COUNCIL WORKSHOP AGENDA
FEBRUARY 25, 2021
VIA TELECONFERENCE
9 AM TO 4 PM (end time is estimated)

OBJECTIVES FOR THE WORKSHOP:
- Develop a foundation for governing under the by district election system
- Review and confirm or modify priority projects for the next two years
- Review and update as needed the Mission, Vision and Goals

1. Welcome by the Mayor

2. Comments from the City Manager

3. Agenda Review

4. Set Foundation for Governing Together
   *Discuss and achieve consensus on principles and norms of governance*

5. Set the Context for Discussion of Priorities
   *Review and discuss key accomplishments, results of community survey and other stakeholder input and financial outlook*

6. Discussion of Council Priorities and High Priority Projects
   *Discuss Council priorities and review and confirm or modify high priority projects.*

7. Review Mission, Vision, Goals
   *Review and confirm or modify mission and vision, and review suggested changes to goals.*

8. Discuss How to Stay on Course with the Priorities
   *Review progress reporting, upcoming budget process, and addressing new requests that arise.*

9. Public Comment

10. Wrap Up and Next Steps
How Other City Councils Have DEALt With Their New District System

- Establishing a set of **principles** and incorporating into Council handbook
- Being aware that **future councils can be influenced** by current practices as traditions are established
- Adopting a **Resolution** stating the Council’s intentions
- Having a **check-in** after a few months or the first year
Examples of Governing Principles:
City of Santa Clara

• We all care about and will govern for the entire Santa Clara community.
• We will follow our Santa Clara ethical values.
• We will follow our council-manager form of government.
• We recognize that our administrative structure and service delivery systems, data, and programs are structured based on citywide governance.
• We will govern for the whole City, not by Council District….we value our citywide framework.
Examples of Governing Principles: City of Concord

- Make decisions that are best for the entire city.
- Allocate services and funding based on overall city needs. Continue to follow good governance principles including respect for the council-manager form of government.
- All councilmembers should be concerned with/involved in any city issue regardless of district.
- All councilmembers will respond to citizen inquiries regardless of district and notify councilmember and manager.
- Commitment to work as a unified team for the benefit of the entire city.
- Allocation of resources, including staffing/services and capital projects will be based on the overall needs of the city.
- Carefully consider the needs and concerns of all Concord residents without giving preference to the residents in the district from which you are elected.
- Customer service and communication.
Examples of Governing Principles: City of Garden Grove

- Encourage a citywide perspective.
- Be informed of interests and issues within each district.
- Maintain professionalism in our work (e.g., service delivery based on needs, data-based decisions, customer focused)
- Utilize long range plans to provide big picture context that is realistic and achievable.
- Educate and engage the public about city services and needs, and be continually transparent with information.
- Honor the roles of the council-manager form of government.
Example of Governing Resolution: City of Santa Maria
Some Possible Governance Principles Based on Councilmember Interviews

- We all care about and will govern for the entire Elk Grove community, and are committed to work as a unified team.
- We will follow our good governance practices including respect for the council-manager form of government.
- We will allocate services and funding based on overall city needs.
- We will be informed of interests and issues within each district.
- All councilmembers should be concerned with and involved in any city issue regardless of district.
- All councilmembers will respond to citizen inquiries regardless of district – customer service is paramount.
Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city’s mission and goals.

<table>
<thead>
<tr>
<th>KEY CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Successfully transition from candidate to a member of the council.</td>
</tr>
<tr>
<td>• Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.</td>
</tr>
<tr>
<td>• Develop, communicate and support policy goals and council decisions.</td>
</tr>
<tr>
<td>• Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BEST PRACTICE TIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It’s important to remember that trust is built around understanding and respect, not necessarily agreement.</td>
</tr>
</tbody>
</table>
2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community’s best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

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**KEY CHARACTERISTICS**

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

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**BEST PRACTICE TIPS**

Create a shared understanding of the city manager’s role and the council’s expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.
3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

**KEY CHARACTERISTICS**

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

**BEST PRACTICE TIPS**

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council’s time and energy appropriately (focused on the council’s role and responsibilities) and meeting short- and long-term priorities. They honor the public’s participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making, but also to ensure that councilmembers are respectful of each other, the public and everyone’s time. Councilmembers use engaging body language as a way to demonstrate respect. Issues are not personalized, thoughtful dialogue is the objective. Agenda packets are read, councilmembers come prepared and have an open mind. Respect is demonstrated for varied opinions. Everyone strives to be civil and act with decorum.
but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

**BEST PRACTICE TIPS**

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. **Exceptional councils hold themselves and the city accountable**

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

**KEY CHARACTERISTICS**

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

**BEST PRACTICE TIPS**

Annually evaluate council and city manager performance toward achieving the city’s priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.
6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

### KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

### BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council’s norms and protocols as well as the budget and key policy issues.
COVID-19 BUDGET IMPACTS & MITIGATION EFFORTS

In March of 2020, the COVID-19 pandemic began generating economic impacts across multiple sectors throughout the country. Abrupt changes in consumer spending due to shelter-in-place orders caused significant reductions in city revenues typically generated through Sales Tax, Transient Occupancy Tax (hotel tax), and Gas Tax. Both Sales Tax and Transient Occupancy Tax dollars go to the General Fund.

Over $7 million in General Fund revenues are estimated to be lost in FY 2020-21 due to the COVID-19 health crisis. A continued decline in local sales tax is anticipated in FY 2020-21 as the country begins a slow recovery from the pandemic. Of the $7 million estimated to be lost, $500k is for additional contributions to fund balance, $5.7 million is being mitigated by budget reductions (see below), and the remaining $800k is being drawn from fund balance for one-time costs.

Below are examples of spending reductions for FY 2020-21 that help mitigate the impacts of estimated losses in General Fund revenues:

- **No new positions.** The FY 2020-21 Proposed Budget assumes 10 unfunded positions including 5 Sworn Police Officers. These 10 positions are assumed to remain vacant and unfunded until FY 2022-23. **NET SPENDING REDUCTION: $1.6 million**

- **No transfer of Recycling & Waste Franchise Fee revenue to the Capital Reserve Fund.** **NET SPENDING REDUCTION: $1.2 million**

- **Withholding advance prepayment of the City’s PERS unfunded accrued liabilities (UAL).** **NET SPENDING REDUCTION: $900,000**

- **Suspension of the General Fund Deficit Forgiveness contribution to the Transit Fund** **NET SPENDING REDUCTION: $835,304**

- **Deferring the purchase of Information Technology equipment.** **NET SPENDING REDUCTION: $600,000**

- **Reduced Operating Costs** **NET SPENDING REDUCTION: $600,000**

**CARES ACT FUNDING SUPPORT**

The State of California Budget Act of 2020 allocates funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act to address the public health and public safety impacts of COVID-19. The City of Elk Grove has been allocated $2,174,997. The City has experienced and will continue to incur expenses related to the COVID-19 response. The City anticipates using these funds for the following purposes:

**CARES ACT GRANT AWARD**

**$2,174,997**

**City COVID-19 Direct Expenditures:** $1,000,000

- **Community Programs:** $1,122,000
  - Great Plates Delivered
  - Homeless Meal Support
  - Non-profit Emergency Funding
  - Small Business Grants

- **Other-Eligible Expenditures:** $52,997

Federal law specifies that these funds may only be used for COVID-19 response costs incurred between March 1, 2020 and December 30, 2020. All funds must be spent by the end of the calendar year.

**QUESTIONS ABOUT THE BUDGET?** Contact City Budget Manager, Shay Narayan at snarayan@elkgrovecity.org. View the entire budget at elkgrovecity.org/finance.
The City has many funding sources to provide services to its residents, including property taxes. Your property tax dollars are allocated to many different agencies that also provide services within city limits. For every dollar paid in property taxes, funds are allocated to governmental agencies and shown below.

WHERE DO YOUR PROPERTY TAXES GO?

- Sacramento County
- City of Elk Grove FY 2020-21 2.2¢
- Cosumnes Community Services District 20¢
- Library Authority 2¢
- Revenue Neutrality - City of Elk Grove to Sacramento County FY 2020-21 2.2¢
- *Elk Grove Unified School District 44.2¢
- *Los Rios Community College 6¢
- Other Agencies 2.8¢

*The dollar bill chart includes the Educational Revenue Augmentation Fund (ERAF) distribution.

GENERAL FUND OVER 5 YEARS

The Reserve for Economic Uncertainty maintains its Council approved target of 25% in all five years. The Opportunity Reserve level varies over the five-year period and is drawn down at times to provide funding for Council priority projects or unforeseen opportunities. See page 23 of the FY 2020-21 budget book.

KAMMERER ROAD WIDENING AND EXTENSION

- Establishes a divided two-lane extension of Kammerer Road from Lent Ranch Parkway to Interstate 5. This is the first phase of a larger four-lane project.
- Lent Ranch Rd to Bruceville Rd – divided two-lane extension
  - Construction scheduled to begin Spring 2021
- Bruceville Rd to I-5 – divided two-lane extension: Grant funding being actively pursued.

OLD TOWN PROJECTS

Old Town Plaza Phase 2 and 3

- Improvements include an entrance plaza, seat wall, walkways, bike parking, lawn and landscaped areas and a pavilion structure.
  - Construction underway

The Railroad Street Improvement Project

- Reconstructs Railroad Street and Grove Street along the Old Town Plaza.
- Adds two public parking lots and extends utilities
  - Construction underway

Old Town Area Streetscape Phase 2

- Further improves access for pedestrians, bicyclists, and transit users
  - Construction planned for 2021

DISTRICT56 FACILITIES

- The District56 Preserve will include a beautiful pond, boardwalks, meandering walkways, fitness court, picnic area, children’s play area, great lawn and a kinetic art sculpture.
  - Construction underway

LAGUNA RIDGE PARKS

- Oasis Park – construction in progress
- Singh and Kaur Park – construction in progress
- Oasis Park Community Building – construction planned for 2021

CAPITAL IMPROVEMENT PLAN HIGHLIGHTS

The City’s five-year Capital Improvement Plan (CIP) is a long-range plan which outlines the City’s transportation and infrastructure projects and provides a schedule with financing options. The majority of funding comes from sources other than the general fund. Highlights of the plan for Fiscal Year (FY) 2020-21 include:
# General Fund Five Year Forecast

<table>
<thead>
<tr>
<th>$ (in millions)</th>
<th>Fiscal Years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21-22</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 81</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 81</td>
</tr>
<tr>
<td><strong>Contributions from Fund Balance for one-time expenditures</strong></td>
<td>$ (.4)</td>
</tr>
<tr>
<td><strong>Contributions to Fund Balance</strong></td>
<td>$ .4</td>
</tr>
<tr>
<td><strong>Initial Ending Fund Balance</strong></td>
<td>$ 23</td>
</tr>
<tr>
<td><strong>Transfer to Capital Reserve</strong></td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Transfer to Economic Development</strong></td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Opportunity Reserve</strong></td>
<td>$ 4</td>
</tr>
<tr>
<td><strong>Reserve for Economic Uncertainty-25%</strong></td>
<td>$ 19</td>
</tr>
<tr>
<td><strong>Total Ending Fund Balance</strong></td>
<td>$ 23</td>
</tr>
<tr>
<td><strong>Fund Balance as % of Adj Appropriations</strong></td>
<td>30%</td>
</tr>
<tr>
<td><strong>Future Reserve Target Support</strong></td>
<td>$.2</td>
</tr>
</tbody>
</table>
The City contracts with the Public Employees’ Retirement System (PERS) to provide retirement benefits to its employees. The City’s PERS costs are projected to increase compared to current costs, but the City has actively planned prepayment which will decrease these future costs. The savings to the City from interest costs are likely to be similar to the amount of the prepayments over time.

TWO TYPES OF PAYMENTS TO PERS

- **NORMAL COST** - percent of payroll that funds the benefit earned in the current year
- **FIXED ANNUAL PAYMENTS** - payment applied to any unfunded liability

Liability—When investment earnings are less than PERS expected a liability is created. If there is no unfunded liability the funded status would be 100%.

Unfunded Liability

All City Plans

(June 2019)

$19.2M

87%
City overall funded status
(June 2019)

71%
PERS overall funded status
(June 2019)

Fixed 2021 Unfunded Liability Payment

$1,369,568

PERS projects the City’s Annual Payment to continue to increase through FY 2024 to be $1,910,000 and then decrease but expected to be $1,559,600 in FY 2026

City has issued Accelerated Prepayments to the Unfunded Liability of almost $8.36 million since FY 15/16

FUTURE UNFUNDED LIABILITY ACCELERATED PREPAYMENT FUNDING PLAN

- Five Year Forecast proposed reinstating Annual Accelerated Payments in FY 2022 through FY 2025 of $250,000 to $750,000.
- Reinvest Early Payment Discount (3.5%) each Fiscal Year towards the Unfunded Liability
- Recognize Salary & Benefit savings at Mid-Year Budget Review as an additional opportunity to provide Accelerated Prepayments to the Unfunded Liability

CITY RETIREMENT (PERS)
COSTS AND LIABILITY

CITY DOES NOT PARTICIPATE IN SOCIAL SECURITY
EQUALS SAVINGS OF 6.2%

PERCENTAGE OF CITY EMPLOYEES IN MOST COSTLY TIER 1 PLANS
(highest Normal Cost)

Since both the City and State implemented Pension Reform, the City has realized a decrease in the number of employees enrolled in the more expensive Tier 1 plan.
The information in this report is pulled from a number of different sources, including: (1) the U.S. Census Bureau American Community Survey; (2) an ad hoc online resident survey conducted between December 29, 2020 and February 01, 2021; (3) the National Citizen Survey conducted for the City of Elk Grove most recently in November 2019; (4) an ad hoc, online budget survey conducted between November 17, 2020 and December 23, 2020; and (5) Zencity insight analysis of social media related to Elk Grove.

**Population by Race**
- White: 45.2%
- Asian: 28.8%
- Native Hawaiian/ Pacific Islander: 11.5%
- Other: 8.2%
- African American: 3.9%
- Two or More Races: 3.9%
- American Indian: 1.8%

**Foreign-born Population**: 24.1%

**Percent of Population Speaking Language other than English at Home**: 34.6%

**Median household income**
- Elk Grove: $93,780
- Sacramento County (comparison): $67,151

**Households with a computer**: 96.9%
- Elk Grove: 96.9%
- Sacramento County (comparison): 94.2%

**Households with broadband internet**: 92.7%
- Elk Grove: 92.7%
- Sacramento County (comparison): 87.9%

**Owner-occupied Housing Units**: 74.9%
- Elk Grove: 74.9%
- Sacramento County (comparison): 56.4%

**Median Home Value, 2020**
- Elk Grove: $495,000
- Sacramento County (comparison): $430,000

1 The official FCC broadband definition is a minimum of 25 Mbps download and 3 Mbps upload.
The resident survey was available on the City website from December 29, 2020 until February 1, 2021. The survey was promoted on the City’s social media platforms during this time. In addition, it was included in the City’s weekly emails providing information on activities. A community workshop to gather input was also conducted on January 26th from 12pm - 1:30pm, with the survey promoted at that event.

A total of 425 responses were received. These responses were reviewed to ensure that respondents identified an Elk Grove zip code for their residence. There were 13 responses that did not identify one of the 3 Elk Grove zip codes (95624, 95757, 95758). These responses were removed from the analysis.

The survey results are not representative of the views of all Elk Grove residents. This is due to selection bias as the respondents were not a random sample of the population. The responses received are more female, more white, older, and wealthier when compared to data on the population of Elk Grove from the 2019 American Community Survey conducted by the U.S. Census Bureau.

Data presented here are for the 412 responses received without adjusting for these factors.
<table>
<thead>
<tr>
<th>Community Goals</th>
<th>Essential</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not at all Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask for and involve the community in the planning process that affects Elk Grove’s quality of life</td>
<td>55.6%</td>
<td>37.9%</td>
<td>6.1%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Maintain the fiscal health and stability of the City</td>
<td>51.9%</td>
<td>41.0%</td>
<td>6.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Reduce crime</td>
<td>67.0%</td>
<td>23.3%</td>
<td>8.0%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Invest in community safety</td>
<td>53.9%</td>
<td>34.7%</td>
<td>10.7%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Attract and retain local businesses/improve economic development</td>
<td>55.1%</td>
<td>33.3%</td>
<td>10.9%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Promote a sustainable community and protect the natural environment</td>
<td>50.2%</td>
<td>37.6%</td>
<td>10.4%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Enhance youth crime prevention and gang intervention programs</td>
<td>48.1%</td>
<td>35.7%</td>
<td>13.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Continue programs and services that address and reduce homelessness in Elk Grove</td>
<td>49.0%</td>
<td>34.5%</td>
<td>13.3%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Ensure public and private development that is high-quality and attractive, contributing to a sense of place</td>
<td>43.7%</td>
<td>39.1%</td>
<td>15.3%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Enhance major roads leading through town or to the freeway, to reduce traffic congestion</td>
<td>39.6%</td>
<td>42.0%</td>
<td>16.0%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Plan and prepare for short-term emergency situations (e.g., flooding) or longer-term chronic stress (e.g., climate change, economic downturns)</td>
<td>38.1%</td>
<td>39.3%</td>
<td>19.2%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Continue to create and promote equity and inclusion efforts at City Hall and in the community</td>
<td>39.8%</td>
<td>36.9%</td>
<td>18.4%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Strengthen availability of additional treatment and mental health services</td>
<td>39.8%</td>
<td>35.0%</td>
<td>22.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Embrace new ideas and innovation in the delivery of services</td>
<td>27.2%</td>
<td>43.9%</td>
<td>25.0%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Improve how City buildings and roadways are operated and maintained</td>
<td>24.0%</td>
<td>46.8%</td>
<td>26.9%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Plan and promote neighborhoods of all types from rural to suburban to urban</td>
<td>24.8%</td>
<td>42.0%</td>
<td>26.0%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Improve and expand alternative modes of transportation, including bicycle, pedestrian, trail, and transit networks</td>
<td>31.3%</td>
<td>34.7%</td>
<td>29.6%</td>
<td>4.4%</td>
</tr>
</tbody>
</table>
### Resident Survey Results (continued)

<table>
<thead>
<tr>
<th>Projects/Activities</th>
<th>Essential</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not at all Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving community safety, by increasing law enforcement staffing, investing in new technologies, focusing on community policing efforts and partnerships with community-based organizations</td>
<td>46.4%</td>
<td>32.3%</td>
<td>16.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Use new technologies to improve traffic flow throughout the City</td>
<td>33.0%</td>
<td>36.7%</td>
<td>25.5%</td>
<td>4.9%</td>
</tr>
<tr>
<td>In conjunction with private industry, work to help increase internet connectivity, access, and speeds throughout the City, where feasible</td>
<td>31.6%</td>
<td>35.0%</td>
<td>24.0%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Facilitating development of vacant commercial land, including the development of destination retail, dining, entertainment and lifestyle amenities</td>
<td>24.8%</td>
<td>37.1%</td>
<td>24.0%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Increasing bike and pedestrian trails throughout the City</td>
<td>28.4%</td>
<td>32.5%</td>
<td>28.6%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Reducing traffic congestion on Elk Grove Blvd. By building a new interchange at Highway 99 and Whitelock Parkway</td>
<td>28.9%</td>
<td>30.8%</td>
<td>30.6%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Designating additional lands for employment uses (office, industrial) and marketing the City to potential employers</td>
<td>19.7%</td>
<td>32.3%</td>
<td>34.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Increasing the range of housing available throughout the community that is affordable to all income levels</td>
<td>20.9%</td>
<td>29.9%</td>
<td>30.3%</td>
<td>18.9%</td>
</tr>
<tr>
<td>Extending Kammerer Road from Highway 99 to I-5</td>
<td>23.5%</td>
<td>26.2%</td>
<td>36.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Increasing public transit options by supporting efforts to extend Light Rail to the City</td>
<td>20.9%</td>
<td>28.2%</td>
<td>30.1%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Building a performing arts center at District56 (Civic Center)</td>
<td>21.4%</td>
<td>24.3%</td>
<td>33.7%</td>
<td>20.6%</td>
</tr>
<tr>
<td>Building a new library at District56 (Civic Center)</td>
<td>7.0%</td>
<td>19.4%</td>
<td>45.9%</td>
<td>27.7%</td>
</tr>
</tbody>
</table>
### Resident Survey Results (continued)

#### What other initiatives would you prioritize for the City?

"Let’s be a leader in becoming a city that can better support in times of trouble while bringing life and beauty to a city of cement and asphalt”

#### Are there additional projects or activities you think the City should prioritize?

**10.2%**

"Giving the community a place to celebrate and engage in performing arts"

"Place-making through public art by local artists"

Performing arts/arts center, support the arts, youth theater, community theater, artistic vision, more entertainment, culturally based programs, more concerts, attractions, activities

**9.7%**

"Create more job opportunities"

"emphasize the importance of growing small businesses"

Well-paying jobs, science and tech jobs, more, better jobs, high-tech jobs, tech businesses, variety in new businesses, fill vacant locations, lower business rent, grow local/small businesses, focus on start-ups

**8.0%**

"Start to eliminate contracting out services"

"Ensuring that property taxes remain reasonable - especially for the elderly"

Lower property taxes, lower fees for permits and new businesses, stop spending on future programs, no more projects, more receptive to community, animal control services for rural animals, eliminate contracted out services, hire more minorities, improve the libraries

**7.8%**

"Tiny houses for the homeless"

"More and varied affordable housing"

More affordable housing, keep housing value, increase low-income housing, stop building low-income housing, ensure affordable housing throughout city, deal with homeless, provide tiny houses for homeless, get homeless out of parks/trails, don’t waste tax money on homeless, prioritize homeless outreach and services

**7.5%**

"Only allow building when sufficient infrastructure is already in place"

Better city planning, get rid of short-term rentals, adhere to City standards, concept of "town squares", limit growth/stop building more homes, nicer architecture, review of land use, more infill before developing open lands, ensure sufficient infrastructure before new building, streamline development process, restrict zoning along creeks/floodplains

**7.3%**

"Keep cell antennas away from the schools"

"the City should facilitate the expansion of fiber optic"

Focus on fiber optic, put in fiber optic whenever streets are dug up, expand fiber optic for internet connectivity, keep cell antennas away from schools/residential areas, review cell antenna policy, ban 5G cell towers

**7.3%**

"Attracting quality restaurants that are independently owned"

"fully activate the potential of Old Town as a center for shopping, socializing and community activities"

Focus on local/independent restaurants, less fast food and major chains, attract Sacramento-area restaurants, more restaurants, make it easier to open small restaurant, upscale stores, build up downtown area, revitalize Old Town, need a shopping Mall, small/local shopping options, need book store, quality shopping, address grocery store deserts

**6.8%**

"Ensure protection of wildlife habitat"

"land should be preserved for trees and nature development"

Keep open spaces, protect wildlife habitat, more trees, preserve nature, remove grass to save water, promote electric vehicles, more free electric vehicle charging, all electric buildings, more outdoor amenities, public garden

Two open-ended questions were asked as part of the resident survey. There were 219 non-zero responses provided to question 6 (what other initiatives would you prioritize for the City), and 162 non-zero responses provided to question 8 (are there additional projects or activities you think the City should prioritize). A non-zero response included any response that was not a null (e.g., N/A, None, No, See answers above, [blank]). Respondents did not distinguish between the two questions when responding, and therefore many responded similarly to both questions. For this reason, the responses were combined for review and categorization. The verbatim responses were categorized by topic area. Some responses covered more than a single topic area, and were therefore counted in multiple places. The percent represents the number of all respondents who mentioned that category in one or both answers.
Resident Survey Results (continued)

**What other initiatives would you prioritize for the City?**

- **66%**
  - "Improve the flow of traffic on the major roadways"  
  - "Improve the focus on traffic enforcement, especially speeding and reckless driving"
  - Traffic mitigation, traffic congestion, traffic flow, traffic/roadway safety, lower/ enforce speed limits, more speed tables, stop light coordination/ timing, no more stop lights, safer cross-walks, upgrade center medians, road maintenance

- **5.6%**
  - "extending the Sac RT light rail all the way down Bruceville Rd"
  - "more walkable neighborhood design"
  - Enhance public transportation options, expand light rail, more bike lanes, create walkable services, emphasis on trails/ sidewalks, bike safety program, more trails, green strip in area bike lanes, trails in older communities, improve bus service

- **4.9%**
  - "More police officers"
  - "Invest in community based orgs that help law enforcement and address social needs"
  - Emphasis on community organization against crime, expand PD/ hire more officers, partner with organizations to prevent domestic violence, improve PD, reallocate police funds, less policing, police substations, increase surveillance technologies, emergency preparedness plan

- **4.6%**
  - "Get our kids back to school"
  - "ensure we help and provide first class learning experience to support teachers and students"
  - 4-year university, prioritize building schools, get kids back to school, provide first-class learning experience, better parent/ school partnership

- **3.6%**
  - "Drop the building of the hospital by I-5 that is going to destroy small business"
  - "have more medical facilities available"
  - No hospital off I-5, hospital development, more medical facilities, medical corp volunteers, citywide health care plan, alternative therapy offices, provide covid vaccination location

- **3.4%**
  - "Work with a diverse group of youth to promote and encourage investment by the youth in [the] city"
  - "We need more adolescent focused activities"
  - Opportunities for youth engagement, at-risk youth programs, children recreation programs, more youth sports, teen outreach, adolescent focused activities, affordable before and after school programs, kids museum

- **3.2%**
  - "Adopt the slogan: 'Let Elk Grove shine...don't leave trash behind'"
  - "Give tickets to people that do not clear up after pets"
  - Remove graffiti, more trash receptacles, pet waste, deal with blight faster, keep city cleaner, litter removal

- **11.9%**
  - "Create and activate volunteer bases related to departments"
  - "Programs and activities to promote a sense of community and boost morale"
  - Heated indoor pool, more hours for aquatic center, dial back ostentation, more swimming opportunities for over 18, acceptance of diversity, cultural tolerance, protect free speech, git rid of the phone company, food affordability, outlaw fireworks, add another post office, noise reduction, free services for seniors, better services for disabled community, better water, complete/ get rid of casino, provide free internet

"[Elk] Grove needs to be a city [with] a small town feel. The people matter... continue to have programs and activities that would work with the [p]eople."
The survey results showed bias in a number of areas, including:

- **65.3%** of respondents were **Women**, compared with 51.9% in our population.

- **28.6%** of respondents were **over age 65**, compared with 12.6% in our population.

- **15.8%** of respondents were **Asian**, compared with 28.8% in our population.

- **10.7%** of respondents were **Hispanic/Latinx**, compared with 18.5% in our population.

- **0.5%** of respondents were **under age 18**, compared with 25.9% in our population.

- **64.6%** of respondents were **White**, compared with 45.2% in our population.

- **4.4%** of respondents were **African American**, compared with 11.5% in our population.

### Employment Status

- **43.7%** Working Full-Time
- **31.3%** Working Part-Time
- **4.9%** Unemployed, looking for work
- **4.6%** Unemployed, not looking for work
- **15.5%** Fully Retired

### Number of Years in Elk Grove

- **6.1%** < 2 yrs
- **10.2%** 2 - 5 yrs
- **14.1%** 6 - 10 yrs
- **31.1%** 11 - 20 yrs
- **38.6%** > 20 yrs

### Household Income

- **Less than $25,000**: 2.7%
- **$25,000 - $49,999**: 9.5%
- **$50,000 - $99,999**: 30.8%
- **$100,000 - $149,999**: 29.1%
- **$150,000 or More**: 27.9%

### Number in Household

- **1**: 11.9%
- **2**: 32.3%
- **3**: 18.4%
- **4**: 21.4%
- **5+**: 16%
**Race of Respondents**

- White: 64.6%
- Asian: 15.8%
- African American: 4.4%
- Other: 7.5%
- Two or More Races: 7%

**Gender**

- Woman: 65.3%
- Man: 25.5%
- Prefer not to answer: 7.3%
- Other: 1.2%
- Non-binary/Third Gender: 0.7%

**Transgender**

- Yes: 95.1%
- No: 4.6%
- Prefer not to answer: 0.2%

**Age of Respondents**

- Under 18: 0.5%
- 18 to 24: 2.7%
- 25 to 34: 6.3%
- 35 to 44: 19.9%
- 45 to 54: 18.0%
- 55 to 64: 20.6%
- 65 to 74: 8.0%
- Over 75: 0.5%

**Zip Code of Respondents**

- 95624: 35.7%
- 95757: 42%
- 95758: 22.3%
Community Priorities

- Safety
- Mobility
- Natural Environment
- Recreation & Wellness
- Economic Health
- Built Environment
- Education & Enrichment
- Community Engagement

National Citizen Survey Results

Every two years, the City of Elk Grove conducts a citywide survey. The National Citizen Survey (NCS) is developed by the International City/County Management Association (ICMA) and the National Research Center, Inc. The NCS is a low-cost, random-sample survey of residents for local governments which allows jurisdictions to survey resident opinion for program planning, goal setting, budgeting and performance measurement. Because the survey is a random-sample survey, it is representative of the residents. The City has completed the survey in 2009, 2011, 2013, 2015, 2017, and 2019. Full results are available on the City website.

Community Characteristics

<table>
<thead>
<tr>
<th>Overall feeling of safety</th>
<th>Overall ease of travel</th>
<th>Overall natural environment</th>
<th>Overall built environment</th>
<th>Overall economic health</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>63%</td>
<td>72%</td>
<td>66%</td>
<td>69%</td>
</tr>
</tbody>
</table>

Aspects of Community Characteristics

<table>
<thead>
<tr>
<th>Safety</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe in neighborhood</td>
<td>93%</td>
</tr>
<tr>
<td>Safe in downtown/commercial area</td>
<td>86%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobility</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paths and walking trails</td>
<td>70%</td>
</tr>
<tr>
<td>Ease of walking</td>
<td>66%</td>
</tr>
<tr>
<td>Travel by bicycle</td>
<td>54%</td>
</tr>
<tr>
<td>Travel by public transportation</td>
<td>37%</td>
</tr>
<tr>
<td>Travel by car</td>
<td>59%</td>
</tr>
<tr>
<td>Traffic flow</td>
<td>32%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wellness &amp; Enrichment</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreational opportunities</td>
<td>63%</td>
</tr>
<tr>
<td>Cultural/arts/music activities</td>
<td>54%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Built Environment</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New development</td>
<td>50%</td>
</tr>
<tr>
<td>Affordable quality housing</td>
<td>37%</td>
</tr>
<tr>
<td>Housing options</td>
<td>52%</td>
</tr>
<tr>
<td>Public places</td>
<td>61%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economy</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vibrant downtown</td>
<td>32%</td>
</tr>
<tr>
<td>Business and services</td>
<td>58%</td>
</tr>
<tr>
<td>Cost of living</td>
<td>38%</td>
</tr>
<tr>
<td>Shopping opportunities</td>
<td>51%</td>
</tr>
<tr>
<td>Employment opportunities</td>
<td>35%</td>
</tr>
<tr>
<td>Place to visit</td>
<td>44%</td>
</tr>
<tr>
<td>Place to work</td>
<td>51%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Natural Environment</th>
<th>Percent rating (e.g., excellent/good)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleanliness</td>
<td>74%</td>
</tr>
<tr>
<td>Air Quality</td>
<td>71%</td>
</tr>
</tbody>
</table>
Quality of City Services

- Value of services for taxes paid: 45%
- Overall direction: 51%
- Welcoming resident involvement: 53%
- Confidence in City government: 45%
- Acting in the best interest of Elk Grove: 51%
- Being honest: 52%
- Treating all residents fairly: 51%
- Customer service: 72%

Critical Challenges

- Growth, development, downtown, planning: 23%
- Traffic, transportation, roads: 19%
- Housing (availability, type, cost, homelessness): 14%
- Safety, crime: 11%
- Jobs, economic development: 9%
- Cost of living, taxes, government performance: 4%
- Casino: 4%
- Other: 12%
- Don't know, nothing: 2%

Aspects of Governance

How well does the government of Elk Grove meet the needs and expectations of its residents?

- Value of services for taxes paid: 45%
- Overall direction: 51%
- Welcoming resident involvement: 53%
- Confidence in City government: 45%
- Acting in the best interest of Elk Grove: 51%
- Being honest: 52%
- Treating all residents fairly: 51%
- Customer service: 72%

Safety

- Police: 82%
- Crime prevention: 68%
- Animal control: 63%
- Emergency preparedness: 53%

Mobility

- Traffic enforcement: 59%
- Street repair: 53%
- Street cleaning: 66%
- Traffic signal timing: 50%
- Bus/transit services: 52%

Natural Environment

- Natural areas preservation: 53%
- Open space: 51%

Built Environment

- Land use/planning: 42%
- Code enforcement: 43%

Economy

- Economic development: 49%

Wellness & Enrichment

- Recreation programs: 73%
- Health services: 71%
- Special events: 65%
- Public information: 65%
The City conducted a balanced budgeting exercise to gather resident input on budget priorities. The Budget Game was available on the City website from November 17, 2020 to December 23, 2020. Respondents had a budget of $600 that they were able to spread across 6 budget categories. A total of 87 responses were received. Of these, seven were removed from the analysis for not residing in Elk Grove. The responses are not representative of the population of Elk Grove. The respondents consisted of a larger portion of males (56.3%) than in the general Elk Grove population (48.1%). There is a selection bias as the respondents were not a random sample of the population. Data presented here are for the 80 responses received without adjusting for bias.

Priorities

Not all services listed are provided by the City. The results are therefore more indicative of the community's desires irrespective of the service provider or funding source.

- **Very Low Priority** ($0 - $49)
- **Low Priority** ($50 - $99)
- **Neutral** ($100)
- **High Priority** ($101 - $149)
- **Very High Priority** ($150+)

## Budgeted - Average Amount

**Fire & Safety Services. Emergency Medical Response**

$95.69

**Job Growth, Small Businesses & Entertainment**

$101.94

**Road maintenance, traffic congestion relief, bike & pedestrian trails, and community facilities for cultural arts and events**

$101.06

**Senior, Youth & Family Programs. Animal Services & Code Enforcement**

$98.94


$98.19

**Community Parks, Recreation programs and opportunities**

$92.56

Averages do not total to $600 due to rounding.
Since 2019, the City has had a contract with Zencity to analyze resident feedback via social media and provide insight to the City. There are limitations to this data. First, this only captures feedback from those with internet access, and who are active on social media platforms. Second, social media has been shown to have a more negative slant, with studies showing negative messages are more likely to be reposted more rapidly and more frequently*. That said, it can still provide broader understanding of resident sentiment. A selection of the insights provided are presented.


Of the 1,445,245 interactions captured in 2020

- **Positive**
- **Neutral**
- **Negative**

### Most Talked About

- **Public Safety**: 42%
- **Local Economy**: 11%
- **Human Relations/Services**: 10%

Residents largely approved of the synchronization of stoplights, with positive sentiment 3x more than negative sentiment.

Official channels were able to effectively communicate municipal initiatives and programs concerning the environment, garnering 11% positive sentiment to 1% negative.

Over half the interactions related to City Finances were on a thread debating a proposal to decrease funding for the PD, with 40% negative sentiment and just 8 percent positive.

A thread about potentially increasing the sales tax by half a percent received overall negative sentiment (15%) as compared to positive (3%).
The NCS showed 51% of residents believed that Elk Grove was moving in the right direction. The resident survey had this number at 59%.

57.5% of respondents to the resident survey said that they had confidence in City government, compared with 45% in the NCS.

The economy has consistently been a priority for residents across all surveys. In the resident survey, 93.5% of respondents agreed or strongly agreed with the priority related to a sustainable economy including diverse businesses. In addition, attracting and retaining local business/improving economic development was in the top 5 of community goals and jobs/economic growth received the second highest number of comments to the open-ended questions. In the NCS, the economy was identified as a priority, and also received a large number of responses to the open-ended question related to critical challenges. In the budget survey, job growth/small businesses & entertainment received the highest average budget amount. At the same time, respondents to the NCS felt the City could do better in this area, with just 49% giving the positive ratings to the City government for economic development and 35% giving positive ratings to employment opportunities in the city. For business and services in the city, 58% provided a positive rating.

Active transportation received mixed results in surveys. In the resident survey, improving and expanding alternative modes of transportation ranked lowest in terms of essential or very important responses (66%). However, in terms of projects/activities, increasing trails ranked in the top 5 responses. In the NCS, trails rated high in positive ratings (70%), but ease of travel by bicycle was much lower (54%), with ease of walking somewhat higher (66%).

Development and planning has consistently been a priority for citizens across surveys. In the resident survey, involving the community in planning and decision-making rated the highest in community goals, with 93.4% rating this as essential or very important. Land use/planning was also in the top five in responses to open-ended questions, with many respondents mentioning the need for filling vacant buildings, consistent with the responses to projects/activities where facilitating development of vacant commercial land being in the top four. In the NCS, growth/development/planning received the highest number of responses to the open-ended question on critical challenges (23%) in the NCS. Also in the NCS, respondents gave the City government just 42% positive ratings for land use/planning.

Housing affordability and addressing homelessness remains a concern for residents. In the NCS, affordable quality housing received only a 37% positive rating, and housing options received only 52%. Housing and homelessness also received a significant number of responses (14%) to the open-ended question on critical challenges facing the city. In the resident survey, housing and homelessness received more mixed results, with respondents ranking increasing the range of housing options for all incomes near the bottom, with only 50.7% answering it was either essential or very important. However, addressing homelessness was in the top ten for community goals (83.5%) and housing/homelessness was in the top four responses to the open-ended questions.

Residents continue to want more activities, entertainment, upscale shopping and quality local/regional restaurants, though how important this is ranked is mixed. In the residence survey, respondents rated the development of destination retail, dining, entertainment and lifestyle amenities in the top four, but the building of a performing arts center rated near the bottom. However, arts and entertainment was the top response to the open-ended questions with 10.2% of respondents mentioning this topic, and 7.3% of respondents mentioning quality shopping and/or restaurants. In the NCS, respondents gave moderate to low ratings to cultural/arts/music activities (54%), shopping opportunities (51%), and a vibrant downtown (32%).
Priority Project Status – As of January 2021

City Council Goals

1. A vibrant community and sustainable economy with diverse businesses and amenities.
   - Promote business attraction, retention, and expansion
   - Facilitate development of amenities including retail, dining, entertainment, hospitality, and cultural arts
   - Ensure public and private development that is high-quality and attractive, contributing to a sense of place
   - Plan and promote neighborhoods of varying densities and characteristics - from rural to suburban to urban

2. A safe and resilient community.
   - Invest in community safety
   - Provide public safety through prevention, intervention, and enforcement
   - Plan and prepare for effective emergency operations
   - Promote a sustainable community and protect the natural environment

3. A high performing organization.
   - Maintain the fiscal health and stability of the City
   - Embrace new ideas and innovation in the delivery of services
   - Provide responsive and courteous customer service
   - Develop and support a diverse professional work force
   - Further regional cooperation and collaboration, keeping the City’s best interest in mind
   - Engage the community often and in a transparent and inclusive way

4. A city with infrastructure that meets its current and future needs.
   - Improve effectiveness and efficiency of maintenance and operations of City facilities and infrastructure
   - Implement enhancements to the City’s roadways, bicycle and pedestrian routes, and transit system
   - Provide infrastructure that supports business attraction and expansion
   - Plan for future transportation technologies and innovations
## Priority Projects

### Civic Amenities

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Status</th>
<th>Lead Department</th>
<th>Supporting Department(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complete and open new community amenities, including the Animal Shelter, Aquatics Center, and Community Center</strong></td>
<td>Construction and opening of new civic facilities.</td>
<td><strong>COMPLETE.</strong> Aquatics Center opened May 2019. Animal Shelter opened October 2019. Community Center opened in January 2020.</td>
<td>Public Works</td>
<td>City Manager’s Office</td>
</tr>
<tr>
<td><strong>Complete design and construction of remaining phases of Old Town Plaza</strong></td>
<td><em>Phase 2:</em> Construction of frontage and entrance improvements for the plaza along Elk Grove Blvd. <em>Phase 3:</em> Remaining improvements include pavilion and plaza.</td>
<td>Design completed for Phases 2 and 3: The construction contract was awarded in May 2020 in conjunction with the Railroad Street Improvements Project. Construction began in June 2020 and is anticipated to continue until summer 2021. Old Town Plaza videos have been produced to highlight area improvements, construction progress, and bring awareness to residents and visitors of future amenities.</td>
<td>Public Works</td>
<td>Economic Development, Public Affairs Office</td>
</tr>
<tr>
<td><strong>Complete design and construction of Civic Center Nature Area (The Preserve at District56)</strong></td>
<td>Construction of a passive recreational area on the remaining 30 acres of the Civic Center South Property.</td>
<td>Design completed. The construction contract was awarded in May 2020. Construction began in June 2020 and is anticipated to continue through Fall 2021. A virtual groundbreaking video and construction progress video was produced to highlight improvements and features of The Preserve at District56.</td>
<td>Public Works</td>
<td>City Manager’s Office</td>
</tr>
</tbody>
</table>
## Transportation

### Project: Kammerer Road:
- **Phase 1**: Replace existing 2 lane Kammerer Road from Lotz Parkway to Bruceville Road
- **Phase 2**: Extend Kammerer Road from Bruceville Road to I-5

<table>
<thead>
<tr>
<th>Description:</th>
<th>Status:</th>
<th>Lead Department:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconstruction and extension of Kammerer Road as described.</td>
<td><strong>Phase 1 Lotz Parkway to Bruceville Road</strong> - Environmental and design are complete. Right-of-way is ongoing. The City has adequate rights to move to the construction phase. Project to be advertised for construction in February 2021. <strong>Phase 2 Bruceville Road to I-5</strong> – CEQA environmental complete, NEPA environmental studies ongoing</td>
<td>Public Works</td>
</tr>
</tbody>
</table>

### Project: Whitelock Parkway Interchange – complete project design and environmental review

<table>
<thead>
<tr>
<th>Description:</th>
<th>Status:</th>
<th>Lead Department:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of an interchange at Whitelock Pkwy and State Route 99.</td>
<td>A Cooperative agreement with Caltrans has been executed. City has obtained consultant proposals for the PA&amp;ED phase. Anticipate starting preliminary engineering and preparation of an environmental document in Spring 2021. This phase of the project will last approximately 48 months.</td>
<td>Public Works</td>
</tr>
</tbody>
</table>

### Project: Partner with Caltrans to start construction in 2019 of HOV lanes on I-5 from Elk Grove to downtown Sacramento

<table>
<thead>
<tr>
<th>Description:</th>
<th>Status:</th>
<th>Lead Department:</th>
<th>Supporting Department(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of HOV lanes on I-5 from Elk Grove Boulevard to the City of Sacramento.</td>
<td>Caltrans awarded a construction contract. Construction began in the summer of 2019 and is planned to conclude in the fall of 2022.</td>
<td>Public Works</td>
<td>City Manager’s Office</td>
</tr>
</tbody>
</table>
# Transportation

## Project: Complete Elk Grove Blvd Streetscape Phase 2, School Street to Waterman Road

**Description:** Widening of Elk Grove Blvd. including a 2-way left turn lane, 2 travel lanes, buffered bike lanes and curb gutters, sidewalks, and frontage improvements. Also entails includes utility undergrounding.

**Status:** Preliminary engineering design is 70% complete, with a draft design received from SMUD for both underground and at grade facilities. Right-of-way began in the fall of 2019 with a property line boundary and easement retracement. Staff met with affected property owners in summer of 2020 regarding additional right-of-way needs. Complications with right-of-way, which includes the need to acquire right-of-way from over 30 parcels in the project boundaries, and lack of SMUD SD-14 construction funding will delay construction for underground utilities until at least 2021, with the streetscape construction the following year. Design is at a 65% level.

**Lead Department:** Public Works

## Project: Adopt Intelligent Transportation System (ITS) Master Plan Update

**Description:** Updating the projects and initiatives that fall under the City’s ITS Master Plan.

**Status:** COMPLETE. SACOG has developed a regional ITS Master Plan that Public Works will utilize to guide the City’s ITS buildout.

**Lead Department:** Public Works

## Project: Adopt Bicycle, Pedestrian, and Trails Master Plan Update

**Description:** Prepare a comprehensive update to the Bicycle, Pedestrian, and Trails Master plan for consistency with the updated General Plan.

**Status:** The Council executed a contract with GHD for the BPTMP update at the December 2019 Council meeting. This planning effort will last approximately 12 to 18 months. The project remains on schedule for adoption in early 2021.

**Lead Department:** Strategic Planning & Innovation

**Support Department(s):** Public Works
## Transportation

<table>
<thead>
<tr>
<th>Project: Develop an Autonomous and Connected Vehicle Readiness Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> Forming a readiness plan to prepare the City for the coming changes in transportation as a result of autonomous and connected vehicle technology.</td>
</tr>
<tr>
<td><strong>Status:</strong> COMPLETED. Connected and Autonomous Vehicle Plan was presented to City Council on 7/24/19.</td>
</tr>
<tr>
<td><strong>Lead Department:</strong> Public Works</td>
</tr>
<tr>
<td><strong>Support Department(s):</strong> Strategic Planning &amp; Innovation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project: Prepare a Mobility Resiliency Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> Prepare a Resiliency Plan for the City, focusing on mobility related issues, including flooding, heat, and financial.</td>
</tr>
<tr>
<td><strong>Status:</strong> Consultant contract awarded June 2019. Planned completion is February 2021. Public workshops on the plan began in early 2020; further outreach is being coordinated with public health guidelines. Effort remains on schedule.</td>
</tr>
<tr>
<td><strong>Lead Department:</strong> Strategic Planning &amp; Innovation</td>
</tr>
<tr>
<td><strong>Support Department(s):</strong> Public Works, Finance</td>
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<table>
<thead>
<tr>
<th>Project: Complete the Bus Rapid Transit (BRT) early implementation study</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> Studying local Bus Route 110 to consider provision of higher frequency transit services.</td>
</tr>
<tr>
<td><strong>Status:</strong> COMPLETED. Brought results of study to the City Council on 9/11/19. Council did not direct staff to implement any new higher frequency transit service or supporting capital investment at that time, and instead directed staff to re-evaluate BRT/ExBus service in 2025, after additional development occurs along the corridor. During this time, staff is continuing to explore potential grant funding opportunities, as they become available and as available resources permit, for infrastructure improvements along the Route 110 corridor that could be developed to support future higher frequency transit service.</td>
</tr>
<tr>
<td><strong>Lead Department:</strong> Public Works</td>
</tr>
</tbody>
</table>
### Transportation

**Project:** Support Regional Transit’s efforts to extend Light Rail (LRT) to the City

<table>
<thead>
<tr>
<th>Description: Planning for an extension of Light Rail services into the City.</th>
<th>Status: Early preliminary design and pre-planning phases. City and SacRT discussed the need to identify funding for the Blue Line extension 1-2 miles south into the City limits (approximately $200 to $300 million). Staff continues to condition current development projects located along the anticipated Blue Line corridor, to dedicate right-of-way for the future construction of the light rail facilities. Staff is also continuing to collaboratively explore funding opportunities with SacRT for this extension.</th>
<th>Lead Department: Public Works</th>
</tr>
</thead>
</table>

## Community Development

### Project: Complete Railroad Street revitalization project

**Description:** Improving streets with striping, curb gutters, and sidewalks. Creating on-street parking, 2 parking lots, and putting utility lines underground.

**Status:** Construction began in June 2020 and is anticipated to continue through summer 2021.

**Lead Department:** Public Works
**Support Department(s):** Economic Development

### Project: Update the Old Town Special Planning Area

**Description:** Prepare a comprehensive update to the Old Town Special Planning Area.

**Status:** Contract awarded June 2019.

Public outreach began in September 2019. Public workshop was held February 2020. Further outreach is on hold pending public health orders. A contract amendment is planned to add additional public engagement opportunities.

A draft updated SPA is anticipated in 2021 with environmental review to follow.

**Lead Department:** Strategic Planning & Innovation
**Support Department(s):** Development Services, Economic Development
## Community Development

### Project: Facilitate development of vacant commercial land in the western Elk Grove Boulevard corridor (Bruceville to Laguna Springs) including the development of destination retail and lifestyle amenities

<table>
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<th>Support Department(s):</th>
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<tbody>
<tr>
<td>Strategizing and mediating retail development on Elk Grove Blvd. between possible tenants and property owners.</td>
<td>Costco and The Ridge: Costco is open and the adjacent Ridge shopping center is under construction and will open in phases as leases are signed and tenant improvements are completed. Capital Reserve: The Capital Reserve retail project broke ground in November 2019 and is expected to be completed in early 2021 and will open in phases as leases are signed and tenant improvements are completed. Project Elevate: Following an 18-month planning and feasibility analysis phase, the City Council in August 2020 approved the design and programmatic vision for a 20-acre mixed-use project with elevated housing, office, retail, entertainment, and hospitality amenities. Council authorized staff to declare the property surplus and to begin to informally market the project to development entities during the current economic downturn while taking a wait and see approach to identifying project phasing and development partners. Dignity Medical Center: In January 2020 Dignity Health announced it was moving forward with its long-planned medical center project. The project is expected to open within seven years. Staff continues to work with owners of other vacant retail sites along the corridor to assist in project planning.</td>
<td>Economic Development</td>
<td>Strategic Planning &amp; Innovation</td>
</tr>
</tbody>
</table>

### Project: Complete Design Guidelines update

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<tr>
<td>Updating the rules, first made in 2003, that direct the Design Review process for all development projects.</td>
<td>Awarded contract to DAHLIN Group. Project started in Summer 2019. A draft is expected to be available for public review in the spring of 2021 which will incorporate objective design criteria and design criteria for missing middle housing. The Project is estimated to be complete by the fall of 2021.</td>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td><strong>Project:</strong> Prepare Urban Design Study for Kammerer Road Corridor</td>
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<tr>
<td><strong>Description:</strong> Study potential land use and transportation changes along Kammerer Road that will lead to the creation of a more urban-style development along the corridor.</td>
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<tr>
<td><strong>Status:</strong> Work is underway on the corridor study. Initial public engagement occurred in February 2020 and additional outreach will occur in fall 2020. The study is anticipated to be completed in early 2021.</td>
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<td><strong>Lead Department:</strong> Strategic Planning &amp; Innovation</td>
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<tr>
<td><strong>Support Department(s):</strong> Economic Development Development Services Public Works</td>
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</table>
### Community Safety

#### Project: Increase city-wide bandwidth capacity to support public safety technology expansion

**Description:**
- Identify and implement projects and improvements that interconnect City assets (e.g., traffic signals, cameras).
- Facilitate improved telecommunications access for residences and businesses.

**Status:**
- Exploring available infrastructure and expansion options for City use based upon the results of the ITS Master Plan.
- Evaluating telecommunications access as part of Smart City Initiative.
- Economic Development staff is working on an analysis of available provider data to identify constraints and opportunities.

**Lead Department:** Strategic Planning & Innovation

**Support Department(s):**
- Public Works
- Economic Development

#### Project: Complete real-time information center project

**Description:**
- Room construction to house the Real Time Information Center (RTIC). The RTIC uses technology to provide real-time actionable intelligence to monitor, deter, investigate, and evaluate criminal activity.

**Status:**
- COMPLETE. Up and running from a construction and technology perspective. RTIC Supervisor was hired and phased staffing of the RTIC is underway.

**Lead Department:** Police Department

**Support Department(s):**
- Public Works

#### Project: Implement enhanced crime analysis system

**Description:**
- Revamping EGPD’s crime analysis system for identifying crime trends/offenders and for responding to crime and quality-of-life issues.

**Status:**
- COMPLETE. Fully implemented in 2019. Program will continue to see improvements as the program benefits are realized.

**Lead Department:** Police Department

#### Project: Continue staff additions in keeping with recommendations from the 2016 Police Department Strategic Staffing Plan

**Description:**
- Utilizing a commissioned study to help outline a 5-year plan for hiring additional staff.

**Status:**
- The Police Department has continued to evaluate positions and demand through the pandemic to appropriately staff the department.

**Lead Department:** Police Department

**Support Department(s):**
- Human Resources
<table>
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<td><strong>Project:</strong> Adopt plan to remove all developed property from 200-year floodplain</td>
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<td>Analyze flood risk in the City for a 200-year storm event and develop alternatives and associated costs for potentially mitigating the risks.</td>
<td>The City has made the necessary zoning code modifications required by SB 5 related to 200-year floodplains. At the 7/24/19 Council meeting, Council directed staff to complete geotechnical analysis on existing levees near I-5 to determine strength and stability of levees to maintain 100-year flood protection rating. The geotechnical analysis and draft final report were completed in December 2020. Staff is preparing to present the final report findings and updated project cost estimates to the City Council in April 2021.</td>
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<td>Public Works</td>
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### City Operations

#### Project: Complete space needs analysis for City offices and police department

**Description:** Analyzing current City space, staffing levels, and department adjacencies to forecast future City spatial needs.

**Status:** **COMPLETE.** This study was presented to Council November 13, 2019. Additional projects have been programmed to construct tenant improvements in the PD Studio Court building, to integrate the exterior of PD Studio Court into the PD Campus, and to add a wellness room at 8401 Laguna Palms Way.

**Lead Department:** Public Works

#### Project: Increase minimum reserve policy in order to respond to opportunities and challenges

**Description:** Revising reserve target range up from 15-20% (adopted in FY 2008-09) to a total of 30%. This equates to 25% for economic uncertainty and 5% for Council-identified opportunities.

**Status:** **COMPLETE.** Adopted by the City Council on 4/24/19. First implemented in FY 19-20 budget.

**Lead Department:** Finance

#### Project: Implement the results of the Diversity Audit and Inclusion Strategy

**Description:** Prioritize and implement actions that resulted from the Diversity and Inclusion Audit.

**Internal efforts continue with regard to Diversity, Equity, and Inclusion. These efforts will be ongoing and the next update to the Council will occur in February 2021 which will recap all 2020 efforts. Major efforts that will be highlighted will include rolling out Staff Resource Groups (a.k.a. Affinity Groups, new citywide staff and community trainers, and various highlights throughout the year. Citywide efforts to focus on equity in City programs will be evaluated in 2021.**

**Lead Department:** City Manager’s Office
## City Operations

### Project: Identify opportunities and implement more efficient and cost-effective delivery of Public Works Operations and Maintenance services

**Description:**
Conversion of 12 contracted positions in the Public Works Department to core staff employee positions.
Direct contract for maintenance services. Look for ways to perform work in a more efficient way.

**Status:**
All of the twelve core staff positions have been filled. The conversion was completed June 2020. O&M has also converted all essential maintenance service contracts to City.
Cosumnes Community Services MOU was completed in fall of 2019 and O&M continues to partner with the agency for more efficient landscaping management.
O&M continues to look for other ways to perform maintenance services, exploring cost comparisons on how maintenance services are delivered through the contract model or through traditional agency operations.

**Lead Department:**
Public Works

**Support Department(s):**
Human Resources

### Project: Undertake a Smart City Initiative

**Description:**
Develop strategies and best practices that improve the City’s use of data in decision making processes and leverage technology to address local issues.

**Status:**
On January 13, 2021, the City awarded a contract to a professional consultant to assist in the preparation of the Plan.

**Lead Department:**
Strategic Planning & Innovation

**Support Department(s):**
Public Works
Finance
## City Operations

**Project:** Maintain existing City assets at an appropriate level consistent with best practices and as funding allows

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<td>Implementation of annual Citywide pavement maintenance work which consists of a variety of pavement maintenance activities including crack sealing, slurry seals, overlays and others. Multiple maintenance programs being implemented or drafted to improve maintenance levels</td>
<td>COVID-19 has impacted the Pavement Management Program. It is estimated that over the next 5 years the program will reduce resurfacing annually from an average of $9.8 million to $7.1 million. Public Works is still several million dollars short of the $12.1 million needed annually to maintain the City’s current average pavement condition of 77 and will continue to look for and identify new funding sources to close the gap. Public Works continues to identify other areas of efficiencies that allow funding to be prioritized for pavement maintenance activities. Recent conversions of contract construction management and inspection to City staff on WPR020 saved the program $200k. Public Works continues to look for these types of cost savings and efficiencies to increase service and maintenance levels.</td>
<td>Public Works</td>
<td>Finance</td>
</tr>
<tr>
<td>Cityworks, Public Works’ new Computerized Maintenance Management System (CMMS) is currently in the final months of implementation. This tool will greatly enhance O&amp;M’s ability to develop, implement, track, and predict preventative maintenance programs for City assets. The new system is scheduled to go live in May of 2021.</td>
<td>Public Works/O&amp;M is continuing the finalization of multiple new maintenance programs, including streetlight LED replacements, storm drain pipe cleaning, and signal hardware replacements and upgrades. O&amp;M has implemented multiple programs, which has been accomplished through savings of converting contract staff to City and direct contracting for services.</td>
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</table>

Status as of January 2021
Draft Goals and Priority Projects for 2021-2022

Proposed changes are shown in strikeout (for deleted text) and underline (for added text).

City Council Goals

1. A vibrant community and sustainable economy with diverse businesses and amenities.
   • Promote Facilitate business attraction, retention, and expansion projects that maximize employment, capital investment, and tax revenues
   • Facilitate development of amenities including enhanced retail, dining, arts and entertainment, hospitality, and cultural arts projects and experiences that serve residents and visitors
   • Ensure public and private development that is high-quality and attractive, contributing to a sense of place
   • Plan and promote facilitate development of neighborhoods of varying densities and characteristics - from rural to suburban to urban
   • Support business recovery from the effects and economic impacts of COVID-19

2. A safe and resilient community.
   • Invest in community safety
   • Enhance quality of life by ensuring the highest level of public safety through world class service and community collaboration Provide public safety through prevention, intervention, and enforcement
   • Engage in fair and impartial interactions with our diverse community and build trust through transparency
   • Plan and prepare for effective emergency operations by employing emerging technologies to better serve our community
   • Promote a sustainable community and protect the natural environment
   • Maintain a balanced approach toward addressing the challenges of families and individuals who are unhoused

3. A high performing organization and financially stable City government.
   • Maintain and strengthen the fiscal health and stability of the City
   • Embrace new ideas and innovation in the delivery of services
   • Provide responsive and courteous customer service
   • Develop and support a diverse professional work force Promote Diversity, Equity, and Inclusion within the City organization and larger community
   • Further regional cooperation and collaboration, keeping the City’s best interest in mind
   • Engage the community often and in a transparent and inclusive way
   • Maximize investments in innovation to improve the lives of residents and streamline operations

4. A city with infrastructure that meets its current and future needs.
   • Improve effectiveness and efficiency of maintenance and operations of City facilities and infrastructure
   • Implement enhancements to the City’s roadways, bicycle and pedestrian routes, and transit system
   • Provide infrastructure that supports business attraction and expansion
   • Plan for future transportation technologies and innovations
   • Align funding with the City’s infrastructure goals
## Draft Priority Projects

<table>
<thead>
<tr>
<th>Row ID</th>
<th>Priority Project</th>
<th>Description</th>
<th>Status</th>
<th>Responsible Departments</th>
<th>Goals Implemented by this Project/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Civic Amenities</td>
<td>Complete and open new community amenities, including the Animal Shelter, Aquatics Center, and Community Center</td>
<td>Complete</td>
<td>Public Works</td>
<td>Vibrant community and sustainable economy  ✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction and opening of new civic facilities.</td>
<td></td>
<td>City Manager</td>
<td>Safe and resilient community  ✔, High performing and financially stable City government  ✔</td>
</tr>
<tr>
<td>A2</td>
<td></td>
<td>Complete design and construction of remaining phases of Old Town Plaza</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
<td>City Infrastructure  ✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 2: Construction of frontage and entrance improvements for the plaza along Elk Grove Blvd.</td>
<td></td>
<td>Economic Dev.</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 3: Remaining improvements include pavilion and plaza.</td>
<td></td>
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<td>✔</td>
</tr>
<tr>
<td>A3</td>
<td></td>
<td>Complete design and construction of Civic Center Nature Area</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
<td>✔,  ✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construction of a passive recreational area on the remaining 30 acres of the Civic Center South Property.</td>
<td></td>
<td>City Manager</td>
<td>✔,  ✔</td>
</tr>
<tr>
<td>A4</td>
<td></td>
<td>Complete acquisition, design, and tenant improvements for the new Elk Grove (Old Town) Library</td>
<td>New</td>
<td>Public Works</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete acquisition of 8260 Elk Grove Boulevard and prepare schematic design of the relocated Elk Grove Library Branch.</td>
<td></td>
<td>Strategic Planning and Innovation</td>
<td>✔</td>
</tr>
<tr>
<td>B1</td>
<td>Transportation</td>
<td>Kammerer Road: Replace existing 2 lane Kammerer Road from Lotz Parkway to Bruceville Road</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
<td>✔,  ✔,  ✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Extend Kammerer Road from Bruceville Road to I-5</td>
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<td>✔</td>
</tr>
<tr>
<td>B2</td>
<td></td>
<td>Whitelock Parkway Interchange – complete project design and environmental review</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
<td>✔,  ✔</td>
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<tr>
<td></td>
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<td>Construction of an interchange at Whitelock Pkwy and State Route 99.</td>
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<td></td>
<td>✔</td>
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<tr>
<td>B3</td>
<td></td>
<td>Complete the Grant Line Phase 2 Widening from Waterman to Bradshaw</td>
<td>New</td>
<td>Public Works</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Widening Grant Line Road from Waterman to Bradshaw from 2 lanes to 4 lanes and install new signals at Mosher and Bradshaw.</td>
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<td>✔</td>
</tr>
<tr>
<td>B4</td>
<td></td>
<td>Partner with Caltrans to start construction in 2019 of HOV lanes on I-5 from Elk Grove to downtown Sacramento</td>
<td>Complete</td>
<td>Public Works</td>
<td>✔</td>
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<tr>
<td></td>
<td></td>
<td>Construction of HOV lanes on I-5 from Elk Grove Boulevard to the City of Sacramento.</td>
<td></td>
<td>City Manager</td>
<td>✔</td>
</tr>
<tr>
<td>B5</td>
<td></td>
<td>Complete Elk Grove Blvd Streetscape Phase 2, School Street to Waterman Road</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
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<td>Widening of Elk Grove Blvd. including a 2-way left turn lane, 2 travel lanes, buffered bike lanes and curb gutters, sidewalks, and frontage improvements. Also entails utility undergrounding.</td>
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<td>✔</td>
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<tr>
<td>B6</td>
<td></td>
<td>Adopt Intelligent Transportation System (ITS) Master Plan Update</td>
<td>Complete</td>
<td>Public Works</td>
<td>✔</td>
</tr>
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<td></td>
<td></td>
<td>Updating the projects and initiatives that fall under the City’s ITS Master Plan.</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>B7</td>
<td></td>
<td>Expand traffic signal communication network and increase bandwidth to improve signal synchronization and traffic operations and reduce congestion</td>
<td>New</td>
<td>Public Works</td>
<td>✔,  ✔,  ✔,  ✔</td>
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<tr>
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<td>Complete upgrades to traffic signal cabinets and connect to fiber optic and/or cellular service.</td>
<td></td>
<td>IT, Police</td>
<td>✔,  ✔</td>
</tr>
<tr>
<td>B8</td>
<td></td>
<td>Implement adaptive traffic signal control pilot project</td>
<td>New</td>
<td>Public Works</td>
<td>✔</td>
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<td></td>
<td>Upgrade equipment and traffic operations software and deploy a pilot adaptive traffic signal program for Elk Grove Boulevard from Elk Grove-Florin to Bruceville.</td>
<td></td>
<td>IT</td>
<td>✔,  ✔,  ✔</td>
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<td><strong>Vibrant community and sustainable economy</strong></td>
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<td>B9</td>
<td>Adopt Bicycle, Pedestrian, and Trails Master Plan Update</td>
<td>Prepare a comprehensive update to the Bicycle, Pedestrian, and Trails Master Plan for consistency with the updated General Plan.</td>
<td>Roll Forward As Is</td>
<td>Strategic Planning and Innovation, Public Works</td>
<td>✓</td>
</tr>
<tr>
<td>B10</td>
<td>Prepare the Laguna Creek Inter-Regional Trail Master Plan</td>
<td>Prepare the Laguna Creek Inter-Regional Trail Master Plan and append to the Bicycle, Pedestrian, and Trails Master Plan</td>
<td>New</td>
<td>Strategic Planning and Innovation, Public Works</td>
<td>✓</td>
</tr>
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<td>B11</td>
<td>Develop an Autonomous and Connected Vehicle Readiness Plan</td>
<td>Forming a readiness plan to prepare the City for the coming changes in transportation as a result of autonomous and connected vehicle technology.</td>
<td>Complete</td>
<td>Public Works, Strategic Planning and Innovation</td>
<td>✓</td>
</tr>
<tr>
<td>B12</td>
<td>Prepare &amp; Implement the Mobility Resiliency Plan</td>
<td>Prepare a Resiliency Plan for the City, focusing on mobility related issues, including flooding, heat, and financial, begin implementation of the Mobility Resiliency Plan by undertaking near-term actions called for in the Plan.</td>
<td>Roll Forward w/ Amendment</td>
<td>Strategic Planning and Innovation, Public Works, Finance</td>
<td>✓</td>
</tr>
<tr>
<td>B13</td>
<td>Compete the Bus Rapid Transit (BRT) early implementation study</td>
<td>Studying local Bus Route 110 to consider provision of higher frequency transit services.</td>
<td>Complete</td>
<td>Public Works</td>
<td>✓</td>
</tr>
<tr>
<td>B14</td>
<td>Support Regional Transit's efforts to extend Light Rail (LRT) to the City</td>
<td>Planning for an extension of Light Rail services into the City.</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
<td>✓</td>
</tr>
<tr>
<td>B15</td>
<td>Support the San Joaquin Regional Rail Commission's effort to extend the Altamont Corridor Express (ACE) train service to Elk Grove.</td>
<td>Planning for the extension of ACE services into the City</td>
<td>New</td>
<td>Public Works</td>
<td>✓</td>
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**C Community Development**

<table>
<thead>
<tr>
<th>Row ID</th>
<th>Priority Project</th>
<th>Description</th>
<th>Status</th>
<th>Responsible Departments</th>
<th>Goals Implemented by this Project/Action</th>
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<tr>
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<td><strong>Vibrant community and sustainable economy</strong></td>
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<tr>
<td>C1</td>
<td>Complete Railroad Street revitalization project</td>
<td>Improving streets with striping, curb gutters, and sidewalks. Creating on-street parking, 2 parking lots, and putting utility lines underground.</td>
<td>Roll Forward As Is</td>
<td>Public Works, Economic Dev.</td>
<td>✓</td>
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<tr>
<td>C2</td>
<td>Update the Old Town Special Planning Area</td>
<td>Prepare a comprehensive update to the Old Town Special Planning Area.</td>
<td>Roll Forward As Is</td>
<td>Strategic Planning and Innovation, Dev Services, Economic Dev.</td>
<td>✓</td>
</tr>
<tr>
<td>C3</td>
<td>Facilitate development of vacant commercial land in the western Elk Grove Boulevard corridor (Brayville to Laguna Springs) including the development of destination retail and lifestyle amenities. Undertake efforts to advance the development of Project Elevate, creating a mixed use neighborhood at the City property at Big Horn and Elk Grove Boulevard</td>
<td>Strategizing and mediating retail development on Elk Grove Blvd. between possible tenants and property owners. Outreach to potential development partners and explore partnership opportunities to develop the site consistent with the established vision</td>
<td>Roll Forward w/ Amendment</td>
<td>Economic Dev., Strategic Planning and Innovation</td>
<td>✓</td>
</tr>
<tr>
<td>C4</td>
<td>Complete Design Guidelines update</td>
<td>Updating the rules, first made in 2003, that direct the Design Review process for all development projects. Include revisions relative to middle income housing.</td>
<td>Roll Forward w/ Amendment</td>
<td>Dev. Services</td>
<td>✓</td>
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<td>Vibrant community and sustainable economy</td>
</tr>
<tr>
<td>C5</td>
<td>Prepare Implement the Urban Design Study for Kammerer Road Corridor</td>
<td>Study potential land use and transportation changes along Kammerer Road that will lead to the creation of a more urban-style development along the corridor. Prepare revisions to the General Plan, SEPA, Community Plan, and Zoning to implement the Kammerer Road Urban Design Study.</td>
<td>Roll Forward w/ Amendment</td>
<td>Strategic Planning and Innovation</td>
<td>Economic Dev., Dev. Services, Public Works</td>
</tr>
<tr>
<td>C6</td>
<td>Implement programs that address homelessness in Elk Grove</td>
<td>Explore funding or other forms of support for housing and services for people experiencing homelessness.</td>
<td>New</td>
<td>Dev Services</td>
<td></td>
</tr>
<tr>
<td>D1</td>
<td>Increase city-wide bandwidth capacity to support public safety technology expansion</td>
<td>Promote improvements to telecommunication services throughout the City. Identify and implement projects and improvements that interconnect City assets (e.g., traffic signals, cameras). Facilitate improved telecommunications access for residences and businesses.</td>
<td>Roll Forward w/ Amendment</td>
<td>Strategic Planning and Innovation</td>
<td>Public Works, Economic Dev.</td>
</tr>
<tr>
<td>D2</td>
<td>Complete real-time information center project</td>
<td>Room construction to house the Real Time Information Center (RTIC). The RTIC uses technology to provide real-time actionable intelligence to monitor, deter, investigate, and evaluate criminal activity.</td>
<td>Complete</td>
<td>Police</td>
<td>Public Works</td>
</tr>
<tr>
<td>D3</td>
<td>Implement enhanced crime analysis system</td>
<td>Revamping EGPD’s crime analysis system for identifying crime trends/offenders and for responding to crime and quality-of-life issues.</td>
<td>Complete</td>
<td>Police</td>
<td></td>
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<tr>
<td>D4</td>
<td>Continue staff additions in keeping with recommendations from the 2016 Police Department Strategic Staffing Plan Complete a comprehensive staffing and efficiency study for the Police Department</td>
<td>Utilizing a commissioned study to help outline a 3-year plan for hiring additional staff. Inform a 3-5 year plan for hiring additional staff, considering staffing models, efficiencies in operation(s), and the expanded use of technology.</td>
<td>Roll Forward w/ Amendment</td>
<td>Police</td>
<td>Human Resources</td>
</tr>
<tr>
<td>D5</td>
<td>Adopt plan to remove all developed property from 200-year floodplain</td>
<td>Analyze flood risk in the City for a 200-year storm event and develop alternatives and associated costs for potentially mitigating the risks.</td>
<td>Roll Forward As Is</td>
<td>Public Works</td>
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<tr>
<td>E1</td>
<td>Complete space needs analysis for City offices and police department</td>
<td>Analyzing current City space, staffing levels, and department adjacencies to forecast future City spatial needs.</td>
<td>Complete</td>
<td>Public Works</td>
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<tr>
<td>E2</td>
<td>Complete construction of the Police Department Campus improvements and expansion</td>
<td>Construction of improvements at 9362 Studio Court for relocation of Property and Evidence and Forensics.</td>
<td>New</td>
<td>Public Works</td>
<td>Police</td>
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<tr>
<td>E3</td>
<td>Increase minimum reserve policy in order to respond to opportunities and challenges</td>
<td>Revising reserve target range up from 15-20% (adopted in FY 2008-09) to a total of 30%. This equates to 25% for economic uncertainty and 5% for Council-identified opportunities.</td>
<td>Complete</td>
<td>Finance</td>
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<td>Lead</td>
<td>Support</td>
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<tr>
<td>E4</td>
<td>Implement the results of the Diversity, Audit and Inclusion Strategy</td>
<td>Prioritize and implement actions that resulted from the Diversity and Inclusion Audit. Continue diversity and inclusion efforts within the City organization and expand programs into the community.</td>
<td>Roll Forward w/ Amendment</td>
<td>City Manager</td>
<td>-</td>
</tr>
<tr>
<td>E5</td>
<td>Identify opportunities and implement more efficient and cost-effective delivery of Public Works Operations and Maintenance services</td>
<td>Conversion of 12 contracted positions in the Public Works Department to core staff employee positions. Direct contract for maintenance services. Look for ways to perform work in a more efficient way.</td>
<td>Complete</td>
<td>Public Works</td>
<td>Human Resources</td>
</tr>
<tr>
<td>E6</td>
<td>Update the City’s Citizen Request Management (CRM) system to improve reporting of community issues</td>
<td>Acquire and deploy a new CRM system that provides better cross-department coordination and reporting of issue status and follow up.</td>
<td>New</td>
<td>IT</td>
<td>Public Works, Dev. Services</td>
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<tr>
<td>E7</td>
<td>Undertake a Smart City Initiative</td>
<td>Develop strategies and best practices that improve the City’s use of data in decision making processes and leverage technology to address local issues.</td>
<td>Roll Forward As Is</td>
<td>Strategic Planning and Innovation</td>
<td>Public Works, Finance</td>
</tr>
<tr>
<td>E8</td>
<td>Conduct the 2021 Redistricting Effort</td>
<td>Conduct community outreach and complete an update to the City’s district boundaries consistent with State and Federal law and the results of the 2020 Census.</td>
<td>New</td>
<td>City Clerk</td>
<td>City Attorney</td>
</tr>
<tr>
<td>E9</td>
<td>Maintain existing City assets at an appropriate level consistent with best practices and as funding allows. Maintain Elk Grove’s roadways in a state of good repair</td>
<td>Implementation of annual Citywide pavement maintenance work which consists of a variety of pavement maintenance activities including crack sealing, slurry seals, overlays and others. Multiple maintenance programs being implemented or drafted to improve maintenance levels. Identify opportunities to extend pavement management efforts with existing limited resources and identify new resources that could improve and expand the program.</td>
<td>Roll Forward w/ Amendment</td>
<td>Public Works</td>
<td>Finance</td>
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<tr>
<td>Roll Forward w/ Amend</td>
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