public art and water features. Since the Lock Facility is an integral component to the City's flood improvement program, many Central Park features are dependent on the final design, permitting and environmental work that is yet to be completed for the flood improvements. In 2024, after years of vandalism and homeless activity at the Stone Lock facility, staff developed an active management plan and secured contractor short-term resources to address maintenance of the property. Annual funding will be needed for several years to maintain these services until construction of the Central Park facility is underway. A new funding strategy for the Central Park facility and other infrastructure needed in the broader Stone Lock District has been developed to include the formation of a Community Facilities District (CFD), property disposition and reinvestment plan, and redistricting.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**

	Formalize property owner working group	May 2025	Define roles and expenses of public-private partnership to advance the Stone Lock development project
	Assess Barge Canal Parcel park and other use options	June 2025	Advance land use concept and evaluate potential botanical garden and grant funding opportunities for an expanded Arlington Park
	Execute storage yard license agreement at Lock Parcel	June 2025	Capital Projects to secure tenant to bolster maintenance and security budget
	Secure funding for pre-development expenses	September 2025	Need $1-2M for design and engineering contracts for Central Park, WWTP, and backbone infrastructure evaluation
	Finalize Stone Blvd. configuration and Initiate ROW negotiations with property owners	October 2025	Straight vs. curved configuration; survey areas to be dedicated for ROW
	Develop initial CFD and EIFD models for backbone infrastructure needs; prepare scope for CFD formation consultant	November 2025	Develop cost estimates for backbone infrastructure needs, and public facilities such as parks and trails; advance CFD formation.
	Prepare scope for next phase of Central Park design, including Waste Water Treatment Plant demolition plan	November 2025	Focus on south side of Lock Parcel and WWTP demolition plan; prepare for RFP for design consultant

Item Title:	**Climate Action Plan Adoption**		
Priority:	Policy Agenda	**Department:**	CDD
Summary:	Preparation of the City's Climate Action Plan (CAP) is as an implementation measure of General Plan 2035. The CAP serves as the community's roadmap to reduce greenhouse gas (GHG) emissions toward carbon neutrality by 2045 and strengthen climate adaptation and resiliency in an equitable manner. Post CAP adoption, the General Plan 2035 will need to be amended to incorporate policies associated with climate and environmental justice to comply with recent State statutes.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	CAP draft completed and released	Early 2025	The draft CAP will be released for public review and presented to the City's Environment and Utilities Commission (EU) at their February 2025 meeting. In addition, Planning and Sustainability staff will present the draft to the Chamber of Commerce.
	CAP adoption	June 2025	Once the CAP is adopted, work on implementation measures will commence. The CAP implementation section provides a list of actions to implement in the first years after adoption which will be presented to the EU Commission and City Council for prioritization. The Sustainability Division of Community Development will take a lead role in guiding the implementation strategy post-adoption.

Item Title:	Jefferson Boulevard/Highway 50 Entry Beautification		
Priority:	Policy Agenda	Department:	CP
Summary:	The City of West Sacramento is initiating a collaborative effort to replace the aging "Welcome to the City" monument sign and enhance the surrounding entryway landscaping at one of the city's primary gateways. This project is part of a broader vision to create a more inviting and visually appealing entrance that reflects the pride and identity of the West Sacramento community. While the property where the improvements are proposed is not owned by the City, West Sacramento will work closely with the Rotary Club and Caltrans to facilitate design, permitting, and installation efforts. The new monument sign and landscaping improvements will serve as a refreshed visual landmark for residents and visitors alike, signaling a warm welcome and a sense of arrival. The City values the partnerships that make this type of enhancement possible and is committed to supporting a project that aligns with the community's values and aesthetic goals. Through a shared investment of resources and coordination, this initiative will contribute to the beautification of a key entry point and demonstrate the power of public-private collaboration. The design of the new monument and surrounding area will incorporate modernized crime prevention through environmental design to help mitigate unintended uses that would run counter to the efforts intended to increase city pride and positive identity.		

Progress:	Milestone	Completion Month & Year	Notes
	Complete conceptual design for the new sign and landscape improvements.	May 2025	
	Facilitate permitting process between the Rotary and Caltrans.	June 2025	
	Complete Construction	December 2025	

Item Title:	Clarksburg Trail Enhancements		
Priority:	Policy Agenda	Department:	CD/CP/Parks
Summary:	The Clarksburg Branch Line Trail (CBLT) is a planned 16-mile continuous multi-use public path extending north-south between the northern city limit at Old River Road (Sacramento Weir) to Willow Avenue in Clarksburg. The trail follows both existing active and former railroad lines through West Sacramento and Yolo County. Only 1.5 miles of this trail corridor between Locks Drive and Cherokee Road (east of River City High School) is paved, with only a small stretch lit with overhead lighting between Lake Washington and Stonegate Pond. The City recently received three grants in coordination with SACOG to engineer three miles of trail from Cherokee Road to the south city limit, engineer 6.5 miles from the south city limit to Willow Avenue in Clarksburg, and plan approximately 2 miles from Soule Street, along Jefferson Blvd., and Cabaldon Parkway. Another 1 mile stretch between Locks Drive and Soule Street has already been conceptually		

	engineered with the Pioneer Bluff and Stone Lock Master Plan. Finally, the remainder of the trail corridor imagines a future rail-to-trail conversion of the active Sierra Northern Railroad line connecting Bryte and West Capitol Avenue. This planned trail corridor is identified in the West Sacramento Bicycle, Pedestrian, and Trails Master Plan (BPTMP) 2024 update. The BPTMP 2035 will commence summer 2025 and will include development of trail lighting and security policies and implementation strategies along this and other trail corridors within the City in conjunction with a citywide community engagement and planning effort. A potential area for public memorials along the trail will also be considered.

Progress:	Milestone	Completion Month & Year	Notes
	Clarksburg Branch Line Trail South City Limit to Clarksburg Engineering Design and environmental analysis initiated	March 2025	Consultant Engineering team led by Mark Thomas & Co. initiates data collection, surveying, and community engagement.
	Select BPTMP 2035 Transportation Consultant and scope of work	June 2025	Transportation & Mobility Division will manage procurement and project development. Follows City's competitive procurement standards, confirms budget, timeline, approach strategy, etc.
	BPTMP Consultant engages in data collection and analysis, project initiation consultation with City	June-August 2025	City to coordinate with selected firm to assist with data collection
	Property Owner and Stakeholder Outreach for Clarksburg Trail to Clarksburg – one-on-one meetings, alternative alignment selection, and continued preliminary engineering	June-August 2025	Present collected data, gather community feedback on alternatives.
	Final Engineering design for CBLT (Cherokee Rd. to South City Limit) and Pedestrian Bridge Designs (Birchwood Pl. & SRR) Completed	Dec 2025	Transportation & Mobility Division will manage procurement and project development.
	Final Engineering design and ROW Acquisition for CBLT (South City Limit to Clarksburg) completed	Aug 2027	Expect to have design completion by May 2027 and ROW acquisitions completed by August 2027.

Item Title:	**Citywide Public Safety, Security & Service Metrics**		
Priority:	Policy Agenda	**Department:**	PD/EDH/CDD/P&R/PW/CMO
Summary:	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. This item also includes consideration of a Park Ranger program to improve park safety, deter vandalism, provide ongoing maintenance and management and to ensure safe public access to, and use of, the City's riverfront and parks and recreation system, including trails and special use facilities continues to grow. In addition, under this item, staff will track and report data regarding police services (i.e., response times, staffing levels, overtime levels, etc.) to provide information to inform future decision-making regarding sufficiency of police staffing and operations, including whether to fund additional sworn staff to meet service-level needs.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Traffic Security Cameras	Ongoing	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.
	Contract for development of Public Safety Technology Master Plan	Summer 2025-Winter 2025	Develop comprehensive, citywide master plan to guide the growth of the integrated public safety technology ecosystem the leverages and aligns other CIPs and private development when possible, and that focuses on increasing community safety and public safety agency effectiveness.
	Develop structure of proposed Park Ranger Program	January 2025	Develop staffing and operational needs for a phased Park Ranger program that will focus on improving park safety, vandalism prevention and increasing after hours supervision along the river, trails and park system.
	If funding approved, hire Park Ranger Manager Position and subsequent positions	July 2025	Finalize Park Ranger job descriptions, structure, training, certifications, onboarding, communications/dispatch system and overall duties. Integrate Park Ranger program with PD, Fire and Park Operations to ensure an integrated and well-coordinated approach to improving park, trails and open space safety.
	If funding available, implement Park Ranger Program	March 2026	Implement a Phase I of the Park Ranger program focusing on afternoon and evening patrol hours.

	Monitor service levels for police for determination of adequacy of staffing levels	Ongoing	PD to utilize data platform for key, relevant metrics as well as coordinate with FD for industry standard response times and incidents in parks not resulting in police call/response.

Item Title:	Affordable Childcare/Home Run Integration		
Priority:	Policy Agenda	**Department:**	CMO
Summary:	Staff plans to use the updated Childcare Nexus Study, with recommended developer fees to create a new program. Both utilization of current balance in Childcare Impact Fund and future funding will help bridge the gap between current availability and what is needed. The plan will include capital improvements for childcare providers converting space for more usable infant and toddler space, or to be able to retain spaces for children 0-5.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Final draft of Childcare Nexus study received	February 2025	Shared with Community Development for final decision on fees to be charged
	Plan for current and future funding to be finalized	Planned for October 2025	

Item Title:	Tree Preservation Ordinance Updates & Urban Forest Master Plan		
Priority:	Policy Agenda	**Department:**	Parks
Summary:	The current Tree Preservation Ordinance, established in 2004, aims to enhance the natural beauty of the city, support long-term property value growth, improve environmental quality, and establish a distinct city identity that fosters business success. It also helps mitigate extreme temperatures, increases the area's oxygen output, and boosts the city's appeal to visitors. While it primarily focused on tree preservation during land development, it may not fully align with the City's and residents' current needs. Updating the ordinance is a key step in implementing the City's General Plan 2035, adopted by the City Council on November 16, 2016. The City's General Plan 2035 also calls for the preparation, adoption, and implementation of an Urban Forest Master Plan emphasizing the protection of existing mature trees and the development of a healthy urban forest. Staff recommends a funding appropriation to complete the Urban Forest Master Plan and conduct a nexus study of the existing Tree Ordinance. The City remains committed to managing and maintaining a vibrant urban forest through tree planting, pest control, regular pruning, and the removal or replacement of dead or diseased trees.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Receive City Council funding for an Urban Forest Master Plan and Tree Preservation Ordinance Nexus Study	June 2025	Incorporate funding approval as part of the Biennial Budget process approved by City Council

	Develop an RFP for solicitation	September 2025	Outline the scope of services required to completed both the Urban Forest Master Plan and Tree Preservation Ordinance
	Secure a contract to complete an Urban Forest Master Plan and Tree Ordinance Nexus Study	December 2025	Select a vendor to complete the study and receive contract approval
	Conduct the Urban Forest Master Plan and Tree Ordinance Nexus Study	January 2026 – May 2026	Meet with community and staff stakeholders to provide feedback
	Conduct City Council Workshop and present findings	July 2026	Present the study findings to City Council and receive Council feedback and direction
	Adopt updated Tree Preservation Ordinance and Urban Forest Master Plan	October 2026	Incorporate City Council feedback, make recommended edits to the study and tree ordinance and seek final adoption for implementation

Item Title:	Southport Framework Plan Review & Design Guidelines		
Priority:	Policy Agenda	**Department:**	CD
Summary:	The 1994 Southport Framework Plan (SFP) laid out a comprehensive vision for a 7,120-acre portion of West Sacramento, aiming to create sustainable, self-contained neighborhoods that integrated residential, commercial, industrial, and open space uses. Over time, while the SFP has remained a guiding overlay within the City's zoning code, its application has become increasingly outdated due to changes in development trends, state regulations such as SB 743 (which shifts transportation analysis from LOS to VMT), and new policy frameworks including the City's 2016 General Plan and subsequent amendments. These changes challenge the feasibility of the SFP's original low-density, auto-centric development approach. There are currently multiple entitlement applications submitted to the City that – if approved and constructed - would result in the reduction of "greenbelt" areas that were a hallmark of the SFP's "village" concept. The Design Guidelines and Architectural Handbook associated with the SFP—originally intended to uphold design quality and project-level expectations—have not been substantively revisited in over two decades. As consumer preferences evolve and state law curtails local design control, a modernized, equity- and sustainability-focused framework is needed. The Council supported reevaluating and updating the SFP and its design standards to align with current policy goals and regulatory constraints.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Budget Allocation to initiate RFP for planning consultant services	September 2025	Supplemental budget adoption will include proposed $250,000 budget for planning consultant services
	Retain qualified consultant after RFP process	December 2025	• Evaluate the SFP, Design Guidelines, and Architectural Handbook. • Compare them with the current General Plan, Zoning Code and existing processing. • Recommend alignment strategies across policy, regulatory, and vision documents.

			• Include comprehensive update of Subdivision chapter of Municipal Code
	Draft updated Design Guidelines and policy documents, with associated CEQA evaluation	2026	• Draft updated Objective Design Standards for Southport (and Citywide in compliance with SB 330) • Develop recommended alignments with the General Plan and Zoning Code • Refine process to review and approve future Southport development
	Planning Commission review	Late 2026	Present the draft updates and recommendations to the Planning Commission for review and recommendation to Council
	City Council review and action	Early 2027	Present Planning Commission recommendations to the City Council for adoption and integration into the planning process.

Item Title:	Sidewalk Repair Program		
Priority:	Policy Agenda	**Department:**	PWOM/CMO
Summary:	The City's 275 miles of sidewalks play a vital role in supporting residents' mobility, safety, and quality of life by encouraging walking and other outdoor activities. Although most residents assume the City maintains sidewalks as it does streets, California law places the burden of sidewalk maintenance on the adjacent property owner. Since the early 2000s, the City has followed this approach, requiring homeowners to fund sidewalk repairs. This has led to resident confusion and frustration, as the process involves obtaining permits, hiring contractors, and covering high costs. Many homeowners, especially in lower-income neighborhoods, struggle with this responsibility, leading to delays, complaints, or neglect of necessary repairs. Recognizing these changes, the City has shifted its focus toward a more equitable and supportive approach. The Sidewalk and Transportation Equity Program (STEP) identifies underserved neighborhoods where sidewalks are broken or missing and prioritizes them for construction. The City is also aligning sidewalk upgrades with its Americans with Disabilities Act (ADA) Transition Plan to eliminate accessibility barriers. Although the City has begun using one-time funds to carry out limited repairs, a fully City-funded model would increase liability and disincentivize homeowners from protecting adjacent sidewalks. Other cities that have removed homeowner responsibility altogether have seen spikes in repairs requests and legal exposure, demonstrating the need for a balanced solution. The City is proceeding with a hybrid approach that retains homeowner responsibility but offers structured support. The City would continue repairing sidewalks damaged by street trees fund repairs in equity–priority areas outlined in STEP and proactively address ADA compliance issues. For other repairs, residents could choose to have the City complete the work and repay the costs over time, with low-income household potentially receiving free repairs based on enrollment in state assistance programs. This model shifts some of the burden from vulnerable residents to the City in a controlled and budget-conscious way, addressing longstanding equity concerns and enhancing neighborhood safety. The program will be implemented through an administrative policy and this approach with support the strong community demand for improved sidewalk infrastructure.		

Progress:	Milestone	Completion Month & Year	Notes
	Council approves new Sidewalk Repair program/policies	September 2025	Program will be developed in collaboration of a multi-departmental work team, to include CMO, Finance, and Public Works O&M.
	Appropriate funds for sidewalk repairs.	September 2025	Funds needed for new program/policies will be coordinated and requested through the annual budget process.
	Begin City-funded sidewalk repairs.	August 2025	Current list of City-owned property sidewalk repairs will be completed to address immediate needs.

MANAGEMENT AGENDA

Item Title:	**Homelessness & Communitywide Impact Management**		
Priority:	Management Agenda	**Goal:**	PD/EDH
Summary:	Addressing homelessness in the City is multi-faceted 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. Over the past several years, the City has worked to leverage local funds with County, State and Federal funding to create and operate the City's Homeless Emergency Housing Program and related activities. This includes: • Purchase of motel properties for emergency housing, including the Rodeway Inn (State Homekey Program) and Flamingo Motel initially, then adding the El Tejon and Pick Wick motels, with negotiations underway for purchase of the Westwood Motel. The newer motel acquisitions will support transitioning participants at the Rodeway Inn and Flamingo to those sites in order to accommodate the Grand Gateway Master Plan implementation. • Contracting with Downtown Streets and Mercy Coalition for case management and supportive services at these locations. • Public and Open Space Clean-Up and Enforcement Program Continuing and expanding the program that helps to addresses barriers to services like criminal processes to enable programming continuity and to improve the balance between services for homeless community members and the greater community that desires a cleaner, safer and more livable City. • Supporting the City's Permanent Supportive Housing project (PSH), consisting of 85 units, that serves to house about 50 prior Homekey/Roomkey clients from the City. • Staff will continue to manage the Downtown Streets Team contracted services for beautification efforts in the Central Business District and to support the Public and Open Space Clean-Up and Enforcement Program citywide, as available. • Staff is partnering with the County through the State's BHBH Program to further expand bridge housing services and will continue to look for appropriate opportunities for property acquisition that both aids in homelessness support and future economic development and that can be programmatically and/or financially supported by county HHSA or other sources. • PD will transition to supporting homeless services outreach staff directly as a result of Measure O enabled hiring. This will allow for a stronger stance, now supported by recent legal decisions, around ongoing encampments, those in sensitive and critical infrastructure areas.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Research and evaluate state financial assistance programs and CDBG funds for acquisition of motels for interim Project RoomKey continuation and ultimate reuse consistent with revitalization of West Capitol Ave. plans	Ongoing	Completed acquisitions of Rodeway Inn and Flamingo motels initially. City staff received State BHBH funding through Yolo County to expand emergency housing services, including property acquisition of three additional motel properties: the Pick Wick, El Tejon and Westwood motels. These properties will also serve Rodeway Inn and Flamingo participants as the City prepares to implement the Grand Gateway Master Plan effort.

Item Title:	**Retail Cannabis Program Implementation**		
Priority:	Management Agenda	**Department:**	CDD
Summary:	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. In February 2022, at its Strategic Planning session, the City Council directed staff to develop a retail cannabis program, including locational and licensing criteria. In late 2022, the Planning Commission recommended City Council approval of the retail cannabis ordinance and recommended that Council direct staff to develop an equity licensing program. Staff presented the ordinance to the City Council for first reading and second reading and adoption hearings in February and March 2023. In Fall 2023, the Council provided policy direction on the final retail administrative procedures and licensing process, as well as a specific framework associated with the cannabis equity license program. Staff finalized the program incorporating such direction and is preparing to launch the program in late spring/early summer. Staff has also received a grant agreement with Department of Cannabis Control for the equity grant that was awarded in Summer 2023. Staff launched the Equity Retail Cannabis Program in 2024 by sending out a Request for Proposals (RFP) and procuring the services of a qualified consultant (SCI) to evaluate prospective applications based on merit-based, objective criteria. Staff anticipates awarding the Equity Retail Cannabis License in late Summer 2025.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Select equity applicant	Summer 2025	The Social Equity Retail Cannabis Program Request for Proposals was issued on August 2, 2024. Three applications were received in October. Of the three applications received, two were deemed incomplete and an additional 45-day period was provided to those applicants to complete their application. In total, two applications were deemed complete and forwarded to the City's consultant for more detailed review and scoring, as well as a background screening. The application review process was completed in May 2025 and two applicants have been invited to the interview portion of the process. Interviews are currently planned for early June 2025. Once selected, staff will work with the applicant to complete all necessary permitting to open a retail storefront.
	Launch general applicant solicitation	FY 25/26	Staff will solicit general applicants following completion of the Equity Retail Cannabis Program process and after the successful Equity applicant is open for business.

Item Title:	I Street Bridge Replacement/Deck Conversion		
Priority:	Management Agenda	Department:	CDD/EDH/CP
Summary:	The I Street Replacement Project (C Street / Railyards Bridge) 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 in-part by the Federal Highway Bridge Replacement Program (HBP) and SACOG Regional Program. The project has entered final engineering design, permitting, and right of way acquisition phase which will be complete in Winter 2025. Construction is projected to begin in mid-2026 assuming funding can be secured for the remainder of the $311 million project. Current unfunded amount estimated at $60 million*. The City of Sacramento has recently applied for the unfunded amount from the Bridge Investment Program (BIP) grant. Sacramento anticipates hearing back from the BIP grant around Summer 2025. Timeline for construction is dependent upon funding award. The I Street Deck Conversion project is fully funded, with a recent grant award of $4.934 million allocated through Community Project Funding/Congressionally Directed Spending (CPFCDS) and $16.2 million through the State ATP program fully funding construction of all ramps and deck improvements to convert the top deck of the historic I Street Bridge to pedestrian and bicycle access when the Replacement Bridge is constructed. West Sacramento completed the CEQA Environmental phase of the project along with preliminary engineering design in September 2022. Full funding for final design was authorized by SACOG in July and design began in September 2024. The schedule for construction for the Deck Conversion project is highly dependent upon the schedule for the C Street / Railyards Bridge. If that project does not move forward in a timely manner, the funding for the Deck Conversion project may be jeopardized. *While Caltrans has committed $250 million in HBP funding towards the project, the reimbursement rate will likely be limited to only $20 million per year.		

Progress:	Milestone	Completion Month & Year	Notes
	I Street Bridge Replacement Final Design Phase Completed	September 2025	Anticipated bid advertisement by December 2025
	I Street Bridge Deck Conversion NEPA & Final Design/ROW Phase	June 2026	Expect to have NEPA cleared by August 2025, final design completed by July 2026 and ROW acquisitions completed by July 2026.

Item Title:	Municipal Workforce Diversity & Gender Equality		
Priority:	Management Agenda	Department:	CMO
Summary:	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. Actions implemented, to date, in support of this initiative include:		

	• Implemented blind Personal Identifiable Information (PII) (name, gender, perceived race, and residence location) screening for job candidate applications, where applicants are only identified by an applicant number. • Restructured testing and screening practices for candidates who meet the minimum qualifications to institute an equitable process resulting in identifying top qualified candidates with matching skills and abilities for the position. • Implemented two training modules: Unconscious Bias and also Diversity, Equity and Inclusion, which will be assigned to all staff upon hire, with Bi-Annual recertifications for all staff. To track the City's progress in this area, staff utilizes its NeoGov platform, which has a 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 to determine if recruitment modalities require augmentation to reach comparable census demographic. The HR Division also launched an Annual Report that will summarize such data and provide year-over-year comparisons.

Progress:	Milestone	Completion Month & Year	Notes
	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
	Implement and maintain a dashboard reflecting annual Pay Equity Analysis per CEDAW and California Equal Pay Pledge	Ongoing	Dashboard built, and will annually maintain
	Join GARE as Core member jurisdiction	Summer 20025	GARE practitioners use a racial equity approach to transform the everyday work of 400+ local, regional, and state governments so that all families and communities live long, healthy, joyful lives, no matter their race, class, gender, sexuality, disability, migration status or zip code.

Item Title:	**Grand Gateway Development**		
Priority:	Management Agenda	**Department:**	EDH
Summary:	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. 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. In August 2021, the City Council approved a contract award for on-call land surveying services.		

	In June 2022, staff issued a notice to proceed for a plat map of the Grand Gateway Master Plan area. In August 2022, staff issued a notice to proceed for draft parcel map. After completing a competitive solicitation process consistent with the SLA requirements, SKK Developments, along with affordable housing developer partner Urban Core, was selected as the preferred development team for the project. Staff presented the recommendation to City Council in Closed Session on 11/15/23 and received direction to develop an Exclusive Negotiation Agreement (ENA) with SKK Developments for development of the property. Their proposed concept includes 458 residential units (117 affordable), 30,000 square feet of retail, a public plaza, dog park, and parking to support the entire development.

Progress:	Milestone	Completion Month & Year	Notes
	Grand Gateway Planning/Zoning/Mapping	Early 2025	The proposed Grand Gateway Zoning District was considered by Planning Commission on December 11, 2024. A public hearing on the item was held on January 15, 2025. Next steps include staff completing a Tentative and Final Map, planned for Winter 2025.
	Due Diligence	Summer 2025	Developer to complete due diligence, designs and cost estimates to inform Development Agreement. City to complete Tentative and Final Map as associated environmental to support the project.
	Development Agreement	Summer 2025	Complete Development Agreement, property transactions and commence development

Item Title:	**Pheasant Club Development**		
Priority:	Management Agenda	**Department:**	EDH
Summary:	In June 2022, the Palamidessi Family announced that after 87 years of operating Club Pheasant, they had made the difficult decision to close the restaurant and retire and sell the Property. The City acquired the property in order to explore the improvement and reuse of the building and property for viable economic and community-oriented uses, ideally with a food service component, that would also preserve the legacy of the Property as a West Sacramento landmark. Staff issued an RFP was on January 19, 2024, with proposals due March 29, 2024. Staff evaluated proposal submittals, conducted interviews and recommended a preferred developer for City Council consideration in Closed Session on May 1, 2024. Per Council's direction, staff negotiated an initial ENA with RamCor Dev't. For the purchase and use of the property. Since then, the development team has continued to refine the project concepts and cost estimates to help refine the terms of a proposed Purchase, Sale and Use Agreement.		

Progress:	Milestone	Completion Month & Year	Notes
	Due Diligence/Purchase, Sale and Use (PSU) Agreement	March 2025	Upon completion of due diligence, staff will negotiate a final PSU Agreement with the developer for Council consideration.

Item Title:	**Tourism Improvement District Formation**		
Priority:	Management Agenda	**Department:**	EDH
Summary:	The Council expressed a strong interest in procuring a consultant to explore the feasibility of implementing a Property/Business Improvement District (PBID) for West Capitol Avenue and/or a Tourism Improvement District in the City. A PBID is a program under which a city levies an assessment against businesses or property to fund services or improvements that benefit the assessed businesses or property. Under a TID, hotels and other short-term room renting businesses would be charged an assessment to provide funding for a sustained marketing program with the goal of increasing occupancy and room revenues at lodging properties within the City. Under this item, staff would solicit a consultant to perform feasibility analysis for these two types of Districts. After completing a competitive solicitation process, Civitas was selected to prepare initial PBID/TID feasibility analyses. The TID Feasibility Study was presented to City Council on December 4, 2024. The results of the Study indicated a TID was feasible, and Council approved moving forward with pursuing the formal adoption process. The PBID Feasibility Study was also completed and based on limited interest from majority property owners in the Bridge, Washington and Central Business districts, it was not recommended to move forward with a PBID formation at this time. Staff also explored the possibility of forming a smaller PBID in the Central Business District. Based on the smaller boundary and the City being the majority property owner within the boundary, it was also not recommended to pursue a smaller district at this time. The budget for a smaller district would not generate enough funding to support the services needed, and the City, as the majority property owner, would be responsible for the majority of the costs with limited voting power. Staff has completed an amendment to the Civitas contract to move into phase II of the Tourism Improvement District process. This process will involve the creation of a steering committee and discussions with hoteliers regarding their thoughts and opinions about services they would like to see implemented. Staff hopes to bring a management plan and notice of public hearing (to cast votes for formation) sometime in May/ June 2025.		

Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	TID Management Plan and Notice of Public Hearing	Summer 2025	

Item Title:	**Development Services Enhancements**		
Priority:	Management Agenda	**Department:**	CDD
Summary:	West Sacramento has a long-standing and well-deserved history as a visionary and strategic community that has paved the path through policy and action for high-quality and transformational development. The community is at a pivotal juncture in its growth and development. As the demand for development services continues to rise and as State mandates increase the pressure for staff to keep up, there is a critical need to enhance and streamline the permit processing service delivery. In addition, the organizational culture within certain divisions of CDD require an evolution to reflect a more solutions-oriented approach and an ongoing commitment to transparency. The existing permit processing system and entitlement process face challenges including delays, inefficiencies, a perception of poor communication to internal and external customers, and a lack of internal/external coordination. From an organizational culture perspective, the time has come to evolve and embrace innovative practices, technology, and customer-centric approaches to better serve the community.		

	The future of permit processing service delivery and planning culture envisions a seamless, transparent, and user-friendly experience for residents, developers, and businesses. The City of West Sacramento aims to become a model for efficient development services, emphasizing sustainability, community engagement, and economic growth. Staff released an RFP for a Comprehensive Organizational and Operational Assessment of the Community Development Department in late 2024.

Progress:	Milestone	Completion Month & Year	Notes
	Commence work on an online interactive development project map	Late 2025	With GIS staffing assigned to CDD approved by Council in January 2025, staff will develop and launch map platform which will focus on at-a-glance status of private development projects.
	Deployment of OpenCounter online permit and business license platform	February 2025	Soft launch to interest groups, Community Academy alumni and City Council in February 2025.
	Continuous Accela improvements	Ongoing	We will continue to increase the utilization and value of Accela, both to internal users and external customers. We are developing online permitting functionality and will expand the ability of customers to utilize Accela Citizens Access.
	Completion of Comprehensive Development Review Process Evaluation	Late 2025	During the evaluation, monthly status report and identification of "quick wins" will maintain momentum and transparency with the Council and public.
	Implementation of improvements recommended in Development Review Process Evaluation	Late 2025 - Ongoing	

Item Title:	**Equitable Investment Strategy/Programs**		
Priority:	Management Agenda	**Department:**	CMO/EDH/CP/CDD
Summary:	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 61st percentile of environmental vulnerability under the State's EnviroScreen mapping tool). 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.

Other projects/programs falling under this item include:

- Sidewalks and Transportation Equity Program: The City currently lacks a complete inventory of existing sidewalk assets, as well as staff capacity to collect this data independently. By completing this work, the City will be able to equitably prioritize sidewalk gap closures and repairs in neighborhoods where residents rely on walking for daily trips most often, which will help enhance safety, connectivity, and accessibility for those residents.

- Sacramento Avenue Corridor Improvements: As part of the Sacramento Avenue Complete Streets Plan, this project includes community-driven improvements to the Sacramento Avenue corridor to provide safer and more comfortable transportation options for people of all ages and abilities while enhancing public spaces for community activity along the corridor.

- Small Business Support/Accelerator Programs: Small businesses succeed when their owners successfully navigate a value chain that starts with the first impulse towards entrepreneurial investment, matures with the establishment of a business enterprise, and (hopefully) continues through successive cycles of adaptation and business expansion. The Small Business Accelerator Program that is intended to support entrepreneurs at every phase of this process, while generating new data that can inform future targeted economic development actions. Program components include: (1) Make Direct City Investments to Benefit Small Businesses in Equity Focused Areas; (2) Develop Improved Situational Awareness – Business License Data and Business Outreach; (3) Expand Awareness and Access to Educational Resources for Entrepreneurship; and (4) Create an Internal Small Business Team to Support Business Owners.

- Broadband Access & Affordability for All: 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.

- Explore Guaranteed Income Program: Yolo County launched its Yolo Basic Income (YOBI) program to support some of the most in need families in Yolo County. This unique pilot targets at-risk families with children under the age of 6. The pilot pairs stipends with case management through the CalWORKS program. Started in April 2022, for two years these families received case management, resources and additional income that put their families above the California Poverty Measure. This item will explore the feasibility of extending this program, or implementing a similar program, in West Sacramento.

- Public Outreach Policy: Historically, individual departments and staff members have conceived and executed public outreach on their own projects using their best judgment. This has resulted in well-intentioned, but at times inconsistent outreach efforts, with some projects receiving robust community input processes, and others of similar impact having much more limited opportunity for

public comment prior to Council consideration. This project will develop a City-wide standard for public input that will support all of the City's equity efforts to helping to improve consistency in how the City communicates with residents on key City initiatives.

- Grantmaking/Resource Assistance Program: There are a number of local non-profits that may seek support from the City, but no formalized program exists to review and approve such assistance in a fair and equitable manner. This project would develop a policy for providing grants or other assistance to non-profits, including funding, temporary use of City-owned property, etc.

Progress:	Milestone	Completion Month & Year	Notes
	Implement new Measure N Inclusive Economic Development Management	Winter 2025	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. As of fall of 2023, the Social Equity Awareness Form was completed. Training will be developed and provided by end of 2024, early 2025 for staff on social equity and specifically on the implementation of the form. The implementation will include a requirement to provide a social equity narrative in certain types of staff reports related to capital projects.
	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.
	Public Outreach Policy - Develop and Implement Community Outreach Administrative Policy	Early 2025	This policy will promote equitable outcomes by creating standards for the inclusion of resident feedback in the early stages of City program and project development.
	Broadband - Complete broadband needs assessment and present follow-up recommendations to Council	April 2025 – Plan Complete Ongoing – Council Recommendations	The needs assessment will include recommendations for achieving greater broadband access and affordability for West Sacramento residents, particularly for lower-income households. Valley Vision has been engaged to complete an update to the City's Broadband Action Plan, which is expected to be complete in Q1, 2025.
	Sidewalks and Transportation Equity Program - Determine funding strategy and seek leveraging external funds to advance at least one STEP priority project	Ongoing	

	Small Business Support/Accelerator Program - Develop criteria and identify potential pilot project area for small business investment in equity focused areas program	March 2025	Staff identified the Social Equity Retail Cannabis Program as a pilot project for the Small Business Accelerator Program. The Social Equity Retail Cannabis Program RFP was issued on August 2, 2024. Three responses were received and are currently being evaluated. EDH and CD staff will use the portfolio of assistance options included in the Small Business Support/Accelerator Program and ensure funding is available to support the program. Selection of a preferred applicant(s) is anticipated to be complete in Winter 2025.
	Small Business Support/Accelerator Program - Council workshop for City business investment program	January 2025	City Council workshop was completed on September 18, 2024. On November 6, 2024, Council approved the Small Business Accelerator Program, including the following components: • Food and Beverage Facility Enhancements Program • Small Business Permit Fee Assistance Program • Small Business Vandalism Relieve Program • Small Business Facade Grant Program • Small Business Tenant Improvement Grant Program • Small Business Micro-Loan Program • Strategic Tourism Marketing Program Initial components of the Program were launched January 1, 2025. Since then, multiple applications have been received and are in process.
	Sacramento Avenue Complete Streets Plan adoption.	September 2024	Capital Projects may begin PA&ED in FY 25/26. ATP and Reconnecting Communities grant applications were not awarded.
	Explore Guaranteed Income - Coordinate with Yolo County HHS on outcomes of its pilot program and the possibility of extending that program for a longer period of time with support from West Sacramento.	February 2025	Staff worked with Yolo County HHS to develop a suite of options for the Council to consider for a guaranteed basic income program.
	Grantmaking/Resource Assistance Program	November 2025	Create policy establishing process and funding for program

Item Title:	**Stormwater Flood Protection & Maintenance**		
Priority:	Management Agenda	**Department:**	CD/PWOM

Summary:	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 at least $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.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	Determine Needs and Cost of Emergency Response Measures	June 2025	Utilized grant money to purchase Flood Response Trailer (in conjunction with Fire). Working with Fire and grant funding to equip the emergency response trailer.
	CCTV All Assets to Assess Risk/Replacement Priority	June 2025	Contingent on obtaining CCTV equipment dedicated to Storm cost center
	Funding Options and Public Outreach	December 2025	Financing consultant began effort in Summer 2023. Conduct public outreach if assessments are warranted.
	With Operations and Maintenance Appropriation, Prioritize Maintenance Repairs Over Two-Year Budget Cycle	June 2026	Contingent on CCTV main segment scoring and prioritization
	Determine Inventory of Assets	Ongoing	Continue communications with RD900 on storm drainage asset ownership, work with GIS on determining ownership
	Develop Comprehensive Maintenance and Drainage Plan	Ongoing	Maintenance schedules, Inspection requirements, Frequency of inspections, Identification of Funding Source(s), recommended staffing levels and equipment needs. Baker Tilly consultants are completed an assessment of staffing levels and span of control and the findings are being evaluated.
	NASSCO Stormwater Main Grading	Ongoing	Contingent on identifying possible CIP funding for main repair/replacement

Item Title:	**West Capitol Avenue Enforcement/Enhancement**		
Priority:	Management Agenda	**Department:**	PD
Summary:	The City of West Sacramento is transitioning its approach to addressing homelessness to align with evolving public expectations, operational challenges, and lessons learned from prior approaches. The "Safety & Services Strategy" emphasizes accountability and public safety as foundational steps before connecting individuals to support services. This change is reflective not just of a law enforcement perspective but of broader shifts in public opinion and emerging trends in social services.		

	The former "Services First" model, while well-intentioned, did not achieve desired outcomes in the current environment. Shifts in public sentiment, increased lawlessness in encampments, and the need to maintain community trust necessitate a change in approach. The Safety & Services Strategy focuses on addressing illegal behavior and public safety concerns as immediate priorities while maintaining pathways to stability through services. This phased approach reflects a balance between enforcing accountability and offering meaningful support. These efforts will be coupled with collaborations with other City departments that can help mitigate issues through reassessing CPTED best practices and work with local businesses to do the same.		
Progress:	**Milestone**	**Completion Month & Year**	**Notes**
	PD to implement IMPACT philosophies in City's core and other areas with prolonged and/or egregious conditions related to homelessness and those known as locations for drug sales or prostitution.	March 2025	
	PD will assess budget impacts to sustainably carry these efforts forward and develop future budget proposals to sustain these efforts	March 2026	
	PD will work with stakeholders at and around the Permanent Supportive Housing and Shelter sites to reinforce need for stakeholder commitments and partnerships. Will look to develop public-private partnerships where relevant	Ongoing (to begin in Spring 2025)	

Item Title:	**Proactive & Strategic Communications**		
Priority:	Management Agenda	**Department:**	CMO/Finance/CD
Summary:	In 2023, the City engaged a public relations firm to help the Community Relations Division with strategic and crisis communications, public outreach, and media relations. Utilizing this resource as well as the forum of City commissions, the Council desires to provide information to the public in a proactive manner on a number of specific topics: • Fiscal Transparency: The City's budget can be viewed as amorphous to some residents or to those that want to take a deeper dive into City revenue and expenditures than that presented at the Council meetings where the budget is workshopped and approved. To provide more clarity, Staff is producing an online budget book that will be accessible on the City's website. Staff will also conduct annual presentations at relevant City commissions of the program-based budgets related to the scopes of those commissions. • Benefits of Major Transportation Projects on Traffic: This initiative is focused on highlighting the long-term benefits of major transportation and infrastructure projects on local and regional traffic conditions. This effort will focus on translating complex transportation modeling data into accessible, community-friendly messages that demonstrate how planned investments—such as		

roadway expansions, new connections, and multimodal improvements—will improve traffic flow, reduce congestion, and enhance safety. By using clear visualizations and real-world examples, the initiative aims to build public understanding and support by showing how these projects contribute to a more efficient, connected, and sustainable transportation network over time. Strategies may include the following:

- Traffic simulation software such as SUMO, PTV Vissim, and AnyLogic. These tools can model and simulate various aspects of traffic in real-time, from individual vehicle behavior to large-scale network dynamics.
- Development of before-and-after visualizations using photoshop and AI image generation to help residents see streetscape transformations and infrastructure proposals including bridges and trails.
- Interactive Maps and Dashboards using ArcGIS, Google My Maps, or Esri Hub to visualize where projects are happening, what they improve (safety, access, speed) and key statistics like reduced crashes, or time saved.
- City website/webpage updates to integrate newly developed communications tools and strategies

- Telling Our Story: Staff are enhancing efforts in coordination with the City's strategic communications consultants to improve the City's storytelling. This includes strategic long-term thinking about messaging City projects, programs, and accomplishments as highlighted by the inclusion of strategic communications discussions on weekly Executive Team meeting agendas. Recent successes on this front include the "Welcome MLB to West Sacramento" and "Play the West Way" branding rollout press conference, proactive messaging on the Club Pheasant sale agreement that resulted in significant positive media coverage, and public communications regarding changes in federal immigration law enforcement. Staff will continue to prioritize storytelling and be proactive in messaging the City's priorities and progress.

Progress:	Milestone	Completion Month & Year	Notes
	Develop approach, scope of work, and budget that complements existing and proposed infrastructure communications needs	September-Oct. 2025	An interdepartmental team that includes City Communications staff, Transportation and Mobility Division, and Capital Projects will be formed for this strategy.
	Develop staff-level recommendations for implementation and strategies	November-Dec. 2025	Requires identification of software and consultant/vendor procurement needs.
	Proactive and strategic messaging in consultation with communications consultants	Ongoing	
	Completion and publication of online budget book	Fall 2025	
	Annual presentations at relevant City commissions of the program-based budgets	Ongoing	

Item Title:	Neighborhood-Focused Road Safety/Traffic Calming Plans		
Priority:	Management Agenda	Department:	CD

Summary:	This item represents a revitalization of a traffic safety approach through the development of five Community-Based Neighborhood Transportation Safety and Traffic Calming Plans. While the City's Vision Zero initiative launched in January 2024 as part of the Federal government's Safe Streets and Roads for All program, aims to eliminate traffic-related fatalities and serious injuries by identifying and addressing dangerous street conditions, there is currently no formal traffic calming policy or process for community-driven improvements. Historical efforts like the Residential Traffic Calming Program (RTCP), active from 1998 to 2009, were discontinued due to budget cuts, and despite reinstating partial funding in 2018, the City still lacks a comprehensive and equitable framework. Hundreds of public complaints through West Sacramento Connect have highlighted persistent issues such as excessive speeding and traffic volumes, with patterns revealing disparities in complaint frequency that reflect infrastructure and socio-economic differences across neighborhoods. In addition, the City has no traffic calming policy nor an equitable, holistic approach to study and recommend strategies at the neighborhood level. To address these needs, staff propose the creation of five neighborhood-specific plans targeting Bryte/Broderick, Michigan/Glide, States/Old West Sacramento, Southport Northeast Village, and Southport Northwest Village. These plans will emphasize community engagement, equity, and transparency while prioritizing speed reduction, improved safety for non-motorized users, and decreased reliance on enforcement. The total funding request is $1.125 million ($225,000 per plan), with implementation to be supported by additional local and grant funding. By advancing these plans, the City seeks to align with Vision Zero objectives, reduce public complaints, and build safer, more connected neighborhoods through targeted infrastructure investment and policy renewal.

Progress:

Milestone	Completion Month & Year	Notes
Approve CIPs for Neighborhood Traffic Calming & Road Safety Plans and authorize $1.125 million in funding to initiate consultant procurement.	June 2025	Transportation & Mobility Division will manage procurement and project development in coordination with Vision Zero.
Select Transportation Consultant and scope of work	October 2025	Follows City's competitive procurement standards, confirms budget, timeline, approach strategy, etc.
Consultant engages in data collection and analysis, project initiation consultation with City, and confirms draft boundaries for five data-driven Community-Based Neighborhood Transportation Safety and Traffic Calming Plans	Oct.-Dec. 2025	West Sac Connect Data will be incorporated into planning strategy
Initial Stakeholder Outreach and Community Engagement within each Neighborhood	January-February 2026	Present collected data, confirm Neighborhood boundaries, gather community feedback on traffic calming and road safety issues.

Item Title:	**Emergency Water Intertie**		
Priority:	Management Agenda	**Department:**	PWOM

<table>
<tr><td>Summary:</td><td colspan="3">The City of West Sacramento is currently facing a serious challenge regarding its water supply reliability due to its sole dependence on the Sacramento River via the Bryte Bend Water Treatment Plant. To address this critical vulnerability, the City is proposing the Emergency Intertie Project, which would create an interconnection with the City of Sacramento's water system. This intertie would serve as an emergency backup supply and enhance the city's long-term water supply resilience. A central component of the project is the construction of a pipeline beneath the Sacramento River, connecting a storage facility in West Sacramento to Sacramento's diversified water sources. The method proposed for the pipeline installation—Horizontal Directional Drilling—has proven successful in similar regional infrastructure projects.

Beyond its emergency function, the intertie would offer additional long-term benefits by enabling access to Sacramento's American River supplies and groundwater systems, thus enhancing overall system flexibility. It also opens opportunities for future water banking and exchange agreements with nearby agencies. Importantly, the project aligns with climate resilience goals and equity initiatives, making it a strong contender for federal and state funding, particularly for communities that are underserved.

The City plans to implement the Emergency Intertie Project in phases, beginning with a pre-feasibility stage already underway. The next phase includes feasibility assessments, design, and permit identification, estimated to cost up to $250,000. The final phase (2025–2027) includes full permitting, environmental compliance, and construction at an expected cost of $20 million. While early work is covered by the existing budget, future phases will require additional appropriations and likely grant funding. Staffing will include current personnel and external consultants for specialized tasks, with adjustments as the project progresses.</td></tr>
<tr><td rowspan="4">Progress:</td><td>Milestone</td><td>Completion Month & Year</td><td>Notes</td></tr>
<tr><td>Pre-Feasibility and Planning Stage</td><td>June 2025</td><td>This phase includes identifying project fundamentals, completing basic research, and executing the MOU between West Sacramento and Sacramento to allocate costs and responsibilities.</td></tr>
<tr><td>Feasibility and Design Phase</td><td>Spring 2026</td><td>During this phase, the overall feasibility of the project will be determined, project designs will be completed and environmental compliance and permitting requirements will be identified. Funding opportunities will also be explored and secured.</td></tr>
<tr><td>Permitting, Environmental Compliance, and Construction Phase</td><td>December 2028</td><td>This phase encompasses permitting, environmental compliance, and the full construction of the intertie infrastructure. A three-year implementation timeline is anticipated, with construction activities expected to conclude by the end of 2028.</td></tr>
</table>

MAJOR PROJECTS

Development Projects:

- Club Pheasant
- 2286 Del Monte Street
- Sutter Health Park and surrounding improvements (A's)
- The Blvd! Family Entertainment Center
- Nippon Shokken Expansion
- River One Phase 1 and 2 (hotel, condominiums and apartments)
- Rivers single family homes – Under Construction
- 805 Riverfront Landscape Frontage Improvements – In Design
- California Indian Heritage Center
- Southport Industrial Park buildout completion
- Fulcrum/Blue Rise Ventures Seaway Project – Infrastructure under construction
- 440 West LLC Project/Blackpine (Washington) - Models Open
- Kinect at Southport Apartments – Under Construction/Partially Occupied
- Phase 6/Pierside - Under Construction
- Smart Growth Block 17 – Bridge District
- Pick Wick and El Tejon Motel Acquisitions and Facility Improvements
- Westwood Motel Acquisition
- Grand Street Apartments
- West Gateway Place Phase II – Under Construction
- Grand Gateway Property—Under ENA
- 5th Street Garage Renovation - Project delayed ~ one year to accommodate adjacent affordable housing development
- 427 C Street (Urban Farm)
- Capitol Plating Litigation – Litigation complete
- Ziggurat Parking Garage Management
- Liberty (Southport)
- Yarbrough (Southport)
- River Park (Southport)
- 1990 Lake Washington Blvd. Affordable Housing
- Dutch Bros. (Lake Rd.)
- Allan Avenue Apartments
- 50 Waterfront Pl (residential)
- 520 5th Street (Blackpine Communities for rent product)
- Brar Farms subdivision (Southport)
- Dharma Realm Buddhist Temple
- 45 15th Street 326 5th Street
- 3230 Evergreen Apartments

Capital Projects:

- Light Rail Extension
- I Street Bridge Replacement
- I Street Bridge Deck Conversion
- Fire Station 45 Repair
- Fire Station 43 Bathroom and Dorm Re-model
- Riverfront Extension and 5th Street Widening/Bicycle Path
- North River Walk Extension
  3rd Street Streetscape Improvements
- West Sacramento Federal Levee Project
- Corporation Yard Replacement Phase Two (building)
- West Capitol Avenue Road Rehabilitation/
  Safety Enhancement Project
- Enterprise Bridge (Alternatives Study)
- Sycamore Trail Phase Two (Overpass)/Phase Three (Westmore Oaks Trail)
- Fallbrook Campus Neighborhood Park (pending WUSD)
- Westacre Park Expansion/Renovation
- Bees Lakes Public Access Improvements
- River One Public Access Corridor
- Bryte and Westmore Oaks Sewer Lift Station
- Heritage Oaks Park Master Plan Implementation

- Linden Acres Water Main Replacement
- Southport Parkway/Harbor Boulevard Road Improvements Design
- State Streets Utility/Road Improvements
- Bryte Park Master Plan Implementation Bridgeway Lakes Pump and Well
- South Sewer Lift Station
- City Hall Renovation/Outdoor Office
- City Hall Annex
- Marshall & Higgins Safety and Traffic Calming Improvements Plan
- Police Station Replacement/Rehab (Site Analysis)
- Southport Levee Trail Paving
- Casey/Grand Roadway Improvements
- Bridge District 2024 Implementation
- Citywide Sidewalk Shaving Improvements
- Inclusive TDM and Wayfinding Signage
- Clarksburg Branch Line Trail Extension
- Lake Road Mobility Hub
- EV Charging Station Installation
- Water Treatment Plant Improvements
- North 5th Street Connectivity and Complete Street Project
- 2286 Del Monte Street – Athletic Fields access project
- Bridge District Surface Parking/Pioneer Bridge – Design 100% Complete

Planning Projects:

- Washington Specific Plan Update
- Washington Park
- WEST Frontage Improvement Project
- Pioneer Bluff/Stone Lock Master Plan Implementation
- Bees Lakes Habitat Conservation Plan Final Design/Permitting
- Southport Levee Trail Planning, Design and Permitting
- STEP Project
- Facilities, Equipment & Fleet Master Plan
- Comprehensive Safety Action Plan (Vision Zero)
- VMT Mitigation Fee Program, Transportation Impact Fee Update, Traffic Impact Analysis Guidelines Update
- Sycamore Phase IV and V (Railroad Undercrossing/Barge Canal Overcrossing) Design
- Pavement Management System Plan Implementation
- General Plan Implementation/Planning Updates Sacramento Avenue Complete Streets Plan
- Water Master Plan
- Sewer Master Plan
- Citywide Residential Noise Ordinance
- Bridge District Financial Modeling Updates
- Bridge District Specific Plan Update
- Reconnecting Communities Grant-Funded Connectivity Project (Jefferson/Drever/El Rancho/Westacre Improvements)
- Creation of Grand Gateway Zoning District

Other Initiatives:

- Long-Term General Fund Budget Modeling/2021-2023 Budget
- Water/Sewer Master Plan
- Facilities, Vehicles and Equipment Master Plan
- Recreation Management Software Implementation
- Special Event Permit Online Portal Implementation
- Digital Budget Book and Transparency Portal
- Accela Platform and Citizen Access Improvements
- Standard Specifications Update (estimated completion: February 2025)
- 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
- Compost giveaways to comply with SB1383
- “Lawn-Be-Gone” program
- “Stash Your Ash” Cigarette canister installation – West Capitol

- Data backup and disaster recovery project
- Performance Measurement Program
- Crisis Communications Plan: Development, Training & Implementation
- Home Run Enrollment Growth
- Urban Infill Fee Reduction Program
- Mobility Action Plan Implementation
- On-Demand (VIA) expansion to Downtown Sacramento
- Traffic Management & Operations Program
- Massage Ordinance
- Fix-it Café partnership
- Smart-Truck Launch