



City of West Sacramento

STEP PLAN APPENDICES

February 2024



A STEP BEST PRACTICES REVIEW



MEMORANDUM

To: Stephanie Chhan, City of West Sacramento

From: Tracy McMillan, NN Engineering

Date: March 29, 2023

Subject: Task 2.1: Best Practices Review Memo

Introduction

The West Sacramento Sidewalk and Transportation Equity Program (STEP) Plan aims to establish the data, processes, policies, and programs necessary for the City to invest in sidewalk gap closures, repairs, and maintenance in areas where they are most needed. This review of existing prioritization frameworks and other equity impact assessment tools presents case studies for how other cities are using and defining equity in the prioritization process for pedestrian infrastructure planning within and outside of Capital Improvement Plan processes. These case studies were selected by city and consultant staff based on equity being a key component in their project prioritization frameworks for pedestrian projects and tools. Key findings from this review were shared with the Advisory Committee and will be foundational to the development of the prioritization criteria and weighting methodology as part of Task 2.3. The following city plans were reviewed as case studies:

1. Sacramento Transportation Priorities Plan (2022)
2. PedPDX: Portland Citywide Pedestrian Plan (2019)
3. Oakland Capital Improvement Plan and 5-Year Paving Plan (2021)
4. Seattle Pedestrian Master Plan (2017)
5. Dallas Sidewalk Master Plan (2021)
6. Shoreline WA Sidewalk Prioritization Plan (2018)

The plans and programs summarized in this review contain varying levels of information based on publicly available documentation and conversations with city staff.

The following tables summarize key aspects that help define each city's prioritization framework: 1) how equity is considered within the framework (**Figure 1**); 2) the metrics by which cities define equity (**Figure 2**); and 3) the factors used in each city's prioritization framework (**Figure 3**).

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Figure 1 Equity within the Framework

Equity Framework	City / Plan	Summary
<p>Equity as an overarching theme -- Considers equity as the starting point and embeds it throughout the process. Equity guides what projects are funded while embedding equity into the factors, weighting and final prioritization of projects.</p>	Sacramento Transportation Priorities Plan	Targets engagement with traditionally under-represented communities to identify community values. Equity is an equally weighted factor to score projects.
	PedPDX: Portland Citywide Pedestrian Plan	Plan begins with acknowledgement of walking (or rolling) as a human right. Weights equity equally with safety and pedestrian demand.
	Oakland Capital Improvement Plan	Uses equity as a standalone factor and subfactor. Calculates age, income, and race to identify high-disadvantaged areas, then prioritizes investments in these areas.
	Oakland 5-Year Paving Program	Allocates funding based on understanding that historical disinvestment has occurred in low-income communities of color. Distributes funding by Planning Area based on formula that considers share of Poor Condition streets and share of Underserved Populations equally.
<p>Equity as a Factor – Uses data-driven analyses to establish relationship between equity and place, but weights equity along with other factors such as safety, health, etc.</p>	Seattle Pedestrian Master Plan	Identifies a Priority Investment Network (PIN) that focuses on safe access to schools and transit and uses a prioritization framework that places equity and community health in the foreground.
	Dallas Sidewalk Master Plan	Weights equity as a secondary priority, accounting for 20% of overall prioritization score. Scores projects based on equity, safety, street classification, pedestrian activity, public accommodation, ¹ and public requests.

¹ Defined by the City of Dallas as “areas surrounding existing walkable public destinations such as schools, transit stops, libraries, parks, and recreation centers.”

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Equity Framework	City / Plan	Summary
	Shoreline Sidewalk Prioritization Plan	Scores projects based on equity, proximity, safety, and connectivity – with equity being secondary to safety.

Figure 2 Equity Metrics by City

Equity Metrics	Sacramento	Portland	Oakland	Seattle	Dallas	Shoreline
Race	X	X	X	X	X	X
Income		X	X	X	X	X
Disability			X	X	X	X
Age			X		X	X
Limited English proficiency					X	X
Social Vulnerability					X	
Physical activity rates (self-reported)				X		
Obesity rates				X		
Diabetes rates				X		
Lack of Basic Infrastructure	X		X			
Single-Parent Families			X			
Rent-Burden			X			
Low Educational Attainment			X			

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Figure 3 Prioritization Factors by City

Prioritization Factor	Sacramento, CA	Portland, OR	Oakland, CA	Seattle, WA	Dallas, TX	Shoreline, WA
Health	X		X	X		
Equity	X	X	X	X	X	X
Safety	X	X	X	X	X	X
Connectivity/Access	X				X	X
Pedestrian Demand		X			X	
Environment/Air Quality	X		X			
Economy			X			
Other	Fixing and Maintaining Transportation System		Existing Conditions, Required Work, Improvement, Collaboration, Project Readiness		Street Classification, Citizen Requests	Proximity

Key Takeaways

- **An institutional understanding of the connection between investment, equity, and place is needed.**

A common theme in the plans and interviews was a deep understanding and recognition that investment and disinvestment are place-based. These plans represent a growing number of cities working toward addressing historic inequities by centering equity in their prioritization processes. The PedPDX plan begins with the acknowledgement that walking (or rolling) is a human right. This statement informs the plan's actions and processes while providing assurance to Portlanders that active travel is a priority. When interviewing OakDOT about why they chose to prioritize based on lack of basic infrastructure for their 5-Year Paving Plan, program manager Sarah Fine stated that it's based on an understanding--not a specific metric.

- **Equity is a primary focus for the plans that were reviewed but is measured and defined in different ways.** When calculating Priority Neighborhoods, OakDOT uses indicators such as the number of single-parent families and number of rent burdened households. Sacramento uses race as a metric, scoring projects by whether they are in an area that is majority Black, Latino, Asian, Pacific Islander, and/or Indigenous. The

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City of Portland uses equity as a standalone factor and measures it using race and income at the census tract level. Seattle reviews all projects for the Sidewalk Plan using a Health/Equity analysis that utilizes American Community Survey Data and public health data such as race, income, disability, and diabetes rates to identify communities most reliant on the pedestrian network.

- **Meaningful and intentional community engagement is a key component to the creation of an equitable project planning and prioritization process.** Oakland's FY21-23 CIP addressed existing gaps in community input to create a more targeted outreach process that led to a more robust, equitable list of projects and priorities. PBOT staff worked with a Community Advisory Committee member to host a workshop for members of the community with a range of disabilities and held Walking While Black focus groups that were facilitated by CBOs that serve Black Portlanders.
- **All of the peer cities implemented a data-driven methodology for identifying and prioritizing project investments.** Each plan involved a multi-step process to identify existing gaps in the network and identify priority areas based on data indicators that illustrate demand for pedestrian infrastructure such as but not limited to creating street classifications based on usage, total share of Equity Priority Communities, and percent of non-white populations. Cities like Oakland and Sacramento developed their methodology with the understanding that historically disinvested communities continue to be under-resourced, therefore there is a need to prioritize communities with high populations of low-income and people of color.
- **Initial processes to identify projects, pavement/sidewalk gaps, and other investments to the pedestrian realm vary by city.**

The City of Portland began their analysis by creating a Pedestrian Priority Network – a network of streets across the city that provide pedestrian connections to transit and other key destinations like schools, employment centers, and recreational activities. Similarly, the City of Seattle identified the Pedestrian Improvement Network (PIN) consisting of streets and crossings that serve key routes to K-12 schools and frequent transit stops. Upon identifying these networks, both cities worked to identify gaps and opportunities for investment. Alternatively, cities like Oakland and Sacramento began with their existing project list, then created a methodology to prioritize investments.

Existing West Sacramento Policies and Requirements

The City of West Sacramento has expressed a commitment to advancing equity in a number of policies and documents relevant to the STEP Plan. Many of these commitments are

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presented in the form of goals or recommendations within mobility plans, the City's General Plan, or through development standards.

In 2018, the **Mayors' Commission on Climate Change** was created and charged with defining a set of strategies that will lead West Sacramento and Sacramento to a carbon zero future by 2045. The final report, released in 2020, includes a recommendation to "operationalize equity by providing education, ensuring shared decision-making, and allocating resources that address historical and current disparities."

West Sacramento's Mobility Action Plan (MAP) (2021) outlines the city's efforts to expand access to sustainable transportation choices for all community members. Strategy #6 speaks directly to equity: "Advance supportive policy frameworks that will reinforce the City's goals and values, and guide future transportation investments with a focus on social equity" (social equity is defined in the MAP as ensuring access to daily needs and services for all community members). Within this strategy, Action #6 is to "develop a Capital Improvement Program prioritization framework that centers social equity in the project evaluation, selection and phasing process." This action notes that the project prioritization should tie directly to key social equity performance metrics to advance investments in disadvantaged communities.

Many of the goals in the **Healthy Community Element of the City's General Plan** directly connect to the principles of the STEP Plan. Goal 1.2 ("Geographic Disparities") states that the City shall strive to ensure that "no part of community suffers disproportionately from adverse human health or environmental effects" and that all residents live in a clean and healthy community. Goal 1.3 ("Equitable Distribution of New Public Facilities and Services") states that when updating public facilities master plans, the City shall "strive for equitable distribution of new public facilities and services that increase and enhance the quality of life for the entire community."

Design standards and requirements around sidewalk development and maintenance also inform the City's commitment to equity. As noted in the **City's street design standards**, sidewalks are required on both sides of all residential and commercial streets.

Best Practices Review

The following sections contain a summary of the six peer cities' processes and methodological approaches to prioritizing capital, sidewalk, and paving investments. Each summary contains an overview of the framework or program, the community engagement process, and a description of the prioritization methodology.

Sacramento Transportation Priorities Plan, 2022²

The Transportation Priorities Plan (TPP) is an ongoing effort by the City of Sacramento to prioritize improvements in the transportation network. The plan evaluates more than 700 projects that have been identified in previous planning and engineering efforts spanning over the last 20 years that do not have current funding sources. These 700+ projects account for an estimated \$5 billion in investment; however, the city only has about \$42 million each year to carry out the projects. The TPP was created to listen to community values around transportation investments and use the identified values to develop a process to prioritize the projects and equitably allocate funding.

Methodology

Through the community involvement process described below, residents identified the following values:

- Improve air quality and health
- Provide equitable investment
- Provide access to destinations (jobs, parks, schools)
- Improve transportation safety
- Fix and maintain the transportation system

During the engagement process the identified values were supported relatively equally, resulting in equal weighting across all five categories. Metrics were identified to represent each value/criteria. Projects were then scored using these values and metrics. The projects that best met community values ranked as the high priority projects. Medium priority projects met some community values, but not all. Lower priority projects did not align well with community values for transportation investment. The City of Sacramento recently passed the application of the prioritization framework in November 2022 (**Figure 4**).

Figure 4 Transportation Prioritization Plan Criteria, Metrics, and Points

Value & Criteria	Metric	Points (60 Max)
Improves Air Quality, Climate, and Health (12 pts.)	The project contains a bikeway where there are currently none or enhances an existing bikeway.	3
	The project includes sidewalks, pedestrian scale lighting, street trees, or marked crosswalks.	6

² City of Sacramento, Transportation Priorities Plan 2022 - [Link](#)

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	The project contains new transit access enchantment (sidewalk or crosswalk to a transit stop, bus lane, signal priority), transit stop improvements, or supports EV charging infrastructure.	3
Provides Equitable Investment (12 pts.)	The project is in a neighborhood that lacks basic infrastructure, specifically sidewalks, streetlights, bikeways, trees, or traffic signals.	6
	The project is in an area that is majority Black, Latino, Asian, Pacific Islander, and/or Indigenous.	6
Provides Access to Destinations (12 pts.)	Project is in area with high employment density.	4
	The project is within a 1/4 mile of a school.	4
	The project is within a 1/4 mile of a park.	4
Improves Transportation Safety (12 pts.)	Improves a Vision Zero Top 10 corridor.	12 ³
	The project is on the Vision Zero high injury network, a Vision Zero School Safety Project but not on the top 10.	6
Fixing and Maintaining Transportation System (12 pts.)	The project score based on Traffic / Pavement quality ratio or bridge rating.	8
	The project includes new or improved signals or signal technology.	4

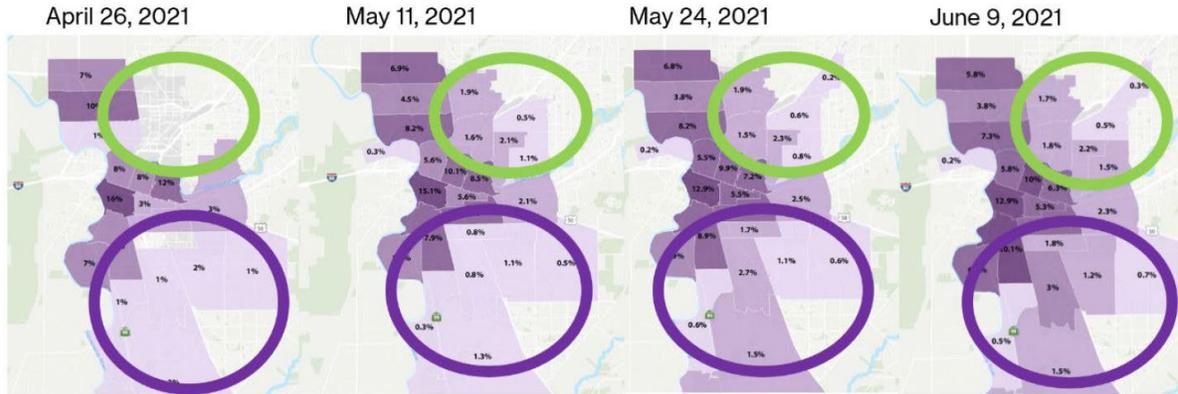
Community Involvement

For the TPP, City staff focused on communities that have historically been excluded from the planning process, resulting in ongoing disinvestment and lack of basic infrastructure. To target these communities, City staff and community partners conducted engagement for the TPP in 2021 from April to July through a series virtual gathering, a “priorities road show,” youth engagement, and community surveying. Staff tracked the online survey responses by ZIP Code and focused the “Priorities Road Show” in neighborhoods with lower numbers of surveys submitted. Many of these neighborhoods are predominantly Black, Latinx, and Asian, and lower income. To increase audience reach, the city partnered with 37 organizations to support survey dissemination and hold presentations on the project. As a result of these efforts, survey responses increased in these neighborhoods (**Figure 5**).

³ For the Improves Transportation Safety category, projects are given either a 12 or 6. Scores are not summed as they are in the other criteria.

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Figure 5 Transportation Priority Plan Survey Input



Of Note

- Targeted engagement led to a more equitable TPP process and resulted in more input from historically marginalized communities. Partnering with CBO's was a key component to Sacramento's success during the initial outreach process.
- Equitable investment was a criterion for prioritizing transportation funding and was evaluated using two key measures: 1) whether the project is in a neighborhood that lacks basic infrastructure specifically sidewalks, streetlights, bikeways, trees, or traffic signals, and 2) whether the project is in an area that is majority Black, Latino, Asian, Pacific Islander, and/or Indigenous.

PedPDX: Portland Citywide Pedestrian Plan, 2019⁴

PedPDX is a citywide pedestrian plan for Portland, Oregon, that asserts walking as a fundamental human right and the most fundamental means of mobility. The Plan establishes new design guidelines for the desired frequency of marked pedestrian crossings in Portland moving forward. The goals that guide the PedPDX plan are:

- Equitable + Inclusive: Make Portland walkable and accessible for all, no matter who you are or where you live.
- Safe + Secure: Make walking in Portland safe and secure for everyone.
- Comfortable + Inviting: Provide a comfortable, inviting, and connected pedestrian network that supports walkable neighborhoods and strengthens community.

⁴ City of Portland, Portland Citywide Pedestrian Plan, 2019 - [Link](#)

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- **Healthy People + Environment:** Increase walking for transportation and recreation in Portland as a means of achieving improved health outcomes for all people and for the environment.

The goals and objectives were informed by an in-depth engagement process that included a Community Advisory Community, citywide survey, and toolbox workshops that catered to people with disabilities. The plan also has expressed objectives – one of which is the prioritization of investment in areas with the greatest historic underinvestment. These historically underinvested communities lack infrastructure, and investments are meant to reduce disparities in access to safe facilities.

Methodology

PedPDX utilized two processes to identify and prioritize pedestrian need: the Pedestrian Priority Network and the Gaps and Opportunities Analysis. The process for prioritizing investments included:

1. Identifying the Pedestrian Priority Network, the network of city streets that provides pedestrian connections to transit and other key destinations like schools, employment centers, and recreational activities.
2. Organizing streets in the network by typology – major city walkways, city walkways, and neighborhood walkways – each representing a set of characteristics to help guide investment prioritization.
3. Conducting a needs analysis on the Priority Network to identify crossing and sidewalks gaps and deficiencies based on the established typologies.
4. Ranking the gaps and deficiencies using factors selected through the community engagement and involvement period.
5. Organizing projects using qualitative metrics such as project readiness, funding resources, and community interest.

The Pedestrian Priority Network (PPN) was informed by residents' priorities as communicated during the engagement process. The highest reported priority locations were streets connecting people to transit/bus stops, along and across busy streets, streets connecting families and children to schools, streets connecting people to neighborhood commercial districts. The PPN identified key streets within these categories. These streets were further organized by classification, reflecting the level of demand for pedestrian travel on the street. The classifications include:

- **Major City Walkways**, which have a high number of transit and land use destinations and are streets with a high number of pedestrians. Major City Walkways are generally comprised of civic and neighborhood corridors and main streets. streets along the

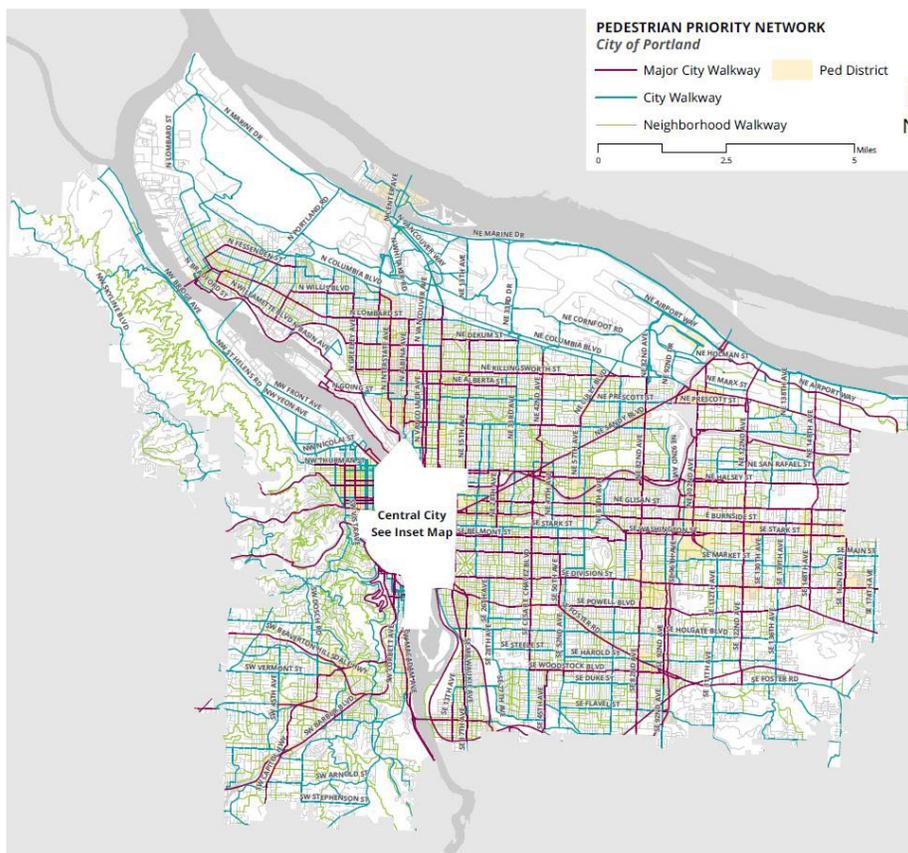
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planned and existing frequent transit network, core downtown streets, and off-street trails in high demand corridors.

- **City Walkways**, which serve moderate pedestrian demand and are generally comprised of major traffic streets, collector streets, and streets with transit service.
- **Neighborhood Walkways**, which serve neighborhood level demand and are generally comprised of designated Safe Routes to School travel routes, neighborhood greenways, and priority walking routes on local traffic streets identified in area plans.
- **Local Streets**, which are included on the network if they are located in a Pedestrian District or within a quarter-mile of a fixed rail stop.

The PPN was combined with Pedestrian District overlays to further prioritize walking investments in areas where pedestrian travel was a main focus (**Figure 6**). Pedestrian Districts are neighborhoods in the city that prioritize pedestrian travel over vehicle access.

Figure 6 Ped PDX Pedestrian Priority Network and Pedestrian District Map



The plan also set design guidelines for the desired frequency of marked pedestrian crossings that corresponded with the neighborhood type and overlay district:

- Pedestrian districts have a desired spacing of 530 feet between crosswalks.

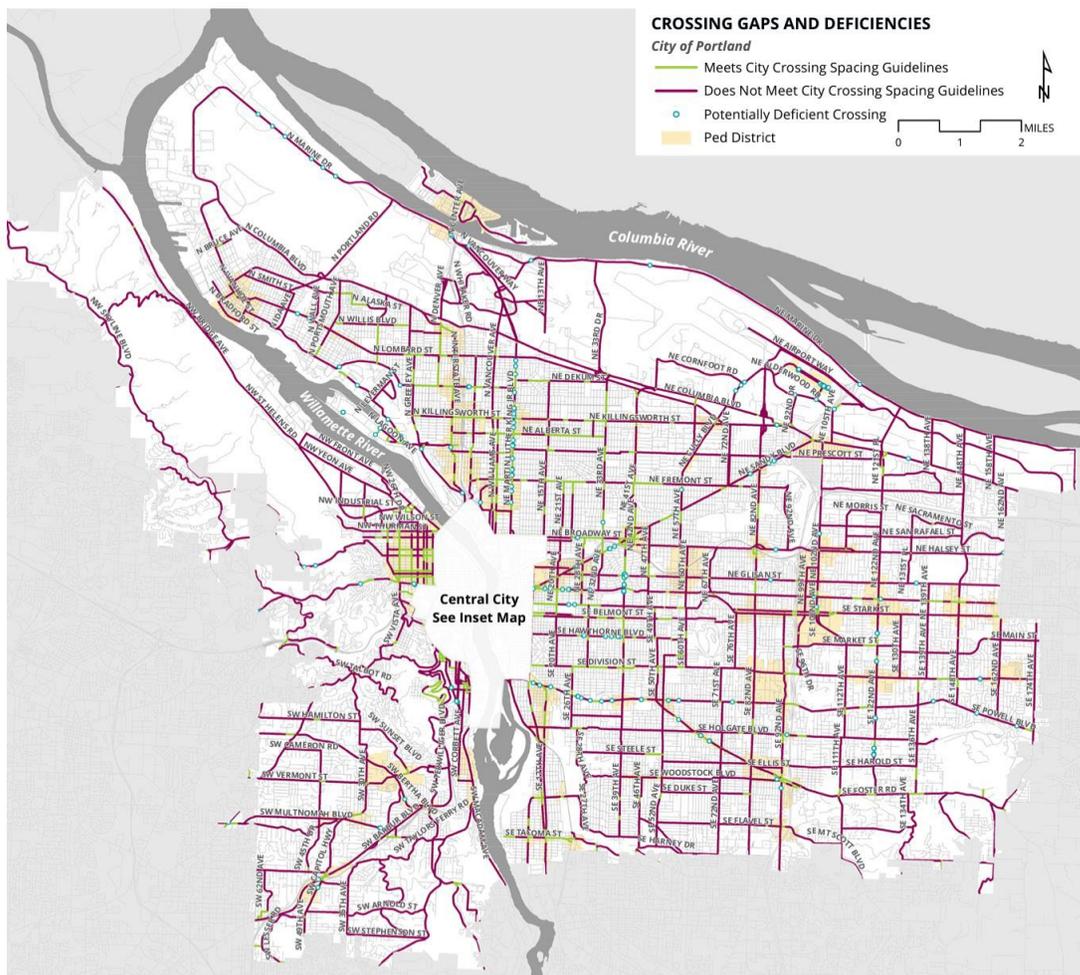
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- City Walkways and Major City Walkways have a desired spacing of 800 feet.
- New PedPDX guidelines also call for crossings within 100 feet of transit stops.

These standards were used to identify deficiencies in the PPN. A crossing deficiency is defined as “an existing marked pedestrian crossing within the Pedestrian Priority Network that may not meet the City of Portland’s guidance for crosswalk design” (**Figure 7**).

Sidewalk needs were also identified within the PPN and categorized into two types of gaps: 1) street segments within the PPN with a sidewalk gap on both sides of the street, and 2) segments with a sidewalk gap on only one side of the street.

Figure 7 PedPDX Crossing Gaps and Deficiencies



Upon identifying network gaps and deficiencies, gaps were then analyzed using factors put forth during the community outreach period:

- Equity
- Safety

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- Pedestrian Demand

Equity scores were calculated based on income and race (**Figure 8**), while safety was calculated using 10 indicators, including whether a project was part of the High Injury Network and the number of travel lanes that pedestrians need to cross. Both measures were weighted equally. Street classification was used to score demand, with Major City Walkways having the highest score, followed by City Walkways, Neighborhood Walkways, and then Local Streets. As a result of the scoring, the network was ranked by tier to show priorities for investment (tier 1 being highest priority and tier 3 being lowest priority).

The resulting PedPDX prioritization framework identified priority locations for investment within the PPN. The needs identified by the gaps and deficiencies analysis will be prioritized for capital investment and will be used to help determine how pedestrian projects are selected from the existing project list for implementation and funding opportunities. Street segments with the highest scores are to be addressed first, in theory; however, other qualitative factors are considered in identifying opportunities including but not limited to leveraging opportunities, funding sources, and project readiness.

Figure 8 PedPDX Equity Score Factors

FACTOR	EQUITY SCORE
Race (by census tract per ACS, weighted by tract population)	1 to 5
Income (by census tract per ACS)	1 to 5
Overall Equity Score	Sum (2 to 10)

Community Involvement

Methods of engagement included a Community Advisory Committee, citywide surveying, and public events. The city also facilitated equity-focused affinity groups such as the Walking While Black Focus Groups, which were led by partnering with community-based organizations that serve Black Portlanders. PBOT staff also partnered with a CAC member with a disability to provide a workshop for 15 participants with a range of disabilities.

Of Note

- Portland tailored their equitable engagement approach to meet their target audiences. For example, there was a workshop specialized for people with disabilities that was led by a community advocate who was disabled. The city also conducted affinity groups for Black Portlanders with the assistance of CBO's who serve the community.

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- The PedPDX plan began with the acknowledgement that walking (or rolling) is a human right. This statement informed the plan's actions and processes while assuring Portlanders that active travel is a priority.
- The plan emphasized prioritization of investment in areas with the greatest historic underinvestment with the intention of reducing disparities, directly addressing historical issues of inequitable planning.
- PedPDX utilized two separate data-driven models for identifying opportunities – the Pedestrian Priority Network PPN and the Gaps and Deficiencies Analysis. This multi-layered approach used data to identify and prioritize investment opportunities for the pedestrian network.
- Once opportunities were identified, Equity, Safety, and Pedestrian Demand were the metrics by which the city prioritized funding. Equity was measured using race and income data gathered from the Census Bureau, while Safety used 10 different indicators. Pedestrian demand was identified by street category, with Major City Walkways representing the highest demand.

Oakland Capital Improvement Plan and 5-Year Paving Plan⁵

Oakland Capital Improvement Plan

Equity is a guiding principle for the City of Oakland. In the creation of the Oakland Department of Transportation (OakDOT) in 2017, equity and accessibility were important components of the mission statement, reflecting the commitment to them in transportation planning and implementation. The City of Oakland's Capital Improvement Plan (CIP) guides the City's priorities and decisions regarding the construction, repair, and replacement of assets including libraries, sewers, parks, and paving. Every two years the City identifies assets for repair, replacement, and construction within the budget cycle and includes them within the CIP. The CIP Prioritization Process was adopted by City Council in 2018 to ensure that the City perform analysis and prioritize projects and programs that address social and geographic equity.

The 2021-2023 CIP includes \$282.6 million in investments and balances needs for maintenance, upgrades, and new assets within the areas of the city in which they are most needed. Capital improvement needs are identified using various equity and needs-based prioritization methods, including a prioritization and weighting system discussed in the methodology section that follows, developed by the CIP Working Group (CIPWG). The CIPWG comprised of

⁵ City of Oakland, Capital Improvement Program FY 2021-2023 - [Link](#)

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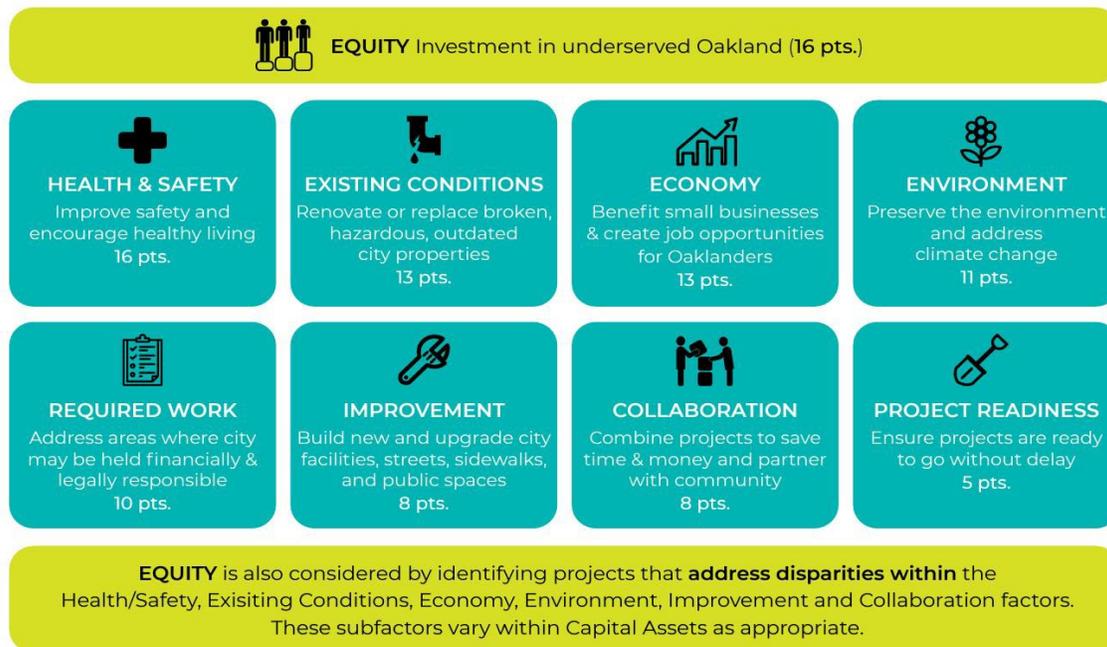
Oakland Department of Public Works, Oakland Department of Transportation (OakDOT), and the Department of Race and Equity (DRE).

Methodology

To begin the CIP process, the CIPWG reviewed existing City documents including the Mayor and Council priority documents, General Plans and Specific Plans, other Council adopted plans, Departmental Strategic Plans, Measure KK Guiding Principles, and public input to formulate nine Citywide Capital Prioritization Factors – Equity, Health & Safety, Existing Conditions, Required Work, Improvement, Economy, Collaboration, Environment, and Project Readiness (Figure 9).

Equity was considered an overarching factor in the prioritization process but also exists as a subfactor in six out of the nine factors. Each prioritization factor was weighted to emphasize the importance of benefits and impacts on Oakland residents. Equity and Health & Safety had the highest weight, accounting for 16 points each of the total 100 points. Equity was described as investing in underserved equity priority communities and Health & Safety were described as projects that improve safety and encourage healthy living.

Figure 9 Oakland CIP Prioritization Factors and Weighting System



City assets were then grouped into eight categories:

- Parks and Open Space
- Streets and Sidewalks
- Mobility and Fixed Transportation Assets
- Signals and Streetlighting

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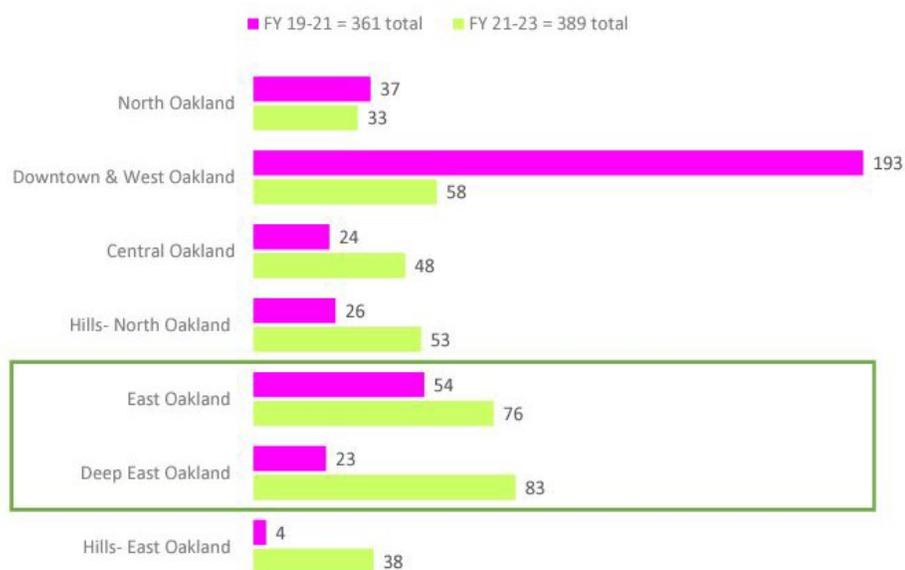
- Buildings and Facilities
- Sanitary and Sewer System
- Storm Drainage
- Watershed
- Technology

To measure a project's equity impacts, the City used block-level data to measure each block's share of the total population that are minorities, low-income, and youth under the age of ten. Projects were then overlaid and evaluated by their geographic reach into areas with higher shares of disadvantaged populations and prioritized by equity status (Very High, High, Medium, Low, Very Low). The majority of projects were located in Very High and High disadvantaged areas; however, projects are distributed throughout all neighborhoods.

Community Involvement

The City of Oakland has a strong commitment to inclusive public engagement and assigned a Community Outreach Coordinator to the CIP to work closely with the Working Group. A key element of the CIP is focused engagement in geographic areas where community input was lacking in previous CIP cycles to ensure equitable results. Engagement efforts in FY 2021-23 focused on East Oakland, which consists of largely Black and Latinx communities. The increase in requests from East Oakland in FY 21-23 compared to FY 19-21 reflect the impact of engagement in this area of the City – though project submission does not guarantee funding (**Figure 10.** and **Figure 11**).

Figure 10 Capital Project Requests by Oakland Neighborhood



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Figure 11 Map of Public Requests from CIP FY 19-21 and FY 21-23



The CIPWG also conducted four large scale community meetings and/or workshops whose locations were selected to better meet audiences in disadvantaged areas. More than 710 people attended the meetings or workshops, which were held with interpreters for Spanish, Cantonese and Vietnamese, with materials translated in the same languages. Approximately 1,300 surveys were collected from the town hall meetings, website/online or other public events.

According to the surveys, the top three priorities/evaluation factors for the community were Health & Safety, Equity, and Existing Condition issues. These raw scores were then reweighted based on demographics to reflect the City's population distribution from the 2016 American Community Survey. As a result of this process, responses from under-represented populations were given more weight and the responses from over-represented populations were adjusted to proportionally reflect the makeup of Oakland's population. The resulting adjusted priorities largely stayed the same.

Oakland 5-Year Paving Plan⁶

Oakland approved a 5-Year Paving Plan (5YP) in 2021, building off the success of its previous 3-Year Paving Plan. The plan outlines a prioritized street list in conjunction with the 10-year CIP. The 5YP proposes a budget of \$300 million to be invested over the 5-year period, representing an 80% increase in annual spending compared to the 3-Year Plan. The plan allocates \$225 million to local streets, \$171 million (76%) of which is programmed into Planning Areas by street condition and equity factors, with streets selected by condition and proximity to schools.⁷ The Planning Areas are larger than neighborhoods, smaller than City Council

⁶ City of Oakland, 5-Year Paving Plan, 2022 - [Link](#)

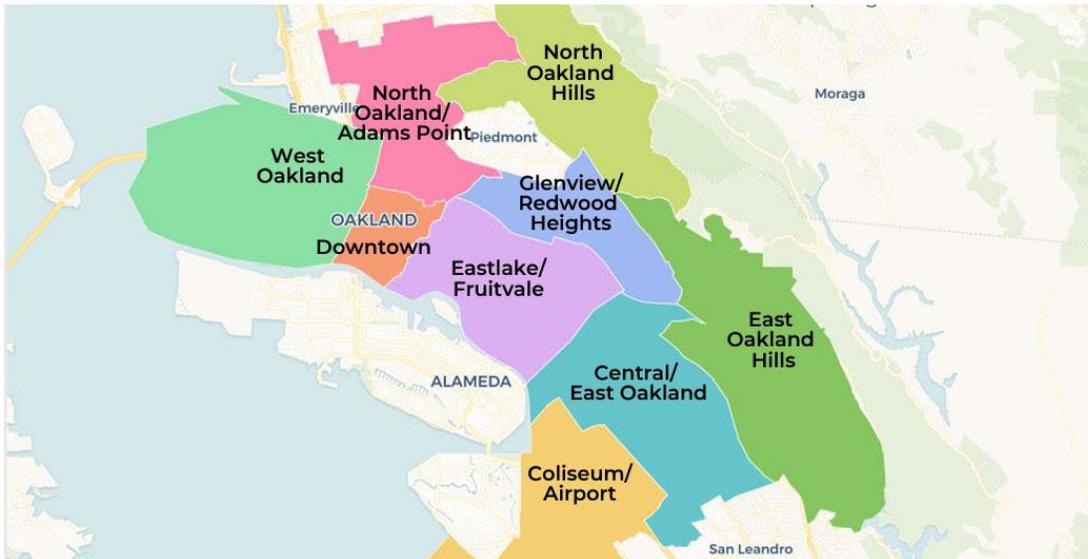
⁷ Ten percent of the funds are dedicated to cost-sharing agreements with utility companies to pave streets after construction work has been completed. Five percent of local streets dollars are programmed at City

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Districts, and are used to identify Local Streets needs and distribution of paving resources (Figure 12).

Figure 12 City of Oakland Planning Areas



Methodology

To prioritize investments, OakDOT used the Planning Areas and a weighting system that equally weights street conditions and underserved populations. Staff used American Community Survey (ACS) data to estimate the total number of underserved populations in each planning area. Oakland defines Underserved Populations as “a population and/or community that have experienced historic or current disparities, reflected in the Oakland Equity Indicators report and consistent with the Metropolitan Transportation Commission equity analyses.” The definition includes estimates of people of color, low-income households, people with disabilities, households with severe rent burden, people with limited English proficiency, and youth/seniors. Staff then identified the share of underserved populations living in each planning area – which varied from 40% to 1%.

Council discretion and split among the 8 City Council seats. Another five percent of local street dollars are dedicated to neighborhood bikeways and four percent is dedicated to maintaining local streets to extend the life of recently paved streets. The plan also allocates \$75 million to 70 major streets in the city – all of which support the majority of daily vehicle, truck, bus, and bicycle trips. Major streets make up 176 miles of Oakland’s 830-mile street network.

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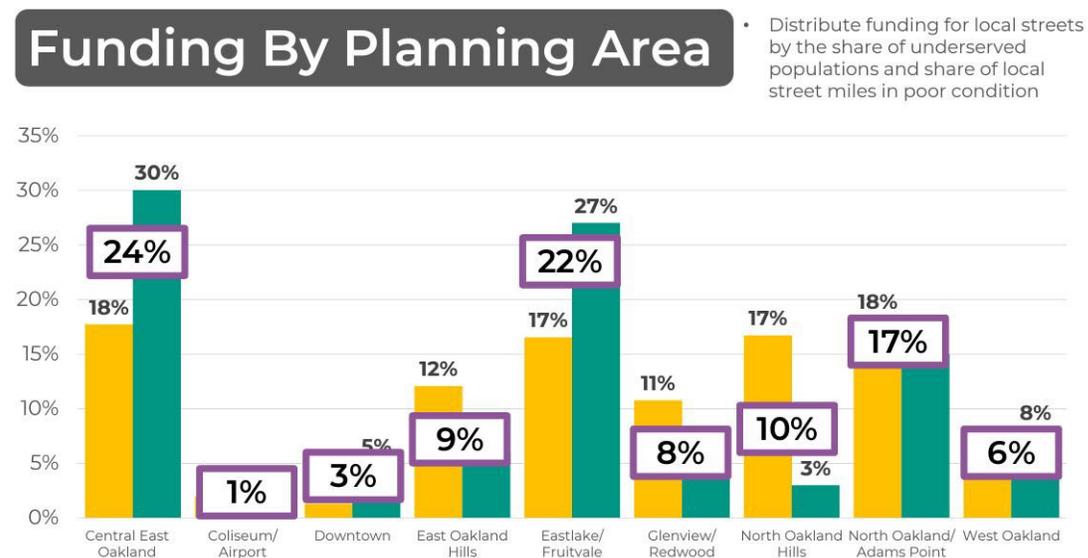
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To prioritize streets, staff reviewed the total number of local street miles in each Planning Area with a Pavement Condition Index (PCI) score of 50 or less (poor condition) (**Figure 13**). Finally, to determine the share of funding allocated to each Planning Area, OakDOT measured each Area's share of local streets in Poor Condition and share of Underserved Populations, accounting for both equally (**Figure 14**). Staff combined the Street Condition and Underserved Populations metrics to produce a weighting factor that was then used to distribute the \$171 million in funding allocated to Local Streets. As a result, more affluent areas received less funding than in the past, while low-income communities received higher shares of funding.

Figure 13 Pavement Condition Index



Figure 14 Oakland 5YP Share of Funding by Planning Area



Note: Yellow symbolizes share of local streets in Poor Condition. Green represents share of Underserved Populations. The percent in the boxes bordered in purple represent the percent funding by planning area.

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After allocating funding by Planning Area, staff prioritized individual Poor Condition streets within each Planning area. Funding was first prioritized to streets near parks to account for increased activity of walking and biking in these areas. After identifying and prioritizing Poor Condition streets near parks, city staff then ranked all other streets based on pavement scores from worst to less worse until each Planning Area budget was met.

Community Involvement

Staff have shared information about the 5YP at community meetings across Oakland. Presentations have also been given to official City committees and commissions. All meetings include the same information, and presentation materials are available online.

Of Note

- Focusing engagement during the CIP process in historically disinvested neighborhoods led to more equitable outcomes for final projects and overall planning process. Oakland's targeted engagement increased participation from Equity Priority Communities. and is an important complement to objective data metrics to rate projects in CIPs.
- The PCI allowed for an objective measure of condition for prioritization of projects, rather than the subjectivity inherent in 3-1-1 calls.
- Oakland Paving and Sidewalk Manager Sarah Fine noted that they currently do not have a cost-effective system to update the initial detailed inventory of sidewalk data. Fine noted there's a balance in the quantity and quality of data that you commit to collecting on a regular basis. It is helpful to determine what factors or conditions are important to monitor on a regular basis, and what data may be overload, in terms of cost utility to collect and monitor regularly.
- In the future, OakDOT plans to use a newly developed tool called the Geographic Equity Toolbox as the primary means of allocating funding for sidewalk improvements, giving Highest Priority Neighborhoods funding first. This tool was still being tested at the time of the interview with Sarah Fine (Fall 2022).

Seattle Pedestrian Master Plan, 2017⁸

The 2017 City of Seattle Pedestrian Master Plan (PMP) serves as a blueprint for creating a more walkable and accessible city. The PMP establishes a prioritization framework, policies, and programs, which identify project priority areas to support access, safety, and walkability. The plan contains key strategies and actions that carry out the vision and objectives, while also

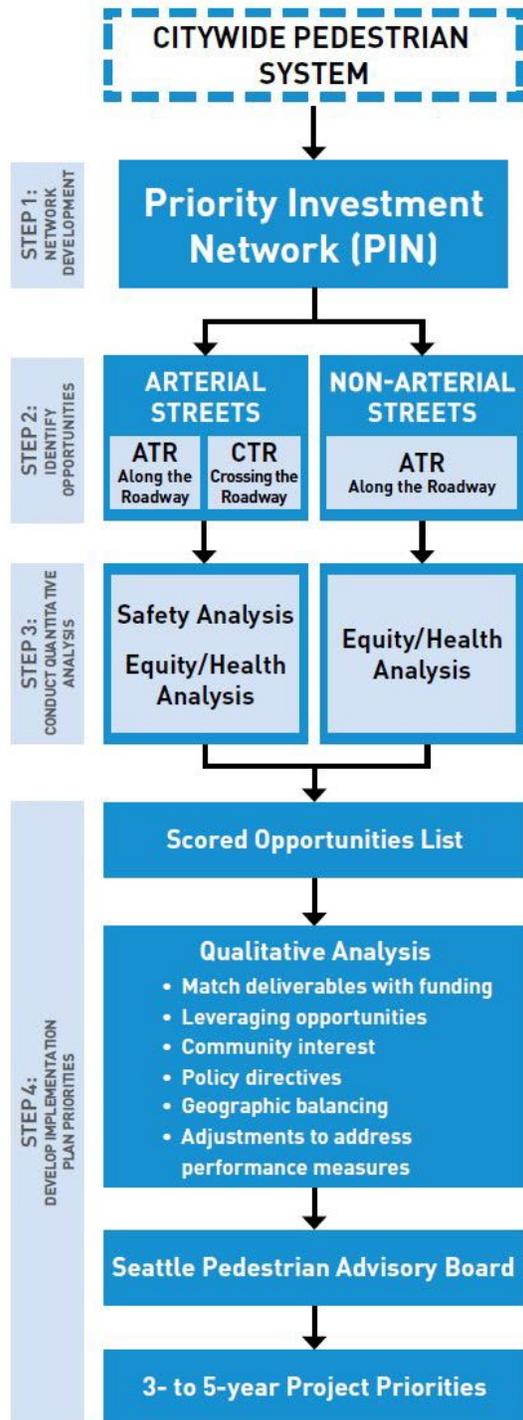
⁸ Seattle Department of Transportation, City of Seattle Pedestrian Master Plan, 2017 - [Link](#)

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identifying performance measures to gauge success. The city identified walking as the fastest growing mode of travel, and the PMP outlines investments to create a more connected, safe pedestrian network. The most recent iteration of the PMP identifies a Priority Investment Network (PIN) that focuses on safe access to schools and transit and a prioritization framework that places racial equity and social justice in the foreground.

Figure 15 Seattle Pedestrian Master Plan Prioritization Framework



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Methodology

The PMP prioritization framework was used to narrow the focus of the City's investments in pedestrian facilities to create an equitable and achievable set of projects to complete over a 20-year horizon. The prioritization framework for sidewalk development and crossing improvements, shown in **Figure 15**, included the following steps:

1. Create Pedestrian Improvement Network (PIN) consisting of streets and crossings that serve key routes to K-12 schools and frequent transit stops.
2. Identify opportunities within the PIN to improve conditions including places with missing sidewalks, curb ramps, and areas with long crossing distances.
3. Conduct an opportunity analysis on two levels to identify two types of improvement opportunities. First, "along-the-roadway" opportunities, which are identified by using an existing inventory of blockfaces to identify missing sidewalks. Second, "crossing-the-roadway" opportunities are identified by analyzing crossing conditions at arterial intersections due to their tendency to be high-stress crossings. For the crossing-the-roadway analysis, crossing distance, controlled-crossing spacing, and curb ramp status were used to identify priority intersections and roadways.
4. Score based on safety, equity, and health to rank the identified opportunities areas within the PIN. This step also included a qualitative analysis that was guided by considerations such as funding source and availability, leveraging opportunities, and community interest.
5. Creation of a three- to five-year implementation plan to based on input from the Seattle Pedestrian Advisory Board (SPAB), consisting of 11 members from across agencies.

During the prioritization process, projects were subject to an analysis of equity and health, and/or safety, depending on the street type. Both analyses are outlined below in **Figure 16**. The result of these analyses was a prioritization map and score – of which the top 20% were considered highest priority (**Figure 17**).

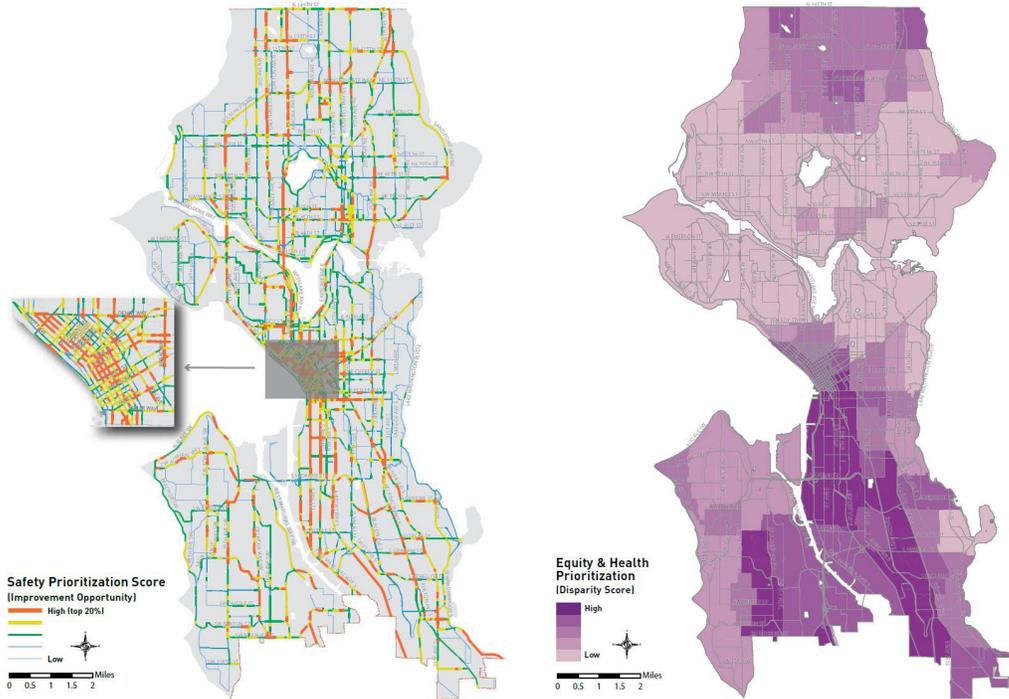
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Figure 16 Seattle PMP Analyses Summary

	Health/Equity Analysis	Safety Analysis
Street Type	Non-Arterial Streets, Arterial Streets	Arterial Streets
Summary	Uses City and County data to identify communities most reliant on the pedestrian network.	Evaluates pedestrian crash locations within the past five years and roadway characteristics that may influence pedestrian safety. A model is used to quantify safety using data that identifies design and behavioral factors that may be correlated with collisions such as vehicle speed, roadway width, and arterial classification.
Data Sources	American Community Survey, public health data	Collision data, safety modeling, SDOT Bicycle Pedestrian Safety Analysis
Metrics	<ul style="list-style-type: none"> ▪ Income level ▪ Disability ▪ Race ▪ Physical activity rates (self-reported) ▪ Obesity rates ▪ Diabetes rates 	<ul style="list-style-type: none"> ▪ Crash locations over the last 5 years ▪ Arterial classification ▪ Roadway width ▪ Vehicle speeds ▪ Controlled crossing spacing

Figure 17 Seattle PMP Safety and Equity & Health Prioritization Maps



After the analyses were completed, the result was a list of scored opportunities for project investment. A qualitative analysis was then carried out to develop an implementation plan for the identified opportunities, which considers several different factors:

- Funding availability and delivery commitments
- Leveraging opportunities and efficient delivery packaging
- Policy directives from the Mayor and City Council
- Community interests
- Geographic balance
- Performance measurement progress

The final product of this analysis was a list of along- and crossing-the-roadway network investment priorities for inclusion into a 3-to-5-year implementation plan. The SPAB then considered how the qualitative prioritization was applied to the investment priorities and provided feedback before the plan was finalized.

Community Involvement

The City of Seattle used several traditional engagement tools to encourage residents to give their input on their priorities and changes they would like to see in the pedestrian network. The Seattle Pedestrian Advisory Board (SPAB), consisting of 11 members from across agencies,

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helped to develop implementation priorities. Seattle residents shared their experiences and opinions via online surveys, public open houses, and community events.

Of Note

- The first step in the Seattle PMP process identified a Priority Investment Network (PIN) to set the geographic scope for investment. The PIN consisted of streets and crossings that served key routes to K-12 schools and frequent transit stops. Opportunities were then identified within the PIN to improve conditions including places with missing sidewalks, curb ramps, and areas with long crossing distances.
- All projects went through the health/equity analysis, while projects on arterial streets also went through the safety analysis.
- The health/equity analysis used City and County data to identify communities most reliant on the pedestrian network. The metrics used are income level, disability, race, physical activity rates (self-reported), obesity rates, diabetes rates.

Dallas Sidewalk Master Plan, 2021⁹

The Dallas Sidewalk Master Plan (SMP) outlines a path to improve the pedestrian experience within the City. The plan describes a community-centered process to select the most impactful projects and establishes a guide for decision makers when budgeting for new construction and sidewalk repair projects. The SMP uses a weighted framework to score all sidewalks that are missing or existing and in need of repair. The guiding principles for the plan were identified by City Council and community input, resulting in Equity being a primary factor to measure and prioritize projects.

Methodology

Before conducting the weighted analysis and sidewalk prioritization, the city conducted a sidewalk inventory to identify existing sidewalk and missing sidewalk mileage by district. This inventory was used as a means of developing an exhaustive record of sidewalk needs and status.

The core methodology prioritization categories and their overall weights are shown in **Figure 18**. Activity Areas, which are future development sites that are anticipated to have a high level of pedestrian need, had the highest weight, accounting for 30% of the total analysis. The second highest weights were for Places of Public Accommodation and Equity – each accounting for 20% of overall weight.

⁹ City of Dallas, Dallas Sidewalk Master Plan, 2021 - [Link](#)

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Figure 18 Dallas Sidewalk Master Plan Prioritization Weights



The core methodology and weighting methods were calculated using individual methodologies to determine a score for each category (**Figure 19**). Pedestrian Safety was measured by sidewalk location within the high injury network and historical collision analysis. Equity was measured using factors such as age (under 18, over 65), disability, percentage of non-white population, and socioeconomic status. The core methodology process resulted in a prioritized map that listed existing and missing sidewalks as low, medium-low, medium-high, or high priority, organized by district (**Figure 20**).

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Figure 19 Core Methodology Categories & Weights, Descriptions, and Variables

Category / Weight	Description	Factors	Additional Weighting of Factors
Activity Areas – 30%	Future development sites that are anticipated to have a high level of pedestrian need.	Considers planned priority areas derived from previous planning exercises.	No additional weighting of priority areas
Equity Index – 20%	Areas with historic inequity, transit dependency and access-to-service issues.	Age - % population under 18 years of age or over 65 years of age	No additional weighting of index
		Race - % total minority	
		Disability - % total civilian noninstitutionalized population with a disability	
		Social Vulnerability Index - CDC combination of Census factors that suggest high risk population in the event of a disaster	
		Income - Sum of “Low” and “Moderate” income individuals	
		Transportation - % of zero car households	
Places of Public Accommodation – 20%	Areas surrounding existing walkable public destinations such as schools, transit stops, libraries, etc.	Schools (1/2 mi radius)	x4
		Major Public Destinations (1/8 mi radius)	x3
		Bus Stops (1/8 mi radius)	x2
		Commercial Districts (1/8 mi radius)	x1
Pedestrian Safety – 10%	Areas where numerous pedestrian-involved collisions have occurred over time	The segments that fall along the High Injury Network	x1
		Where pedestrian fatalities occurred, the sidewalk on either side of the road was scored per the number of present instances, up until the next cross street.	Fatalities x2
		Total Safety Score = Fatalities x2 + participation on the High Injury Network	

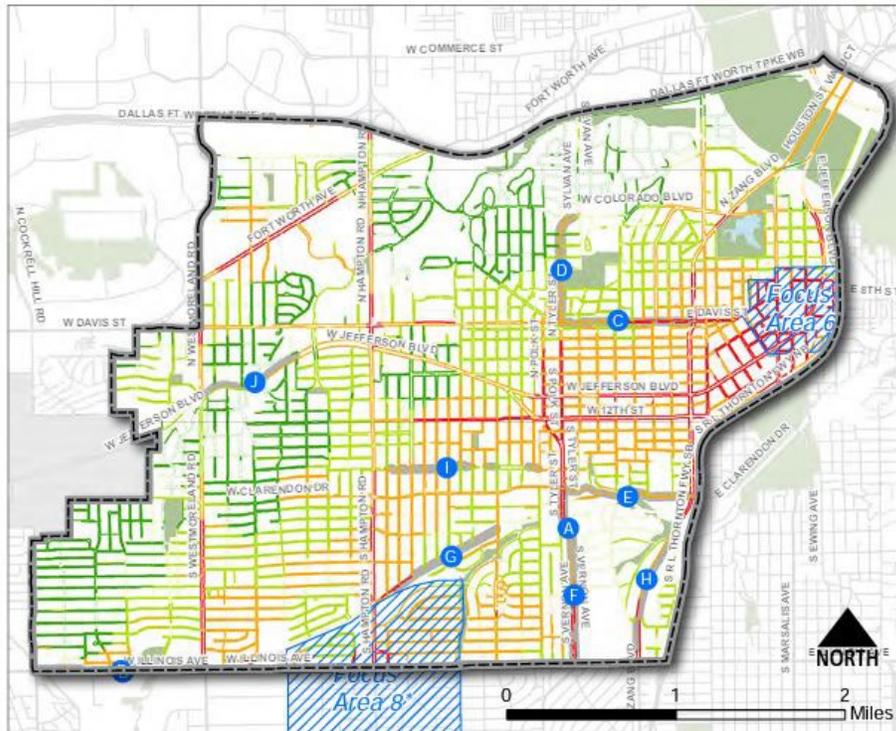
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Citizen Requests – 10%	Requests from residents to address missing and deficient sidewalks.	Under 1 year	x1
		1-2 years	x2
		2-3 years	x3
		Over 3 years	x4
Streets Classification – 10%	Major thoroughfares and arterials that encourage connectivity due to their larger pedestrian capacity.	Arterials	x2
		Collectors	x1
		Other roads	All other roads were not weighted

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Figure 20 Dallas Sidewalk Master Plan - Sidewalk Priority: District 13



Legend

Existing Sidewalk

- Low Priority
- Medium-Low Priority
- Medium-High Priority
- High Priority

Missing Sidewalk

- Low Priority
- Medium-Low Priority
- Medium-High Priority
- High Priority

▨ Focus Area (see page 57 & 59)

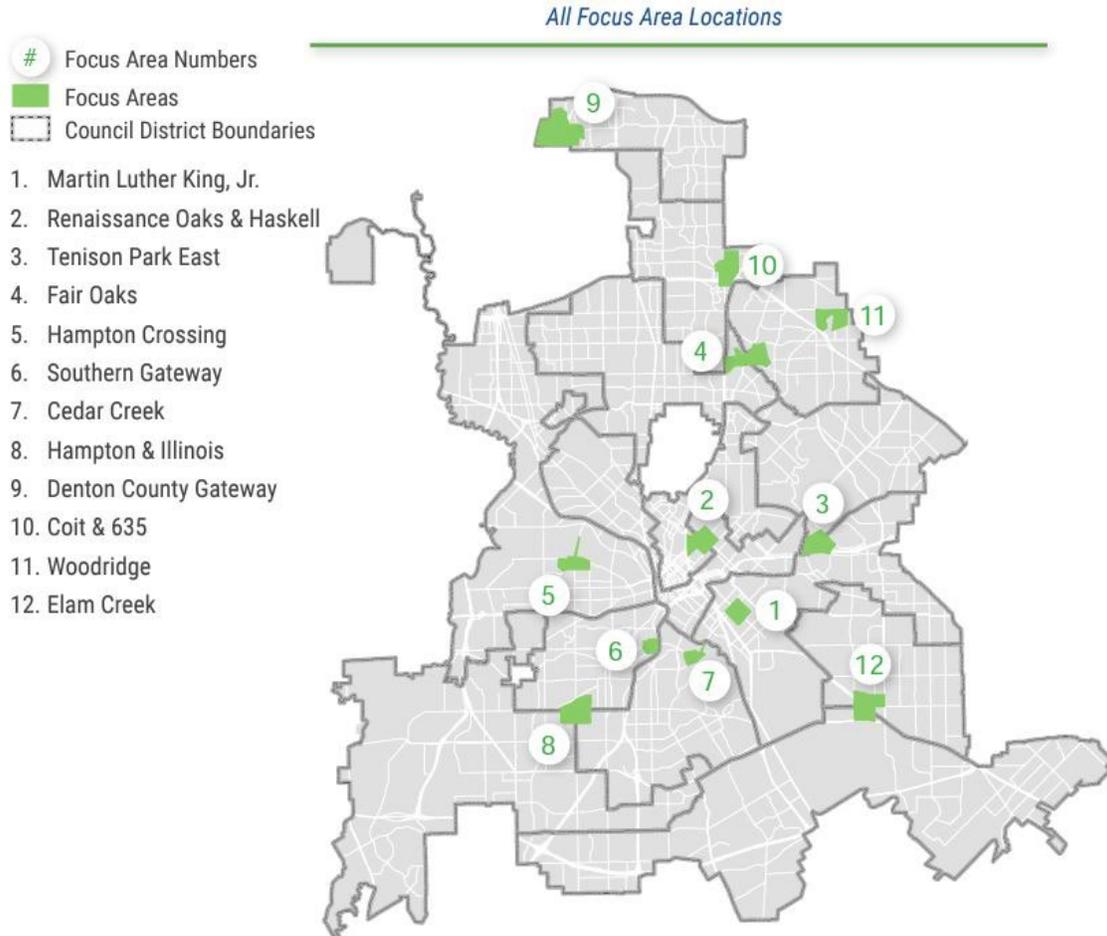
413 Total Miles of Sidewalk Inventory: 319 Existing & 94 Missing
9,301 Total Curb Ramps: 7,568 Existing & 1,733 Missing
256 Public Map Comments

		Top Priority Projects				
		#	Street Name	From	To	Length
Existing	A		S Vernon Ave	W Clarendon Dr	W Illinois Ave	1 mi
	B		W Illinois Ave	S Cockrell Hill Rd	S Westmoreland Rd	1 mi
	C		W Davis St	N Tyler St	N Zang Blvd	0.75 mi
	D		N Tyler St	W Colorado Blvd	W Davis St	0.66 mi
	E		W Clarendon Dr	S Tyler St	S Zang Blvd	0.75 mi
Missing	F		S Vernon Ave	W Clarendon Dr	W Illinois Ave	1 mi
	G		Wright St	S Hampton Rd	S Edgefield Ave	0.85 mi
	H		S Zang Blvd	W Illinois Ave	W Clarendon Dr	1 mi
	I		Burlington Blvd	S Hampton Rd	S Tyler St	1.13 mi
	J		W Jefferson Blvd	S Westmoreland Rd	N Plymouth Rd	0.75 mi

After the sidewalk prioritization was complete, twelve focus areas (referred to as “Pedestrian Focus Areas,” or PFAs) were established by combining the priority analysis with community feedback. The boundaries of each PFA generally follow natural boundaries or existing Council District boundaries. For each PFA, pedestrian-related improvements beyond sidewalk installation were costed out. A data-driven approach was used to further prioritize investments within the City of Dallas by building upon the various sidewalk priority analyses across districts. The PFAs were developed to shift the focus from a specific project to a group of projects that

could transform a neighborhood and develop holistic solutions to coordinate large scale pedestrian improvements (**Figure 21**).

Figure 21 Dallas Sidewalk Master Plan Pedestrian Focus Area



Community Involvement

During the community engagement process, the planning team collaborated with the Sidewalk Advisory Committee, hosted a project website to share project information, deployed a written Dallas Sidewalk Survey and an interactive mapping survey, and hosted traditional public outreach meetings. Feedback was gathered to inform planning priorities, identify community needs, and identify demand for pedestrian infrastructure. Community input helped to elevate equity as a primary factor to measure and prioritize projects.

Of Note

- Dallas used an Equity Index to measure equitable investment, which included measuring the share of population under 18 years of age or over 65 years of age, total minority, total population with a disability, social vulnerability, low and moderate income individuals, and share of zero car households.

Shoreline WA Sidewalk Prioritization Plan¹⁰

In 2017, the City of Shoreline, Washington began a year-long process to create the Sidewalk Prioritization Plan. Major components of the plan included a data-driven process for prioritization of pedestrian improvements and identifying potential funding sources. The process was informed by an advisory committee, feedback from councilmembers, public input collected during two open houses, and an online survey. The feedback collected was used to develop a Sidewalk Prioritization Scorecard and Plan which was then used to guide project investment.

Methodology

The Sidewalk Prioritization Scorecard uses four different criteria to rank projects: safety, equity, proximity, and connectivity (**Figure 22**). Each criterion is assigned a range of possible points that works in place of traditional weighting methods. Safety has the highest maximum score of 9, equity and proximity have a maximum score of 6, and connectivity has a maximum score of 2. The scorecard is then applied using a GIS analysis to score every proposed sidewalk investment within the city. The result is a map of all projects ranked as high, medium, and low priority (**Figure 23**). Within each prioritization level, projects are further organized by level of efficiency, ease of construction, and geographic distribution.

Figure 22 Shoreline Sidewalk Prioritization Scorecard

Criteria	Metric	Points Possible
Safety (9 points max.)	Location has a collision history	1-3
	Location is along a street with a speed limit. (score varies based on speed)	1-2
	Location is along a street with the classification of Collector Arterial (1 pt.), Minor Arterial (2 pts.), or Principal Arterial (3 pts.)	1-3
	Provides an alternative to travel away from motorized vehicles such as a trail or path	1

¹⁰ City of Shoreline, Sidewalk Prioritization Plan, 2021 - [Link](#)

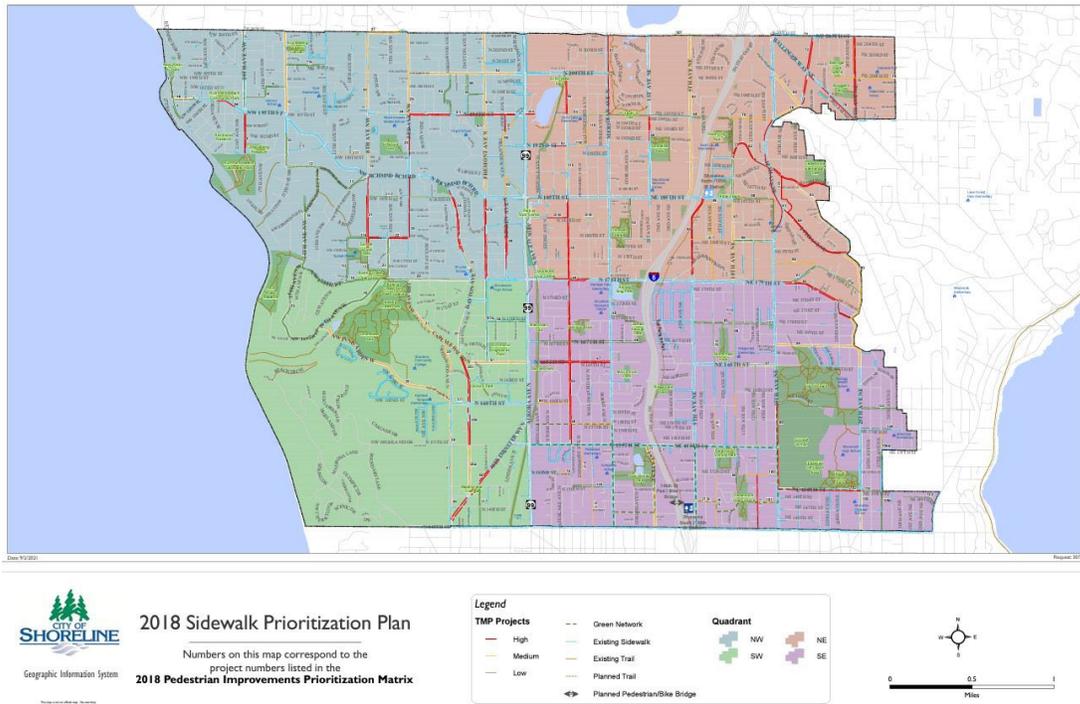
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Criteria	Metric	Points Possible
Equity (6 points max.)	Improvement is within an area of concentrated need based on age Ages 18 and under (1 pt.), Age 60 and older (1 pt.)	1-2
	Serves an area with concentrated needs based on income	1
	Serves communities of color	1
	Serves people with disabilities	1
	Serves large number of limited English speakers	1
Proximity (6 points max.)	Along a school's suggested routes to school map	1
	Located within a ¼ mile radius of a park	1
	Connects to an activity center	1
	Along a street with transit stops	1
	Located within ¼ mile radius of a bus stop	1
	Within a ½ mile radius of an existing or planned BRT stop or Light Rail Station.	1
Connectivity (2 pts. max.)	Extends an existing pedestrian facility	1
	Closes gap within existing facility.	1

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Figure 23 Shoreline Sidewalk Prioritization Plan



Community Involvement

The Sidewalk Master Plan employed multiple engagement tools to understand community needs, including a Sidewalk Advisory Committee (SAC), online surveys, and public open houses. The SAC comprised 15 citizens from various neighborhoods in the city with a broad variety of identities and interests. Working with the SAC was a collaborative process that included ten SAC meetings, four subcommittee meetings, and two Council dinner meetings. Online surveys were also used to provide alternative opportunities for residents to provide input.

Of Note

- Safety was the highest priority for the community, carrying the highest number of points in the scoring criteria.
- Equity was a criteria in the scoring and was defined by share of older adults and children, income, communities of color, people with disabilities, and limited English proficiency individuals.

B STEP ENGAGEMENT

ENGAGEMENT SUMMARY

Community engagement has been integral to every stage of the STEP process. A summary of the engagement strategy, activities, and feedback received are outlined below.

ENGAGEMENT STRATEGY OVERVIEW

Civic Thread, in partnership with the City of West Sacramento, Nelson\Nygaard Engineering (NN Engineering), and DIYSL Consulting, developed an initial engagement strategy to embed equity-centered best practices throughout the project and ensure the final STEP Plan authentically reflects community needs and priorities. The engagement strategy was ground truthed and updated by a 9-member Advisory Committee made up of residents and community leaders representative of West Sacramento's diverse populations, with emphasis on representation from the City's Disadvantaged Communities.¹

The engagement plan centered around strategies to engage a wide variety of stakeholders including, but not limited to, residents, community-based organizations, partner agencies, and internal City stakeholders. Activities and outreach methods prioritized engaging communities who have been historically excluded from planning processes, such as multilingual communities (particularly Spanish and Russian-speaking communities), low-income households, youth, older adults, and Black Indigenous and Person of Color (BIPOC)-identifying individuals.

Engagement activities included community sidewalk audits, focus group interviews, a community survey, and pop-up events. A variety of outreach methods were used to promote engagement activities, such as distributing flyers at local churches, supermarkets, libraries, and community centers; posting on the City's and Civic Thread's social media platforms; and including information in utility mailers and the City's newsletter. Advisory Committee members also supported spreading the word to their neighbors and networks. The complete engagement plan with more details can be found in attached Appendix.

¹ Communities that experience relatively lower income levels; higher unemployment rates; and relatively higher exposure to environmental pollution, including exposure to impaired water and groundwater contamination. More information on the City of West Sacramento's Disadvantaged Communities and Environmental Justice Element can be found [here](#).

SUMMARY OF ACTIVITIES

Phase 1: Relationship Building, Existing Conditions & Best Practices

Phase 1 focused on building relationships to better understand key pedestrian and active transportation barriers, ground truthing community engagement strategies, and gathering feedback to inform the best practices review. Activities conducted during Phase 1 are summarized below.

Advisory Committee Meetings

Civic Thread, in partnership with the City of West Sacramento and NN Engineering, facilitated two virtual meetings with the Advisory Committee to accomplish the following goals:

- October 12th, 2022: Convened the Advisory Committee for the first time to introduce the project, gathered feedback on the engagement strategy, and ground truthed priority objectives and stakeholders.
- November 14th, 2022: Gathered feedback on project goals, best practices, and priority equity metrics.

Focus Group Interviews

Civic Thread held three virtual focus group interviews with staff from trusted community organizations and local jurisdictions who were included in the best practices review. Phase 1 focus group interviews took place between August and October 2022.

- August 29th, 2022: Broderick Bryte Community Action Network
- September 8th, 2022: Slavic American Chamber of Commerce
- October 18th, 2022: City of Sacramento Department of Public Works

Workshops

The STEP Project Team facilitated two “workshop-style” presentations with the Transportation Mobility and Infrastructure (TMI) Commission and City Council in person at City Hall on February 6, 2023 and February 15, 2023, respectively. During the presentations, councilmembers and commissioners were introduced to the project and invited to ask questions and provide comments on project goals, best practices, and engagement strategies.

Phase 2: Project Prioritization & Community Visioning

Phase 2 focused on gathering feedback from stakeholders and community members on key sidewalk and pedestrian mobility values and areas of concern to inform the draft STEP prioritization framework. Activities conducted during Phase 2 are summarized below.

Advisory Committee Meetings

The STEP Project Team convened the Advisory Committee for two virtual meetings to accomplish the following goals:

- February 6th, 2023: Train members on how to conduct a community sidewalk audit and gather recommendations on priority routes and locations.
- June 26th, 2023: Share community engagement updates and gather feedback on the draft prioritization framework.

Community Sidewalk Audits

Civic Thread, in partnership with the City of West Sacramento, NN Engineering, the STEP Advisory Committee, and AARP conducted a total of three community sidewalk audits during late April 2023 and early May 2023. The routes and outreach strategies were determined based on sidewalk gap and obstruction data gathered by UNICO via aerial and surveyor analysis as well as feedback received from the focus group interviews and Advisory Committee. To promote the community sidewalk audit series, flyers and a toolkit featuring social media graphics in English, Russian, and Spanish were distributed to City of West Sacramento elected officials, community-based organizations, city platforms, and Advisory Committee members. Copies of the multilingual flyers were also distributed at pop-up events, supermarkets and faith groups primarily serving the Spanish-speaking communities, and at local community centers.

Each of the audits kicked off with a pre-audit cognitive mapping activity and a sidewalk amenities and deficiencies “card sort” activity designed to encourage authentic discussion on community values, priorities, and concerns. The event concluded with a “dotmocracy” activity to help ground truth community priorities previously identified in the card sort activity, followed by a post-audit debrief. Food, light snacks, and water were provided to participants throughout the event. Community sidewalk audits were designed to be family friendly and included spring-themed games and scavenger hunt activities to encourage participation from younger children. Co-hosting the third community sidewalk audit with AARP further supported reaching a wider age range by engaging local AARP members in the event.

The first community sidewalk audit took place on April 22, 2023 at Lighthouse Charter School in the Broderick/Bryte neighborhood. 9 community members, 1 Advisory

Committee member, and 2 children participated in total. Russian interpretation and translated materials were provided. Two different route options were provided to participants covering adjacent residential streets directly east and west of the school. Additional key destinations located along the routes included multiple churches, the California Innovative Career Academy, and an apartment complex.

In partnership with the Advisory Committee, the second community sidewalk audit took place on April 29, 2023 at Joey Lopes Park, located in the neighborhood adjacent to the north of the Capital City Freeway Corridor. 6 community members, 4 Advisory Committee members, and 2 children participated in total. Spanish interpretation and translated materials were provided. The selected route covered segments of Merkley Avenue, Westacre Road, Evergreen Avenue, and Sycamore Avenue. Additional key destinations located along the route included several local businesses, schools, churches, and parks.

In partnership with AARP, the third community sidewalk audit took place on May 6, 2023 at Bryte Park in the Broderick/Bryte neighborhood. 8 community members and 1 Advisory Committee member participated in total. Participants were given two route options covering different residential streets adjacent to the park. All participants opted for the second route option, which covered segments of Carrie Street, Todhunter Avenue, Riverbank Road, and Jasmine Avenue. Additional key destinations located along the route included the Bryte College & Career Training Center and local schools.

More details and information for each of the three audits, including anonymous participant demographic summaries, can be found in the attached Appendix.

Focus Group Interviews

Between April and July 2023, the STEP Project Team held five focus group interviews in varying formats with agency stakeholders and community members to gather additional feedback on sidewalk and pedestrian mobility priorities and ground truth initial drafts of the STEP prioritization framework. Community-oriented focus groups were held “pop-up” and “forum” style at local events and community destinations to better meet people in places that are most convenient and comfortable to them. During the community-oriented events, participants were engaged in the same cognitive map activity and card sort activities as the sidewalk audits to build consistency around feedback.

Community-Oriented Focus Group Interviews

- April 15th, 2023: Arthur F. Turner Library, El día de los niños event (English/Spanish)
- May 12th, 2023: West Sacramento Community Center, Senior Resource Fair event
- May 13th, 2023 Slavic Baptist Church Community Forum (English/Russian)

Agency-Oriented Focus Group Interviews

- July 21st, 2023: Yolo Climate Yolo Climate Action Commission Equity & Engagement Working Group
- July 27th, 2023: Sacramento Area Council of Governments (SACOG)

Community Survey: Overview & Methodology

A comprehensive survey was administered to residents of West Sacramento by a neutral research firm. This survey aimed to evaluate community experiences related to walking and wheeled transportation, such as bicycles and scooters, within the city. The study gathered responses from 475 individuals between April 7th and May 22nd, 2023.

Language Accessibility

In a commitment to inclusivity, the survey was offered in three languages—English, Spanish, and Russian—at every point of interaction, whether via Interactive Voice Response (IVR), the online portal, or paper-based surveys at community events.

Data Collection Methods

To capture a diverse range of perspectives, a three-pronged approach was employed for data collection:

- *Interactive Voice Responses (IVR)*: Automated telephone calls queried residents using phone numbers associated with West Sacramento addresses. Initial questions confirmed if the respondent works, studies, or resides within the city, discontinuing the survey for ineligible participants.
- *Online Portal*: A dedicated website hosted the same set of survey questions, allowing residents an additional avenue for participation.
- *Community Events*: Paper surveys were made available at various events across the city, the specifics of which will be further detailed in the 'Pop-Ups' section of this report.

By incorporating a multifaceted data collection strategy alongside language accessibility features, this survey aimed to produce a comprehensive and inclusive overview of residents' experiences in West Sacramento.

Community Survey: Pop-Ups & Outreach

To ensure a broad and inclusive respondent base, particularly with the aim of bridging the digital divide, surveying efforts extended beyond online and telephonic channels. DIYSL hosted four pop-up events in collaboration with three local organizations—The Slavic American Chamber of Commerce, The Mercy Coalition of West Sacramento, and The Holy Cross Parish of West Sacramento—to provide residents with on-the-spot opportunities to complete the survey. Approximately 175 community members were engaged across the four events.

Event Details

- April 27th, 2023: West Sacramento Recovery Café
- April 30th, 2023: Breeze California Bike Rodeo on the banks of the Sacramento River in West Sacramento
- May 6th, 2023: Holy Cross Parish Sunday Mass
- May 15th, 2023: Return visit to the West Sacramento Recovery Café

Language and Privacy

In alignment with the STEP Project's commitment to inclusivity, paper surveys were offered in three languages: English, Spanish, and Russian. Respondents were allowed to complete the survey in a non-observed setting to maintain privacy and confidentiality. No personal contact information was collected.

Social Media Outreach

To extend the reach of the survey beyond the in-person events, all partnering organizations were supplied with draft social media posts to share with their respective communities. This strategy helped amplify the survey's visibility and further encouraged participation.

Additional Outreach

Through the partnership with the Slavic American Chamber of Commerce, the STEP Project Team gained access to a local charter elementary school which caters to non-native English-speaking students. This provided an additional avenue to distribute surveys to their guardians, enriching our dataset even further.

By hosting these pop-up events and leveraging social media through partner organizations, opportunities for community engagement and input were maximized, thereby enriching the data collected for this survey.

Phase 3: Draft STEP Plan

Phase 3 focused on promoting and sharing the Draft STEP Plan with the Advisory Committee, stakeholders, and community members to ensure feedback gathered in prior phases of engagement has been authentically represented before the Final Plan. In addition to promoting the Draft STEP Plan through the AC meetings and focus group interviews, flyers were created in English, Spanish, and Russian and shared through the STEP stakeholder list, Resident Listserv, utility mailers, and Civic Thread and City of West Sacramento social media platforms. 325 physical copies of the flyer were distributed at local destinations such as the West Sacramento Community Center, Arthur F Turner Library, Holy Cross Parish, and through Yolo County Meals on Wheels.

Advisory Committee Meetings

- November 2nd, 2023: Draft STEP Plan presentation and discussion
- February 21st, 2024: Draft Plan presentation, project next steps, and city council preparation

Focus Group Interviews

- November 16th, 2023: Virtual community workshop
- November 18th, 2023: State Foods supermarket “pop-up” (English/Spanish)

Public Comment

The public comment period was officially open December 8, 2023, through January 17, 2024. During this period, community members were invited to view and download the Draft Plan via the STEP project web page and email or mail their comments directly to City of West Sacramento staff. Physical copies of the Draft Plan were made available upon request and distributed through Meals on Wheels Yolo County. Reminders were sent out to the Advisory Committee and broader community through targeted emails and social media posts one week prior to the comment deadline.

The recording of the virtual community workshop (focus group interview #9) was posted to the STEP web page to support residents with understanding technical aspects of the STEP methodology and prioritization framework, potential spot improvements, etc.

The executive summary, key maps, and discussion questions in Spanish and Russian were made available on the project web page as well. To directly engage Russian-speaking members of the community, a packet of these key excerpts was created in English and Russian and distributed to members of the Slavic Baptist Church. 50 packets were distributed in total.

SUMMARY OF FINDINGS

A summary of the feedback received during community engagement activities and how comments were incorporated into the STEP process is included below.

Phase 1: Relationship Building, Existing Conditions & Best Practices

Advisory Committee Meetings

Advisory Committee Meeting #1 (October 2022): Open-ended discussion questions and interactive polls were used to gather input from Advisory Committee members on project objectives and priority audiences. AC members expressed 100% consensus in support of the initial project objectives outlined in the engagement strategy. The top objective identified by AC members was “Prioritizing vulnerable groups (i.e. youth, older adults, low-income residents)” with “Creating equitable and meaningful decision-making processes” in second, followed by a two-way tie between “Incorporating culturally relevant outreach techniques” and “Ensuring transparency and providing updates to the community.”

These objectives were incorporated into the engagement plan by deploying the equity-centered outreach strategies and methods summarized above, prioritizing vulnerable groups in the prioritization framework, involving the Advisory Committee in every step of the process, and providing engagement schedule and summary updates through the project website and a variety of other promotional methods.

Advisory Committee Meeting #2 (November 2022): Similar to the kick-off meeting, open-ended discussion questions and interactive polls were used to gather input from Advisory Committee members on project goals, definitions, and best practices. When asked to define equity, AC members highlighted the importance of accessibility through the lens of overall community connectivity, age-friendly street networks, and universal design for those with physical disabilities. AC members voted unanimously to incorporate equity as an overarching framework into the STEP prioritization process (as opposed to including equity as a standalone factor). The top project goal AC members ranked in a poll was “Safe Routes to Schools,” followed by a two-way tie between “Safe Routes to Parks and Healthy Food” and “Safe Routes to Essential Destinations,” with “Reduce Pedestrian-Related Fatalities and Collisions” in third. In terms of equity metrics to center in the prioritization framework, AC members ranked “Physical Disabilities” the highest, followed by “Income” and “Race.”

Priority project goals around safe routes to parks, healthy retail, and essential community destinations were embedded into the STEP process by strategically selected community sidewalk audit routes that included these destinations, particularly in neighborhoods that have experienced historic disinvestment. These goals, along with the priority equity metrics, were also embedded into the draft prioritization framework by

including “Proximity to key destinations and “Number of pedestrian/cyclist-involved fatal or severely injured collisions” as key factors” with income and race being the two main factors in identifying equity priority areas that add an additional weighting of 50% points to projects located within these areas. The third STEP goal of “Equitable Access” further served to incorporate equity as an overarching framework beyond weighting.

Focus Group Interviews

Phase 1 community-oriented focus group interviews with Broderick and Bryte Community Action Network and Slavic American Chamber of Commerce (SAC) helped to determine priority areas that received additional data analysis conducted by UNICO through drone and surveyor data during earlier phases in the project. These more granular data sets will better support the City of West Sacramento in applying for grants to implement priority sidewalk improvements in these areas. Key areas shared by these two groups included the Broderick/Bryte neighborhood and the neighborhood known as the “State Streets.” SAC supported the project team in ensuring culturally-relevant best practices for engaging West Sacramento’s Russian-speaking communities were included in the engagement strategy, including effective messaging strategies and preferred engagement formats. SAC also informed the location and route for the first community sidewalk audit as they noted there is a larger concentration of older adults from the Russian-speaking community in the area surrounding Lighthouse Charter School and many residents come from this neighborhood to access a major church off Sacramento Avenue.

The focus group interview with City of Sacramento Public Works helped the project team understand best practices around embedding race as a metric in prioritization frameworks.

Phase 2: Project Prioritization & Community Visioning

Community-Oriented Focus Group Interviews & Sidewalk Audits

Phase 2 community-oriented focus group interviews and sidewalk audits supported the identification of priority areas and projects that will be ground truthed against the list of projects ranked according to the draft STEP prioritization framework. Through the card sort activities, top sidewalk amenities ranked by participants were lighting, safer crossings, and tree canopy and landscaping. Top sidewalk deficiencies or hazards were missing sidewalks followed by deteriorating or crumbling sidewalks.

Out of 30 total sidewalk audit participants, 51% indicated they did not feel sidewalks were wide enough, 59% indicated the route did not appear to be well-lit at night, 54% indicated they did not feel there was adequate shade from tree canopy or shade

structures, and 59% noted there were sidewalks that were cracked, crumbling, or uneven along the route. When asked to provide a score of 1 through 5 (1 being “Strongly Disagree” and 5 being “Strongly Agree”) according to the following statement “The street/sidewalk feels safe and pleasant to walk on,” participants submitted an average score of 3.

Priority areas and primary walking/rolling routes identified by community members through the focus group interviews and community sidewalk audits included the Tower Bridge Gateway, the Sacramento River, Levee Access Road, Sacramento Avenue, Harbor Boulevard, Evergreen Avenue, West Capitol Avenue, Jefferson Boulevard/Capital City Freeway to Waterfront Trail. A complete list is included in the attached Appendix. Common safety concerns and barriers that were identified in these areas were lack of seating, sidewalk gaps, missing curb ramps and detectable warning surfaces, crumbling or cracked sidewalk conditions, and speeding traffic.

Community Survey

The community survey worked in tandem with other engagement activities, including the focus group interviews and community sidewalk audits, to reinforce, identify, and ground truth central components of the STEP Process.

In terms of prioritizing sidewalk improvements, respondents highlighted that it was most important to have sidewalks on both sides of the street. Closing sidewalk gaps in areas “where there are schools, parks, healthy food options, and local businesses that people can walk or roll to” and “around schools, parks, healthy food options, and other community destinations” were priority locations respondents noted for where to build new sidewalks first.

Beyond focusing on areas with poor connectivity or a pervasive absence of sidewalks, respondents identified specific vulnerable users they would like to see prioritized as the STEP Plan is implemented: people who don’t have a car, older adults, and youth and young adults.

These key themes can be seen reflected throughout the STEP goals, objectives, and prioritization framework, particularly under “Safety & Safe Routes” and “Equitable Access” categories. A more detailed summary of the community survey, including demographics of respondents, can be found in that attached Appendix below.

Advisory Committee Meetings

During the fifth Advisory Committee meeting in June 2023, members shared their feedback with the STEP Project Team on the draft prioritization framework. AC members were generally supportive of the initial draft’s overall methodology, factors, and metrics. Several members requested that the STEP goal of “Safety and Safe Routes” be weighted more heavily than the other two goals of “Health and Environment” and “Equitable Access.” Additional key feedback elevated by the group was a request to incorporate physical disabilities as a factor in the prioritization framework. The project

team accommodated this comment by including “People with disabilities” as a factor under “Equitable Access.”

Agency-Oriented Focus Group Interviews

Yolo Climate Action Commission Equity & Engagement Working Group (YCAC) members and Sacramento Area Council of Governments (SACOG) staff were also supportive of the overall approach and methodology included in initial drafts of the prioritization framework.

Key feedback received from YCAC included broadening the list of key destinations to include libraries, ensuring transparency around how funding will impact community and how it aligns with other efforts, and being intentional about integration with city and region-wide housing and transportation planning efforts. While libraries were not specifically added to the “proximity to key destinations” factor for the “Safety & Safe Routes” STEP Goal in the prioritization framework, other key destinations that were affirmed through the Advisory Committee (community surveys, and other activities, included schools, transit, parks, trails, healthy food, future mobility hubs) were incorporated.

Key feedback received from SACOG included suggestions to add an increased level of flexibility within the prioritization framework to accommodate quick-build or tactical urbanism types of projects that would provide critical benefits to community members in the near-term, while the City continues to work on longer-term, more permanent solutions. SACOG staff also recommended incorporating an additional level of analysis or factor to determine the estimated number of community members that would benefit from any given project so that the City can prioritize implementing projects that will have the greatest impact for the greatest number of people. Accordingly, “population density” was added as a key factor under the “Safety & Safe Routes” STEP Goal using American Community Survey 2021 5-Year Estimates.

Phase 3: Draft STEP Plan

Advisory Committee Meetings

The sixth Advisory Committee meeting took place virtually on November 2, 2023, during which the project team provided a refresher on the STEP prioritization framework and overview of the STEP projects. Overall, AC members were supportive of the identified projects and expressed their appreciation for the project team’s efforts to iteratively incorporate community feedback throughout the project. Recommendations included prioritizing traffic calming measures for potential linear projects in Project #8 (River City High School) and accompanying lists of potential spot improvements with images to support community members’ understanding of technical terminology included in the plan. Questions around funding sources, timeline, and implementation were the primary themes of frequently asked questions during the AC meeting and virtual community workshop (below).

Focus Group Interviews

Phase 3 focus group interviews were similarly held “workshop” and “pop-up” style to solicit feedback from the broader community and provide a variety of formats for people to participate. This last phase of focus group interviews focused on sharing key aspects of the Draft STEP Plan, including the STEP prioritization framework methodology and the top five high priority projects, answering any questions, and gathering input from residents around key questions:

- Do the current Equity Priority Areas cover the areas you feel need improvements most?
- How do you feel about the top five projects? Are there any changes you would make to the projects' boundaries?
- Are there any high priority projects/areas you feel are missing from the current list?

The virtual community workshop was held on November 16th, 2023. An in-person viewing option was provided by City of West Sacramento staff in the Community Room at the West Sacramento Community Center for those who may not have access to the internet or a computer. A total of eight community members participated, representing the Gerber, Broderick and Bryte, and Southport neighborhoods. Overall, participants expressed their support for the STEP prioritization methodology, priority projects, and general engagement process throughout the project. Recommendations were made to consider incorporating blue and green infrastructure into potential STEP projects and to leverage alternative funding sources, such as California Department of Parks and Recreation’s Outdoor Equity Grant Program.

On November 18th, 2023, Civic Thread, in partnership with City of West Sacramento staff, facilitated a “pop-up” style focus group interview outside of the State Foods Supermarket. A Spanish interpreter joined staff to lead multilingual conversations. Materials were provided in English and Spanish to share information on the Draft Plan and gather feedback from residents. Approximately 15 community members were engaged during the event, the majority of whom were monolingual or bilingual Spanish-speakers. Community members generally expressed support for the STEP projects, particularly Project #8 (“River City High School”) because several participants had high school-age students in the area and appreciated efforts to improve safety for students walking. Participants were also supportive of the engagement activities that were held throughout the project, particularly the community sidewalk audits. While outside of the project scope, several participants noted the need for bike infrastructure improvements around Lake Washington.

Public Comment

A total of 11 comments were received from members of the public during the comment period. Comments were received via direct email to City of West Sacramento staff or through social media and Nextdoor.

Commenters expressed overall support for the Draft STEP Plan's approach, methodology, and list of sidewalk improvement projects. Specific support was expressed for projects that will improve safety and access to the riverfront, local schools (i.e., Our Lady of Grace), and markets (i.e., Power Market on Jefferson Boulevard). Prioritizing projects supportive of safety and access for older adults was affirmed by commenters, particularly around assisted living facilities in the West Capitol area.

Requested amendments from commenters included confirming accuracy of sidewalk gap data, particularly in the State Streets area, and moving up the timetable for sidewalk gap construction on Marshall Road and Jefferson Boulevard to the nearer-term.

Responses to submitted questions and comments can be found in the attached Appendix.

STEP COMMUNITY ENGAGEMENT PLAN

COMMUNITY ENGAGEMENT STRATEGY OVERVIEW

Civic Thread will develop a community engagement plan in collaboration with the City of West Sacramento, DIYSL Consulting, Nelson\Nygaard Engineering, community leaders, partners, and the Advisory Committee (AC) to ensure the engagement effort is culturally relevant and effective. The engagement plan will serve as the guiding document for engaging hard-to-reach community members in West Sacramento and will include key principles, goals, and project purpose. Within the engagement plan, methods for involving subgroups of communities such as youth, non-English speaking residents, older adults, and communities of color will be identified. The AC will also aid in the selection of three local community-based organizations who will aid in outreach efforts.

At the completion of all engagement activities, Civic Thread and DISYL will co-lead the development of an engagement summary. The report will be designed to compile all feedback received from audits, convenings, and events and will support the development of the final plan. The summary will include demographic information, highlight key areas of concern and opportunity, and demonstrate how the feedback received was incorporated into the prioritization criteria and plan.

Definitions

Working towards co-developing a shared language is critical to creating spaces where everyone feels comfortable and confident participating in the conversation. Initial terms and definitions are included below, which will continue to be redefined and built upon as guided by the Advisory Committee.

- *Disadvantaged Communities:* Communities that experience relatively lower income levels; higher unemployment rates; and relatively higher exposure to environmental pollution, including exposure to impaired water and groundwater contamination.¹
- *Active transportation:* Human-powered forms of transportation, such as walking, bicycling, and all forms of rolling, including mobility devices (i.e. wheelchairs) and micromobility devices (i.e. scooters).

¹ "Environmental Justice in the General Plan," City of West Sacramento:
<https://www.cityofwestsacramento.org/home/showpublisheddocument/11958/637480527872900000>

- *Community-based organization (CBO)*: A non-profit, non-governmental, or charitable organization that represents community needs and works to help them.
- *Language justice*: The notion of respecting every individual's fundamental language rights—to be able to communicate, understand, and be understood in the language in which they prefer and feel most articulate and powerful.²

Objectives

The following objectives are foundational to the Community Engagement Plan:

- Listen to communities that have been systematically excluded from planning processes including, people of color, youth, older adults, people with disabilities, and community members living with low-income.
- Design with equity by centering language justice with a particular focus on residents who speak Spanish and Russian as a first language.
- Develop a Project Prioritization Framework and policies that center on social equity and help the City ensure that transportation investments are targeting neighborhoods that rely the most on walking, biking and transit, while helping to address historical damages and disproportional impacts of the transportation system on these communities.
- Co-create culturally relevant outreach techniques.
- Ensure meaningful and equitable access to the decision-making process.
- Provide reasonable progress updates to vested members of the community.
- Ensure that the prioritization framework and final STEP Plan are co-created with the community and actively incorporate community identified concerns, priorities, and solutions.

Priority Audiences

The project will prioritize the following groups in all engagement and outreach activities:

- Affinity groups that have been systematically excluded from planning processes, including people of color, youth, older adults, people with disabilities, and community members that are low-income
- People who rely on active transportation as a main mode of transportation (walk, bike, rolling, mobility devices, etc)
- Households with zero or one vehicle
- Residents of Disadvantaged Communities, including, but not limited to, the Broderick and Bryte neighborhood
- People with limited English-speaking proficiency
- People with limited or no internet access

² For more information and resources on racial and language justice
<https://www.racialequitytools.org/resources/plan/issues/language-justice>

Stakeholders

This project will leverage a variety of stakeholders, including, but not limited to, this list outlined below. These groups represent priority audiences throughout the greater Sacramento area, the City of West Sacramento, and in the City's Disadvantaged Communities who can provide a high-level overview of current conditions and priorities for active transportation that are relevant to their audiences.

- External: Residents & Workers: Those who utilize the City's pedestrian network will play an important role in shaping the project Prioritization Framework that will help set the City's priorities for sidewalk and Measure N investments. Although the Sidewalk Inventory and Assessment task will be predominantly technical and quantitative in nature, the City deeply values the importance of hearing from those most affected by the transportation system to ensure that their lived experiences and concerns are taken into consideration when identifying priorities and solutions.
- External: CBO/Non-Profit Partners: This project has immense support from the City's long standing partners, which may include:
 - SABA (Sacramento Area Bicycle Advocates)
 - Health Education Council (HEC)/West Sacramento Accountable Community for Health (ACH), a multi-sector alliance of health, local government, social services, and residents focused on walkability and strategies to improve community health outcomes for our DACs.
 - Broderick/Bryte Community Action Network (BBCAN): A local organization focused on advocacy for the City's most severely disadvantaged neighborhoods, with strong representation for the needs of Seniors and Individuals with disabilities.
 - AARP: including potential opportunities to leverage volunteer resources for walk audits, outreach, translation services.
 - Yolo County Children's Alliance: Local non-profit that collaborates closely with the City to advocate for infrastructure and program investments that will support better health and educational outcomes for children in the community, especially those in the City's most disadvantaged neighborhoods.
 - Breathe Sacramento: Advocates for increased active transportation to improve air quality, and increasingly active in West Sacramento to support progress toward implementing the bold climate goals of the "Meeting the Climate Challenge" report.
- External: Partner Agencies/Private Entities: STEP projects should be shared with partner agencies and private entities to provide opportunity for input and for regional coordination. These groups include:
 - Caltrans
 - Sacramento Area Council of Governments (SACOG)
 - Yolo Solano Air Quality Management (YSAQMD)

- Yolo County Health and Human Services (HHSA)
- Yolo County Transportation District (Yolo bus)
- Micromobility Operators (Lime/JUMP, Spin, Bird, Razor)
- Chamber of Commerce/Local Businesses
- Developers (as may be relevant to policy considerations relating to impact fees)
- Internal Stakeholders: STEP projects should be consistent and take into consideration the City's existing/upcoming plans, existing/upcoming development projects, technology, etc. Coordination may be required with the following groups:
 - Capital Projects Department
 - Community Development Department
 - Climate Action Plan team
 - ADA Transition Plan team
 - Building/Code/Inspection
 - Mobility Action Plan team
 - Traffic Coordination team (includes Fire & Police)
 - Economic Development & Housing Department
 - Finance and Technology Department
 - Information Technology
 - GIS
 - Public Works Department
 - Construction Management and Facilities Development project teams

ADVISORY COMMITTEE

Overview

The West Sacramento STEP project team is guided by a 9-member Advisory Committee to help advise the STEP Plan's development and ensure the process is rooted in community priorities. The Advisory Committee will be composed of trusted leaders, residents, advocates and community-based organizations representative of West Sacramento's diverse communities.

Roles & Responsibilities

- Attend up to 8 AC meetings/workshops to be held throughout the project.
- Provide guidance to the West Sac STEP project team on community engagement strategies, the project prioritization framework, and the Draft Plan.
- Actively promote community engagement events (i.e., active transportation audits, workshops, public comment and advocacy etc.) and connect project team with residents and community leaders to participate in community events.

Advisory Committee Member Roster

- Curie Canuela
- Cody Potter
- Charlotte Dorsey

- Jessica Olazaba
- Sara Garcia
- Pablo Felix
- Aniyah Chapel
- Taiasia Chapel
- Kathleen Strickley

Committee Meetings Overview

- Session 1: Kick-off
- Session 2: STEP Plan's Project Goals/Objectives/Project Definitions
- Session 3: Active Transportation Audit Training
- Session 4: Advisory Committee Co-Hosted Active Transportation Audit
- Session 5: Draft Prioritization Framework Discussion
- Session 6: Draft STEP Plan Discussion
- Session 7: City Council Advocacy Mobilization Training & Project Next Steps

ENGAGEMENT ACTIVITIES OVERVIEW

Outreach Strategies

A variety of outreach methods, as determined by the Advisory Committee, will be deployed to reach the priority audiences listed above. Potential outreach methods include canvassing at local businesses, partnering with trusted community-based organizations, posting on social media and local neighborhood groups' pages.

Community Engagement Activities

The community engagement process will have three major phases:

Phase 1: Relationship Building, Existing Conditions & Best Practices

The first phase will build trust with community members to understand existing conditions and key community concerns. This phase is primarily focused on planning, identifying partners, and understanding best practices for engaging with specific members of the community. This phase will ultimately lay the groundwork for meaningfully engaging community members in culturally relevant ways throughout the term of the project.

Phase 2: Project Prioritization & Community Visioning

The second phase will center on directly engaging community members in the design of the prioritization criteria, inventory analysis, and community engagement activities. This phase is

designed to empower community members to design and participate in the decision-making process.

Phase 3: Draft & Final STEP Plan

The third phase will center on advocacy and ground truthing the initial prioritization and draft STEP Plan. This phase will also support advocacy efforts that encourage engaged community members to voice their support for the final plan through engaging in public comment or other advocacy efforts identified by the Advisory Committee.

Engagement Activities Summary Matrix

Activity	Description	Team Roles
<p>Community Sidewalk Audits x3</p>	<p>Civic Thread will work with members of the AC to host community sidewalk audits in areas that have had a historical lack of investment and neighborhoods that rely the most on walking, biking, and transit. Walking/rolling audits are a crucial tool for identifying the infrastructure improvements necessary to support further mode shift and to improve safety. Audits will involve a community input meeting beforehand, a walk/roll or bicycle ride to assess existing conditions, and a debrief to explore opportunities for improvement. Civic Thread, with help from AC members participating in walk audits, will compile findings at each location into a comprehensive active walking tour report. This data will complement the sidewalk inventory data to inform the prioritization process. Up to three audits will be conducted.</p>	<ul style="list-style-type: none"> • <i>Lead:</i> Civic Thread • <i>Support:</i> NNE
<p>Focus Group Interviews x10</p>	<p>To better understand existing needs and ensure that the prioritization criteria and final plan are reflective of community values, Civic Thread will coordinate at least 10 targeted community meetings with key partners throughout the project, as identified in the community engagement plan. These intimate listening sessions will provide an opportunity to understand barriers to active transportation and accessing transit. Organizations that will be targeted for community meetings will be identified by the AC and may include the following:</p> <ul style="list-style-type: none"> • Trusted community partners • Community-based organizations (CBOs) • Disability rights organizations • Active transportation advocates 	<ul style="list-style-type: none"> • <i>Lead:</i> Civic Thread

	<ul style="list-style-type: none"> • School districts • Youth groups • Organizations serving older adults 	
Survey	DIYSL Consulting will lead the development and implementation of a brief multilingual survey (English, Spanish, and Russian) on community values to inform the prioritization process. NN Engineering, Civic Thread, City staff, and the AC will provide support in the development and promotion of the survey. The survey will be administered using multiple methods: a phone-based, interactive voice-response survey, a web survey hosted on the City’s website, and a paper or web survey available for completion at community pop-up events. The survey will be open for approximately 45 days.	<ul style="list-style-type: none"> • <i>Lead: DIYSL</i>
Community Pop-Up Events x5	Up to five (5) community pop-up events will be identified as opportunities to engage community members and gather input at various stages throughout the project. For example, pop-ups can be used for survey participation, to gather community input on prioritization criteria, and to get feedback on the draft STEP plan. The purpose and timing of the pop-ups will be identified in the engagement plan.	<ul style="list-style-type: none"> • <i>Lead: DIYSL</i> • <i>Support: Civic Thread</i>
Workshops x3	Three workshops will be conducted with the Advisory Committee, City of West Sacramento City Council, and the City of West Sacramento’s TMI Commission between November 2022 and December 2023 to present on and discuss the STEP Plan’s Project Goals/Objectives/Project Definitions. Finalized Project Goals/Objectives/Definitions will be used to develop the STEP Plan’s Prioritization Criteria & Weighting Methodology.	<ul style="list-style-type: none"> • <i>Lead: Civic Thread</i> • <i>Support: NNE, DIYSL</i>
CBO Support	With support from the AC, three local CBOs will be identified to receive stipends of \$1,500 in order to aid in outreach efforts. Each CBO will help share information about the project, our survey, and community events to hard-to-reach communities within the project area.	<ul style="list-style-type: none"> • <i>Lead: DIYSL</i>

Community Engagement Timeline

Community engagement will take place throughout the project, beginning with convening the Advisory Committee.

Phase 1: Relationship Building, Existing Conditions & Best Practices			
Date	Location	Event Type	Event Description

Aug. - Oct., 2022	Zoom Meeting	Focus Group Interviews #1-3	Focus Group Interviews Phase 1: Transportation barriers and priorities and community engagement best practices Broderick/Bryte Community Action Network (8/29/22) Slavic American Chamber City of Sacramento Public Works (10/18/22)
Oct. 12, 2022	Zoom Meeting	AC Meeting	Session 1: Project Kick-Off
Nov. 14, 2022	Zoom Meeting	Workshop (Advisory Committee)	Session 2: STEP Plan's Project Goals/Objectives/Project Definitions
February 6, 2023	City Hall	Workshop (TMI Commission)	STEP Plan's Project Goals/Objectives/Project Definitions
February 15, 2023	City Hall	Workshop (City Council)	STEP Plan's Project Goals/Objectives/Project Definitions
Phase 2: Project Prioritization & Community Visioning			
Date	Location	Event Type	Event Description
February 8 2023	Zoom Meeting	AC Meeting	Session 3: Community Sidewalk Audit Training and Discussion
April 22, 2023	Lighthouse Charter School	Community Sidewalk Audits	Community Sidewalk Audit #1
April 29, 2023	Joey Lopes Park	Community Sidewalk Audits	Community Sidewalk Audit #2 Co-Host: Advisory Committee
May 6, 2023	Bryte Park	Community Sidewalk Audits	Community Sidewalk Audit #3 Co-Host: AARP
April 2023 - May 2023	In-person community locations	Focus Group Interviews #4-6	Focus Group Interviews Phase 2: Draft Prioritization Framework Discussions (Community Conversations) <ul style="list-style-type: none"> • El día de los niños Event, Arthur F. Turner Library (4/15/23) • Senior Resource Fair, West Sacramento Community Center (5/15/23) • Community Forum, Slavic Baptist Church (5/1/6/23)
June 26, 2023	Zoom Meeting	AC Meeting	Session 5: Phase 2 Community Engagement Updates & Draft Prioritization Framework Discussion
Phase 3: Draft & Final STEP Plan			

Date	Location	Event Type	Event Description
July 2023	Zoom Meeting	Focus Group Interviews #7-8	Focus Group Interviews Phase 2: Draft Prioritization Framework Discussions (Agency Conversations) <ul style="list-style-type: none"> ● Yolo Climate Action Commission Equity & Engagement Working Group (7/21/23) ● SACOG (7/27/23)
November 2, 2023	Zoom Meeting	AC Meeting	Session 6: Draft Plan Discussion
November 2023	Hybrid	Focus Group Interviews #9-10	Focus Group Interviews Phase 3: Draft STEP Plan Discussions <ul style="list-style-type: none"> € Virtual Community Workshop (1
February 21, 2024	West Sacramento Community Center	AC Meeting	Session 7: City Council Advocacy Mobilization Training, Engagement Summary & Project Next Steps

WEST SACRAMENTO STEP STAKEHOLDER OUTREACH LIST

Org Type	Org Name
Agency	Yolo County Health and Human Services
Agency	YCTD
Agency	YCTD
Agency	Caltrans-District 3
Agency	Caltrans-District 3
Agency	Yolo County Dept. of Transportation
Agency/Youth Advocacy	SACOG Youth Leadership Academy
Business/Economic Development	West Sac Chamber of Commerce
Business/Economic Development	West Sac Chamber of Commerce
Business/Economic Development	Slavic Community Center
Business/Economic Development	California Hispanic Chambers of Commerce
Business/Economic Development	California Black Chamber of Commerce
Business/Economic Development	Slavic American Chamber of Commerce
CBO	Health Education Council
CBO	BREATHE California Sacramento Region
CBO	BREATHE California Sacramento Region
CBO	United Latinos
CBO	Public Health Advocates
CBO	United Way CA Capital Region
CBO	Unseen Heroes/NeighborGood
City	West Sacramento Public Information Office
City	Parks and Rec
City	Recreation Center
City	Community Center
City	Teen & Youth Programs
City	Home Run Program
Cycling	West Sacramento CycloCross
Disability Advocacy	Resources for Independent Living
Elected Official	City of West Sacramento
Faith Group	Cathedral of the Blessed Sacrament
Faith group	Holy Cross Church
Faith Group	Our Lady of Guadalupe Church
Faith Group	Slavic Baptist Church
Food Bank	River City Foodbank
Food Bank	Sacramento Food Bank & Family Services
Food Bank	Frontier Energy/ Yolo Food Bank
Food Bank	Yolo Food Bank
Food Bank	Yolo Food Bank

Healthcare/Indigenous Services	Sacramento Native American Health Center
Indigenous Advocacy/Services	Yolo Tribal TANF
Media	Russian American Media
Media	Univision 19
Neighborhood Group	Broderick/Bryte Community Action Network
Older Adults	AARP – local chapter
Older Adults	AARP – local chapter
Older Adults	California Commission on Aging
Older Adults	Meals on Wheels Yolo County
School	WUSD
School	WUSD
School	WUSD
School	Lighthouse Charter School
School	PTO/PTSA
School	PTO/PTSA
School	PTO/PTSA
School	PTO/PTSA
School	PTO/PTSA
School	PTO/PTSA
School	PTO/PTSA
School	Washington Unified School District
Transportation Agency	HHS Program Coordinator
Youth	Yolo County Children's Alliance
Youth	West Sacramento Girl Scouts

Sidewalks & Transportation Equity Program

Spring 2023 Engagement Summary



April-May 2023 Engagement Overview

Goals: Gather community feedback on pedestrian values and priorities to inform the project scoring criteria.

Activities

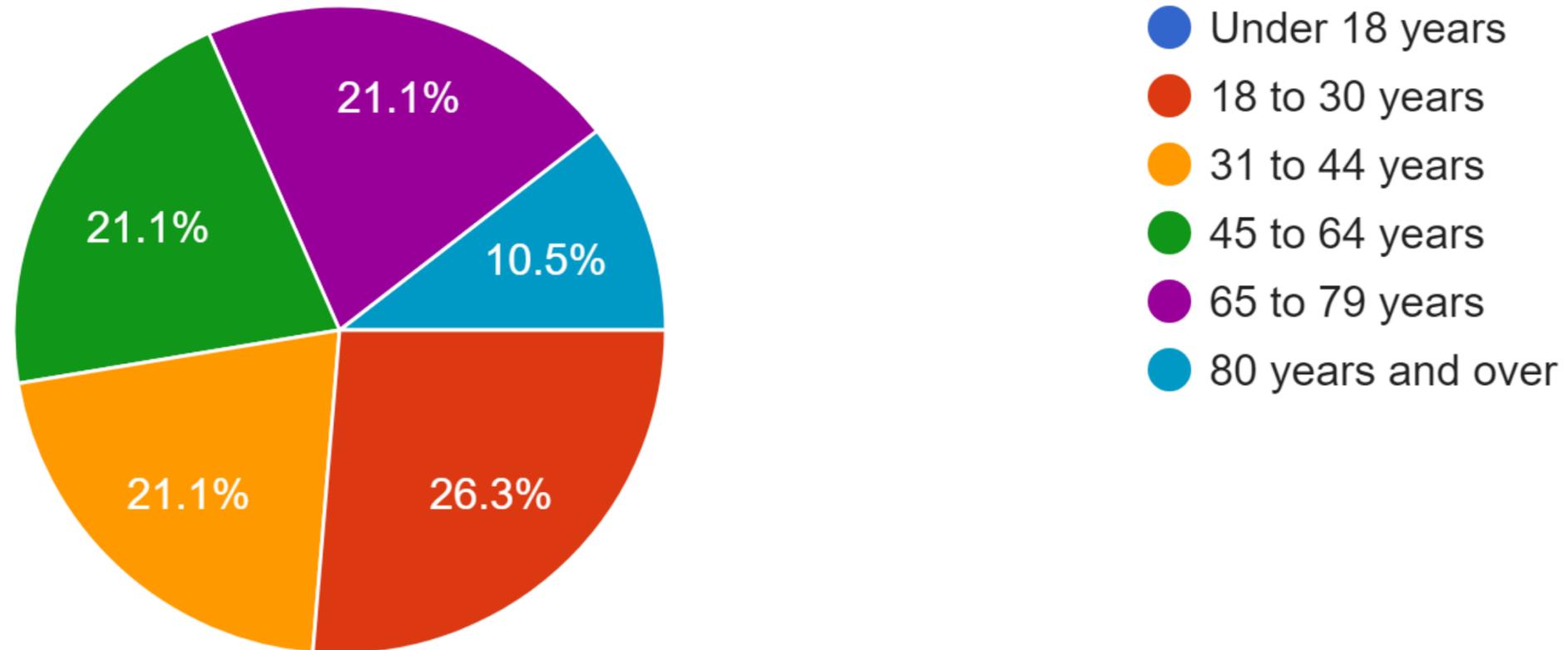
- Community sidewalk audits
- Focus group interviews



Sidewalk Audit & Focus Group Interviews: Participant Demographics

What's your age?

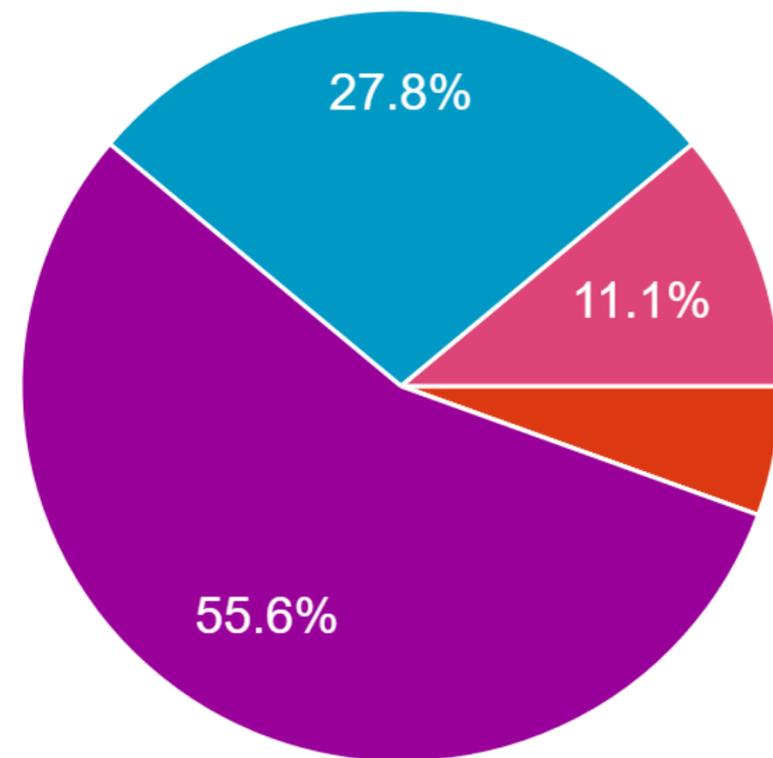
19 responses



Sidewalk Audit & Focus Group Interviews: Participant Demographics

How would you describe yourself?

18 responses

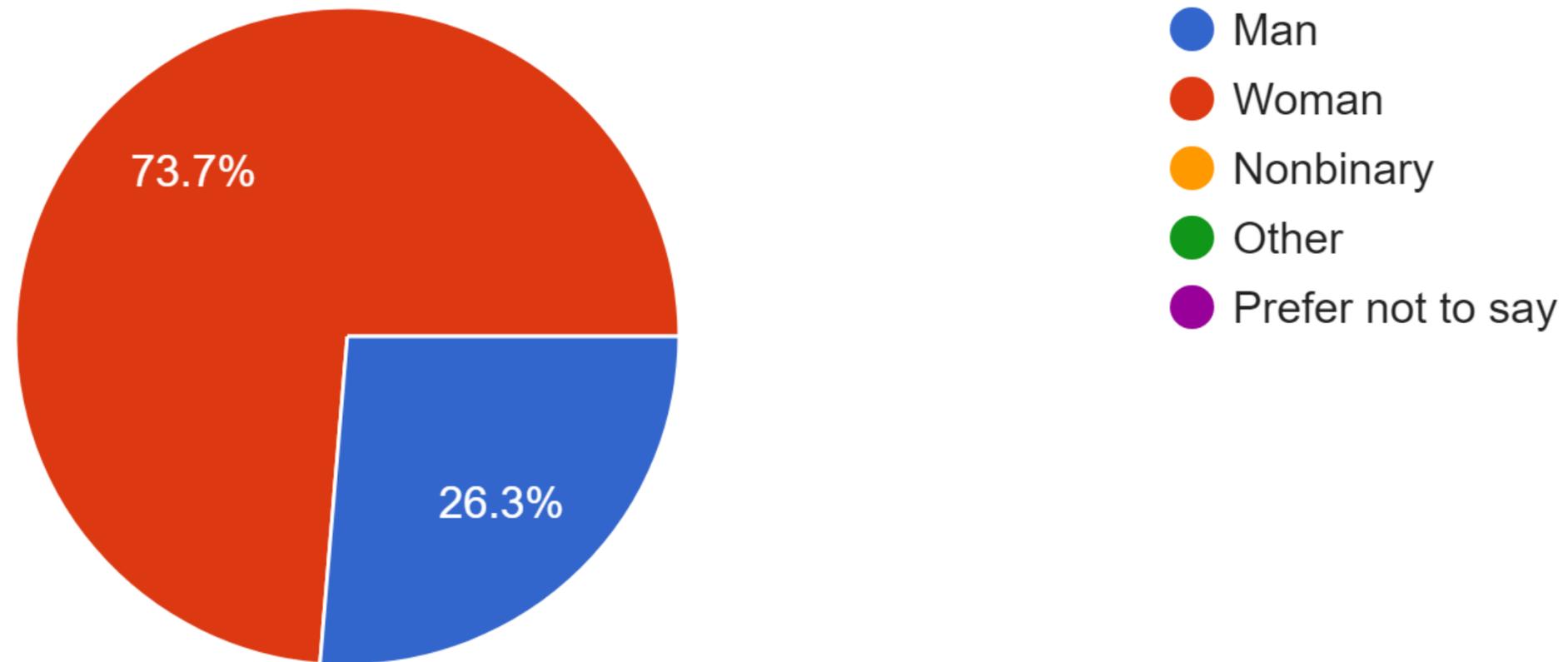


- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White
- Multiracial
- Prefer not to say

Sidewalk Audit & Focus Group Interviews: Participant Demographics

What is your gender identity?

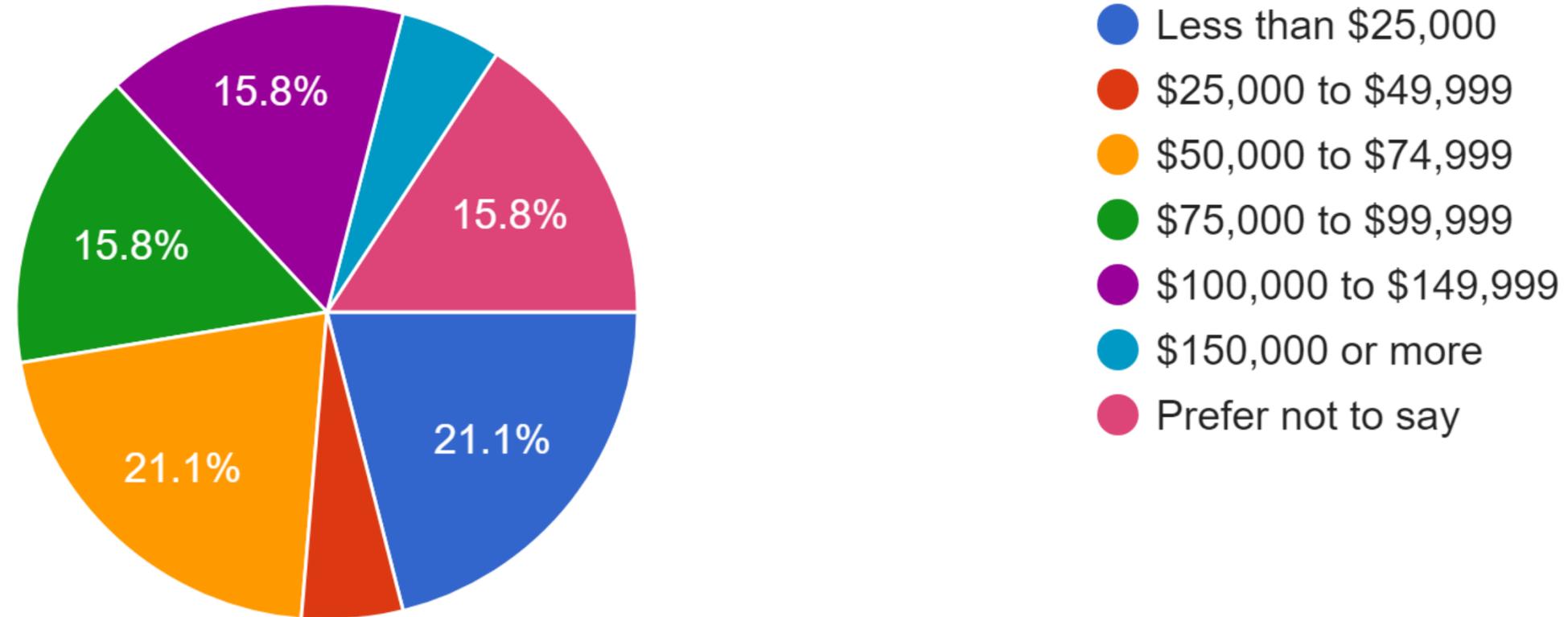
19 responses



Sidewalk Audit & Focus Group Interviews: Participant Demographics

What's your annual household income?

19 responses



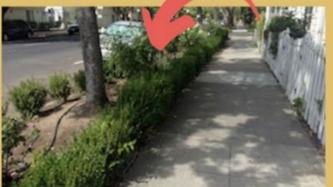
Community Sidewalk Audits

- **Community Sidewalk Audits:**
 - *April 22* - Broderick/Bryte
(Lighthouse Charter School)
 - *April 29* - Joey Lopes Park
 - *May 6* - Bryte Park
- **Total Participants: 26**

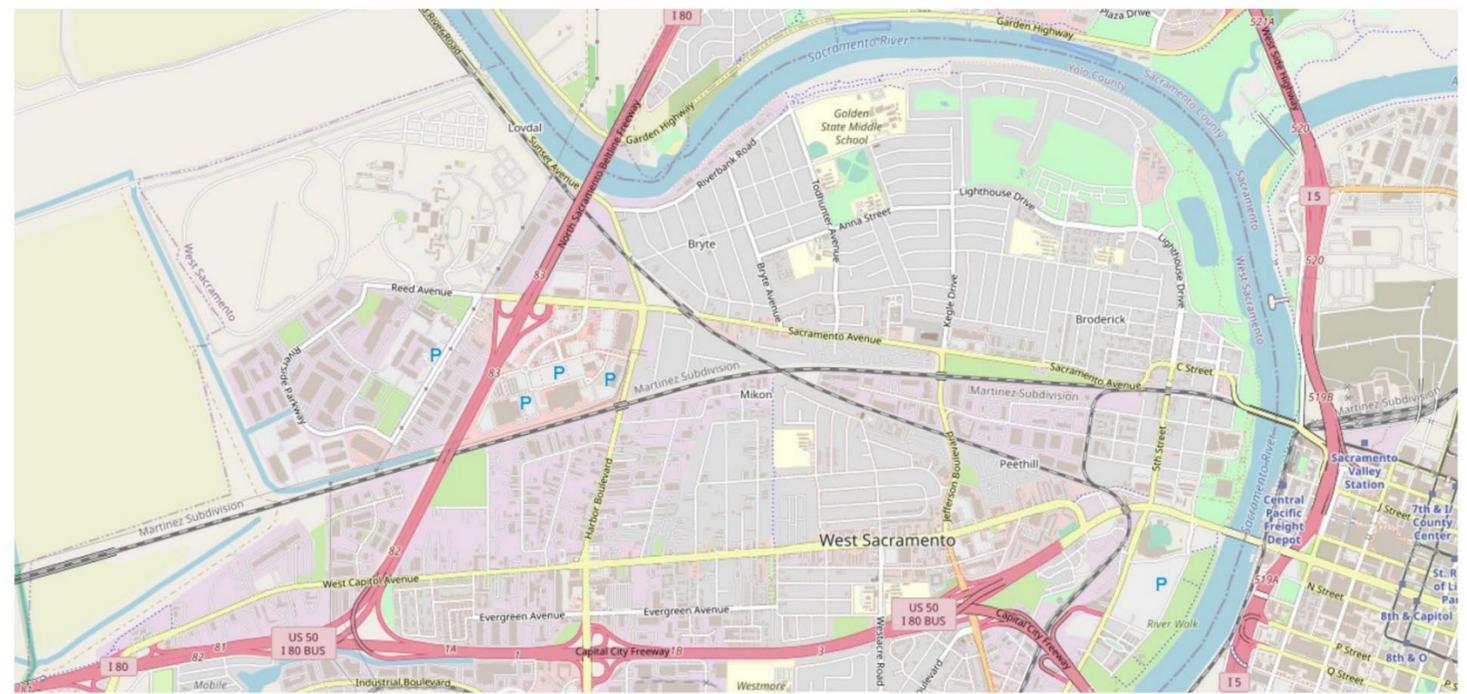


Discussion Activities

- Cognitive map activity
- Sidewalk amenities & deficiencies card sort & dotmocracy
- Sidewalk audit route map comment sheets

<p>Sidewalk Buffer</p>  <p>An area between the street and the sidewalk (often landscaped) that provides space between pedestrians and motor vehicles.</p>	<p>Wide Sidewalks</p>  <p>Wider sidewalks that allow plenty of space for people to comfortably pass each other or walk side-by-side.</p>	<p>Missing Sidewalk</p>  <p>Area(s) where a sidewalk is not present.</p>	<p>Deteriorating Sidewalk</p>  <p>Poorly maintained or crumbling sidewalks.</p>
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**City of West Sacramento
Sidewalks & Transportation Equity Program**



Draw it....

	Your street or neighborhood		Your favorite place to walk or roll
	A walking/rolling route you take daily or weekly		A walking/rolling route you want to take more often

Sidewalk Audit #1: Broderick/Bryte

- **Date:** April 22nd
- **Location:** Lighthouse Charter School
- **Participants:** 11
- **Russian Interpreters:** 2
- **Cognitive Map Activity:**
 - **Top Concerns:** Lack of seating, sidewalk gaps, ADA non-compliance
 - **Key Routes & Destinations:** Sacramento River, Levee Access Road



Sidewalk Audit #1 Feedback Summary

Amenity Synthesis	Total Count
Safer Crossings	8
Lighting	4
Wide Sidewalks	4
Street Furniture	3
Curb Ramps	2
Marked & Creative Crosswalks	2
Sidewalk Buffer	2
Tree Canopy & Landscaping	2

Deficiencies Synthesis	Total Count
Missing Sidewalk	9
Deteriorating Sidewalk	6
Sidewalk Obstructions	5
Poorly Lit Sidewalks	3
Missing Curb Ramps	1
Narrow Sidewalks	1
Network Gaps	1
Unshaded Sidewalks	0

PROMPTS	Yes	No	Not Sure/ Unanswered		
Does the sidewalk feel wide enough?	53%	45%	3%		
Does this area seem well-lit at night?	3%	74%	23%		
Is there enough shade from trees and/or other shade structures (i.e building overhangs)?	23%	58%	20%		
Are there areas of the sidewalk that are cracked, crumbling, or uneven?	61%	28%	11%		
Rating (1 = Strongly Disagree, 5 = Strongly Agree)					
	1	2	3	4	5
This street/sidewalk feels pleasant and safe to walk on.	13%	26%	41%	9%	12%

Sidewalk Audit #2: Joey Lopes Park

- **Date:** April 29th
- **Participants:** 8
- **Spanish Interpreters:** 2
- **Cognitive Map Activity:**
 - **Top Concerns:** Sidewalk gaps, poor sidewalk conditions, traffic calming needed
 - **Key Routes & Destinations:** Sacramento Avenue, Harbor Boulevard, Evergreen Avenue, West Capitol Avenue



Sidewalk Audit #2 Feedback Summary

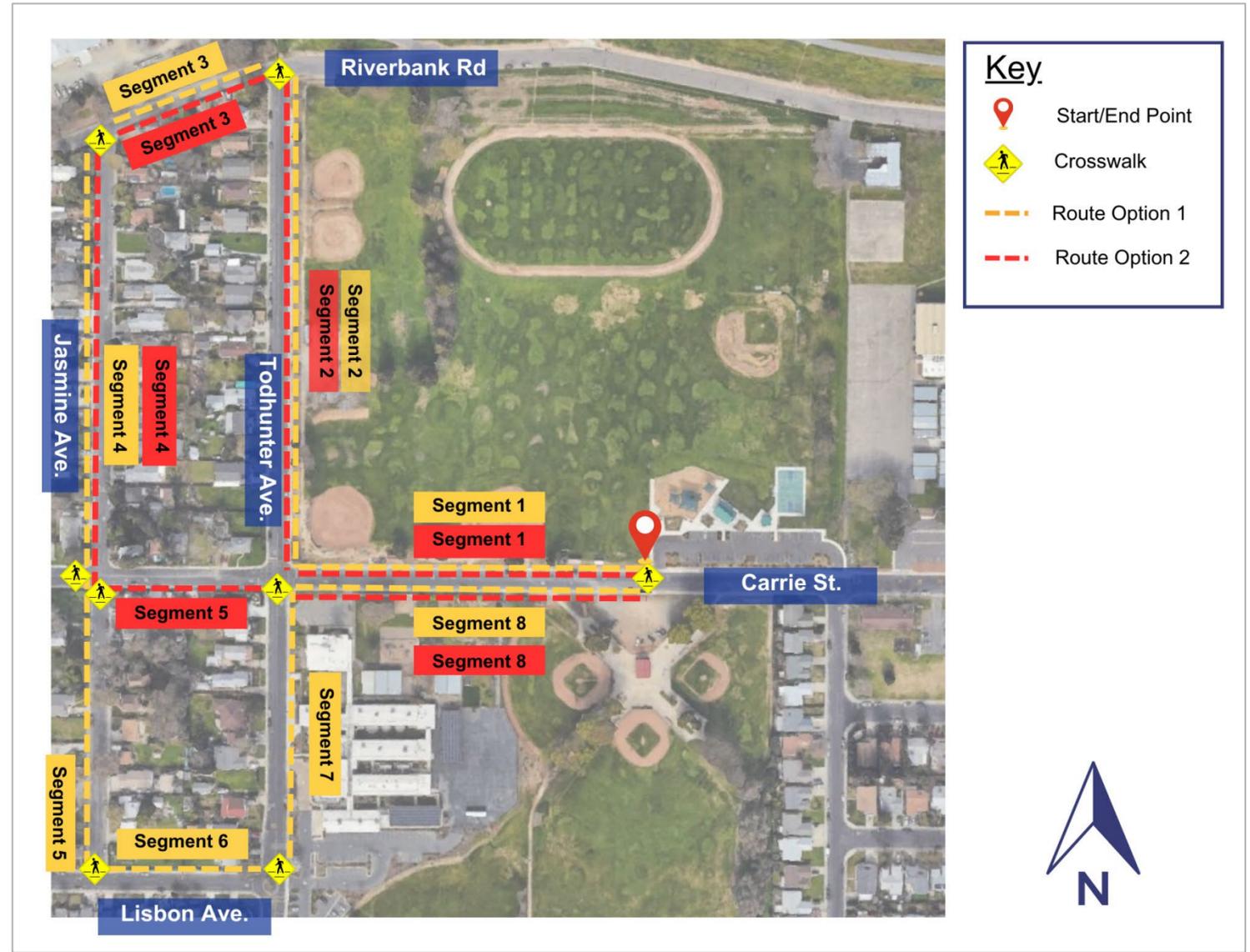
Amenities Synthesis	Total Count
Lighting	7
Tree Canopy & Landscaping	5
Wide Sidewalks	5
Safer Crossings	4
Sidewalk Buffer	4
Street Furniture	4
Marked & Creative Crosswalks	2
Curb Ramps	2

Deficiencies Synthesis	Total Count
Missing Sidewalk	10
Deteriorating Sidewalk	3
Missing Curb Ramps	3
Narrow sidewalks	3
Network Gaps	3
Poorly Lit Sidewalks	3
Sidewalk obstructions	2
Unshaded Sidewalks	1

PROMPTS	Yes	No	Not Sure/ Unanswered			
Does the sidewalk feel wide enough?	42%	46%	13%			
Does this area seem well-lit at night?	29%	46%	25%			
Is there enough shade from trees and/or other shade structures (i.e building overhangs)?	17%	58%	25%			
Are there areas of the sidewalk that are cracked, crumbling, or uneven?	50%	29%	21%			
	Rating (1 = Strongly Disagree, 5 = Strongly Agree)					
	1	2	3	4	5	Blank
This street/sidewalk feels pleasant and safe to walk on.	4%	4%	25%	42%	13%	13%

Sidewalk Audit #3: Bryte Park

- **Date:** May 6th
- **Location:** "Disney Park"
- **Co-host:** AARP
- **Participants:** 9
- **Cognitive Map Activity:**
 - **Top Concerns:** Sidewalk gaps, poor sidewalk conditions, traffic calming needed
 - **Key Routes & Destinations** Sacramento Avenue, Harbor Boulevard, Evergreen Avenue, West Capitol Avenue



Sidewalk Audit #3 Feedback Summary

Amenities Synthesis	Total Count
Lighting	5
Curb Ramps	4
Sidewalk Buffer	4
Marked & Creative Crosswalks	3
Safer Crossing	3
Street Furniture	2
Landscaping & Tree Canopy	1
Wide Sidewalks	0

Deficiencies Synthesis	Total Count
Missing Sidewalks	10
Deteriorating Sidewalks	5
Network Gaps	3
Missing Curb Ramps	2
Sidewalk Obstructions	2
Unshaded Sidewalks	2
Narrow Sidewalks	0
Poorly Lit Sidewalks	0

PROMPTS	Yes	No	Not Sure/ Unanswered			
Does the sidewalk feel wide enough?	20%	68%	12%			
Does this area seem well-lit at night?	0%	40%	60%			
Is there enough shade from trees and/or other shade structures (i.e building overhangs)?	32%	44%	24%			
Are there areas of the sidewalk that are cracked, crumbling, or uneven?	64%	8%	28%			
	Rating (1 = Strongly Disagree, 5 = Strongly Agree)					
	1	2	3	4	5	Blank
This street/sidewalk feels pleasant and safe to walk on.	20%	12%	36%	8%	0%	24%

Community Sidewalk Audits: Comment Summary

PROMPTS	Yes	No	Not Sure/ Unanswered			
Does the sidewalk feel wide enough?	42%	51%	7%			
Does this area seem well-lit at night?	9%	59%	33%			
Is there enough shade from trees and/or other shade structures (i.e building overhangs)?	23%	54%	22%			
Are there areas of the sidewalk that are cracked, crumbling, or uneven?	59%	23%	18%			
	Rating (1 = Strongly Disagree, 5 = Strongly Agree)					
	1	2	3	4	5	Blank
This street/sidewalk feels pleasant and safe to walk on.	12%	17%	36%	17%	8%	10%

Focus Group Interviews

3 Events

- *April 15* - Arthur F. Turner Library Día de los Niños (English/Spanish)
- *May 12* - Senior Resource Fair
- *May 13* - Slavic Baptist Church
- Community Forum (English/Russian)

Total Participants: Approx. 40



Día de los Niños

Feedback Summary

Location: Arthur F. Turner Library

Total Participants: 25

Cognitive Map Activity:

- **Top Concerns:** Lack of pedestrian signage
- **Key Routes & Destinations:** Local schools, parks, shopping centers, trails/shared use paths, Jefferson Boulevard/Capital City Freeway to waterfront trail

Deficiency	Count
Missing Sidewalk	9
Poorly Lit Sidewalks	8
Sidewalk Obstructions	7
Deteriorating Sidewalks	6
Missing Curb Ramps	6
Narrow Sidewalks	6
Unshaded Sidewalks	6
Network Gaps	4
TOTAL	52

Amenity	Count
Lighting	11
Safer Crossings	10
Tree Canopy & Landscaping	9
Street Furniture	6
Sidewalk Buffer	4
Curb Ramps	4
Marked & Creative Crosswalks	4
Wide Sidewalks	2
TOTAL	50

Senior Resource Fair Feedback Summary

- **Location:** City of West Sacramento Community Center
- **Total Participants:** 10

Amenity	Count
Lighting	6
Tree Canopy & Landscaping	3
Curb Ramps	2
Street Furniture	2
Sidewalk Buffer	1
Marked & Creative Crosswalks	1
Safer Crossings	1
Wide Sidewalks	0
TOTAL	16

Deficiency	Count
Missing Sidewalk	7
Deteriorating Sidewalks	6
Sidewalk Obstructions	3
Network Gaps	2
Missing Curb Ramps	2
Narrow Sidewalks	2
Unshaded Sidewalks	1
Poorly Lit Sidewalks	0
TOTAL	23

Slavic Baptist Church Community Forum

Participants: 15

Discussion Highlights

Active Transportation Barriers

- Lack of lighting, sidewalk gaps, lack of tree canopy, lack of safe crossings, speeding traffic/high traffic volume streets

Active Transportation Priorities

- Complete pedestrian network, improved pedestrian visibility, traffic calming, lighting, amenities (i.e., benches, trash cans), safe crossings, safe routes to schools, parks, and trails

Culturally Relevant Engagement Recommendations

- Ongoing dialogue, transparency, asynchronous engagement

Card Sort Activity: Results Summary

Amenity	Broderick/Bryte Sidewalk Audit	Joey Lopes Park Sidewalk Audit	Bryte Park Sidewalk Audit	Dia De Los Niños Pop-Up	Senior Resource Fair Pop-Up	Totals
Lighting	4	7	5	11	6	33
Safer Crossings	8	4	3	10	1	26
Tree Canopy & Landscaping	2	5	1	9	3	20
Street Furniture	3	4	2	6	2	17
Sidewalk Buffer	2	4	4	4	1	15
Curb Ramps	2	0	4	4	2	12
Marked and Creative Crosswalks	2	2	3	4	1	12
Wide Sidewalks	4	5	0	2	0	11

Deficiency	Broderick/Bryte Sidewalk Audit	Joey Lopes Park Sidewalk Audit	Bryte Park Sidewalk Audit	Dia De Los Niños Pop-Up	Senior Resource Fair Pop-Up	Totals
Missing Sidewalk	9	10	10	9	7	45
Deteriorating Sidewalks	6	3	5	6	6	26
Sidewalk Obstructions	0	2	2	7	3	14
Missing Curib Ramps	1	3	2	6	2	14
Poorly Lit Sidewalks	3	3	0	8	0	14
Networks Gaps	1	3	3	4	2	13
Narrow Sidewalks	1	3	0	6	2	12
Unshaded Sidewalks	0	1	2	6	1	10

Top Priorities: Key Themes & Takeaways



Age-friendly network (beyond ADA accessibility)



Safe routes to schools, parks, trails, and shopping centers



Well-connected, maintained, and safe pedestrian network (no sidewalk gaps or trip hazards, well-lit)



Sustained engagement and transparency between community members and City staff



Prioritized funding for areas where resources are needed the most (i.e., areas with high concentrations of youth, areas with a prevalence of missing sidewalks, etc.)

WEST SAC STEP: SURVEY QUESTIONS

The West Sacramento Sidewalks and Transportation Equity Program is a study to understand the walking conditions in the city. The goals of this study are to make West Sacramento a safer place to walk, improve connections to key destinations, and to help the city decide where to invest in sidewalk improvements. This is a brief survey to examine if, how, or why you value walking in West Sacramento. The survey is also available on the City's website and social media pages.

1. Do you work, study, or live in the City of West Sacramento?
 - a. Yes
 - b. No (If no, "Thank you for your response and terminate")
2. Using your best guess, how many days per week do you walk or roll around West Sacramento? Rolling includes using devices such as bicycles, wheelchairs, and skateboards.
 - a. 0 days
 - b. 1-2 days
 - c. 3-4 days
 - d. 5 or more
3. Do you have reliable access to at least one motor vehicle?
 - a. Yes
 - b. No
4. I use the following public transportation in West Sacramento:
 - a. Yolobus
 - b. West Sacramento OnDemand (Via)
 - c. Paratransit
 - d. Multiple public transit services
 - e. I do not use public transportation
5. Do you have disabilities that impact your experience getting around West Sacramento?
 - a. Mobility
 - b. Hearing
 - c. Vision
 - d. Other

[Document]

[Client]

- e. More than one
 - f. None
6. Have you ever crossed the street or walked on a dirt path in West Sacramento because the sidewalk ended along your route?
- a. Yes
 - b. No
7. Have you ever tripped or fallen because of a broken sidewalk in West Sacramento?
- a. Yes
 - b. No
8. When I walk, I'm most interested in using the sidewalk to access:
- a. School or Work
 - b. Parks
 - c. Grocery stores
 - d. Entertainment/Restaurants
 - e. Other destinations
9. Which of these sidewalk or street design elements would most encourage you to walk or roll more in West Sacramento?
- a. Street trees
 - b. Lighting, seating, and other amenities on the sidewalk
 - c. Wider sidewalks
 - d. Curb ramps
 - e. Marked crosswalks
 - f. Continuous sidewalks
10. When improving walking conditions in West Sacramento, it's most important to me that sidewalks in communities with high numbers of the following populations be prioritized for investments:
- a. Older adults (age 65+)
 - b. Youth and Young Adults (under age 18)
 - c. People with disabilities
 - d. People who don't have access to a car
 - e. People with low incomes
 - f. Black, Indigenous, people of color

[Document]

[Client]

11. True or false: It's more important to me to install sidewalks in areas where they don't exist than it is to repair existing sidewalks or improve existing sidewalks to meet the City's design standard (e.g., width or curb ramps).
 - a. True
 - b. False
12. True or False: It is important to me to install sidewalks on both sides of the road in industrial and rural areas of the City.
 - a. True
 - b. False
13. Prioritizing funding where there is the greatest need for sidewalk improvements means that some parts of the City will see sidewalk improvements sooner than others. Do you agree with this approach?
 - a. Yes
 - b. No
14. When improving existing sidewalks, the City should use funding to first improve...
 - a. Areas where there are gaps in the sidewalk network
 - b. Areas where there are accessibility issues for people with disabilities
 - c. Areas where there are cracks or other trip hazards
 - d. Areas where there are high volumes of pedestrians
 - e. Areas where there are schools, parks, healthy food options, and local businesses that people can walk or roll to
 - f. Areas that have been historically disinvested in
15. When constructing new sidewalks, the City should use funding to first build sidewalks:
 - a. Where there are no sidewalks on both sides of the road
 - b. Where people are injured most frequently
 - c. To serve people who rely on walking the most
 - d. Around schools, parks, healthy food options, and other community destinations
 - e. In areas that have been historically disinvested

Demographic Questions

1. What's your age?
 - a. Under 18 years

- b. 18 to 30 years
 - c. 31 to 44 years
 - d. 45 to 64 years
 - e. 65 to 79 years
 - f. 80 years and over
2. Are there any children/youth under age 18 in your household?
- a. Yes
 - b. No
3. Are you of Hispanic, Latino, or of Spanish origin?
- a. Yes
 - b. No
4. How would you describe yourself?
- a. American Indian or Alaska Native
 - b. Asian
 - c. Black or African American
 - d. Native Hawaiian or Other Pacific Islander
 - e. White
 - f. Multiracial
 - g. Prefer not to say
5. What is your gender identity?
- a. Man
 - b. Woman
 - c. Nonbinary
 - d. Other
 - e. Prefer not to say
6. What's your annual household income?
- a. Less than \$25,000
 - b. \$25,000 to \$49,999
 - c. \$50,000 to \$74,999
 - d. \$75,000 to \$99,999
 - e. \$100,000 to \$149,999
 - f. \$150,000 or more
 - g. Prefer not to say

City of West Sacramento

Survey Summary

Sidewalk & Transportation Equity Program

2023



Who Did We Hear From?

475

Respondents

Geography – All respondents work, study, or live in the City of West Sacramento.

Race/Ethnicity – Respondents are relatively representative of the West Sacramento population, with the exception of Asian and More than one race being underrepresented.

Age – Relative to the population, those under 18 years are highly under-represented while the age groups of 31-44 years, 45-64 years, and 65-79 years are over-represented.

Income – Respondents are from all income groups, but over 40% of respondents have an income of \$100,000 or more. Those with less than \$25,000 annual household income are under-represented.

Gender – Over half (66.4%) of respondents are women.

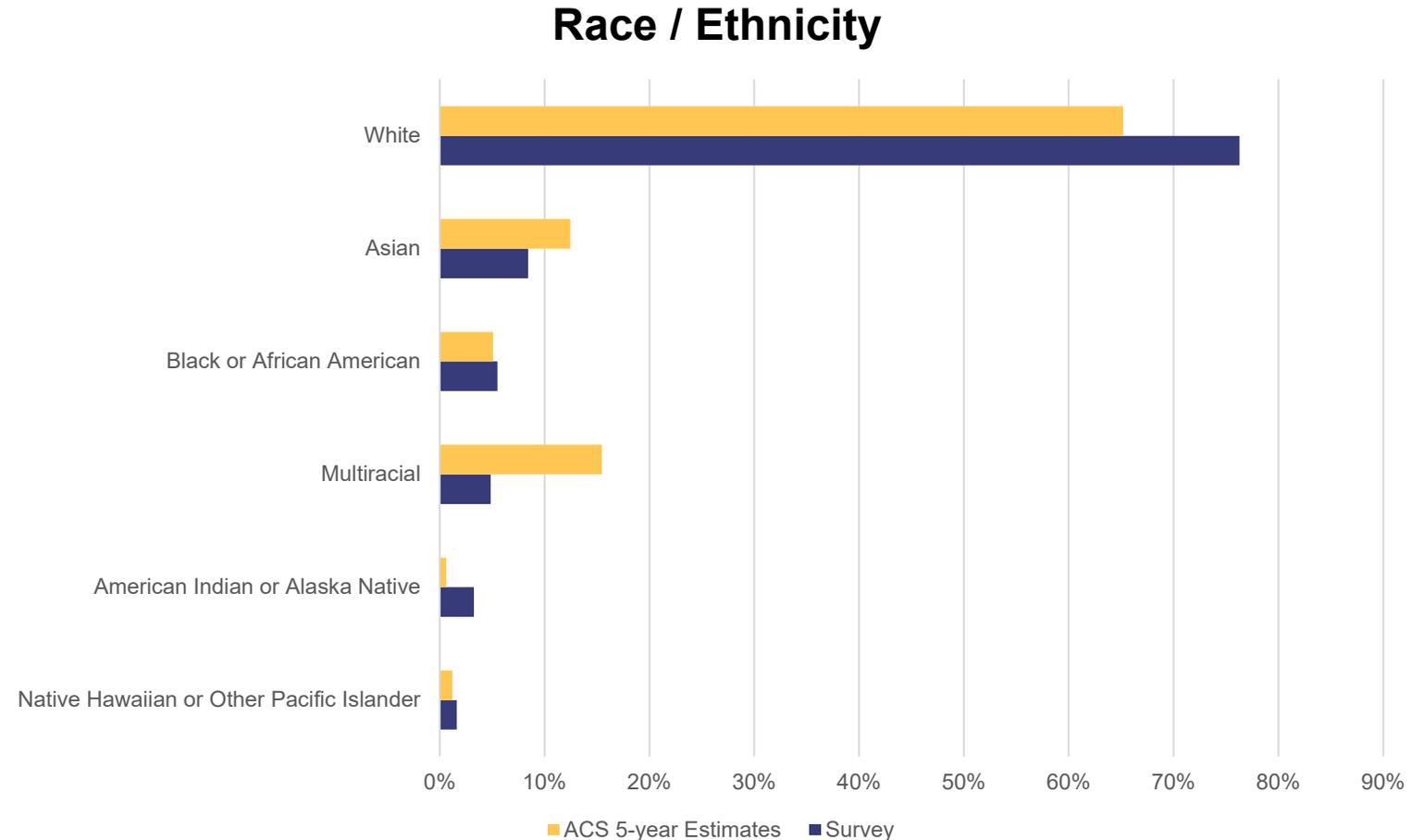
Disability – 22% of respondents are disabled.

Children – Less than half (42.9%) of respondents have children/youth under age 18 in household.

Language – 1.7% of respondents took the survey in Spanish and 0.8% of respondents took the survey in Russian.

Who Did We Hear From?

- Respondents are **relatively representative** of the West Sacramento population with respect to race.
- **White** respondents and **American Indian or Native Alaskan** respondents are **overrepresented**.
- **Asian** respondents, and those identifying as **More than one race** are **under-represented**.

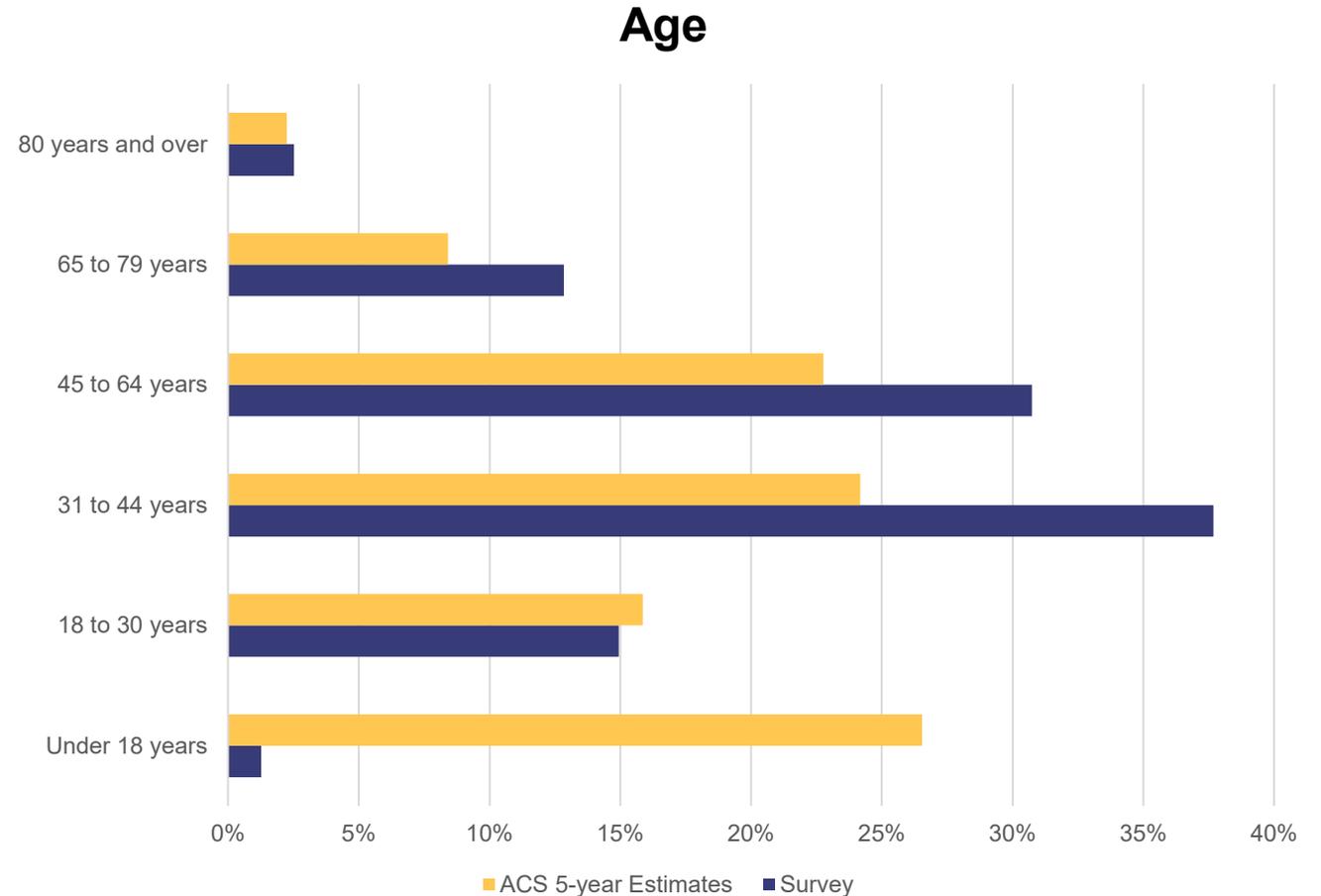


N=308

Source US Census Data, ACS 5-yr Estimates

Who Did We Hear From?

- Respondents are **not very representative** of the population with respect to age.
- The age groups of **31-79 years** are **over-represented**.
- Those **under 18 years** are highly **under-represented**.

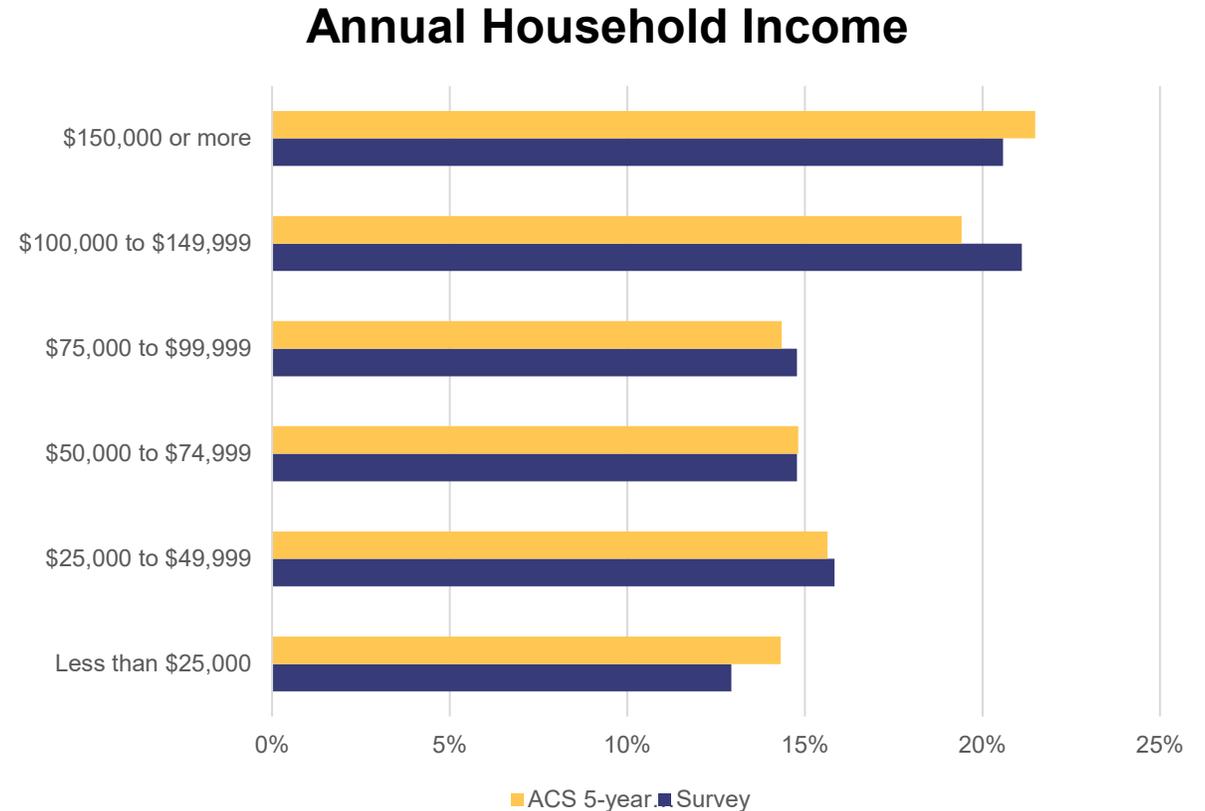


N=475

Source US Census Data, ACS 5-yr Estimates

Who Did We Hear From?

- Respondents are **close to representative** of the population with respect to income groups.
- More than **40%** of respondent have annual household income of **\$100,000 or more**.



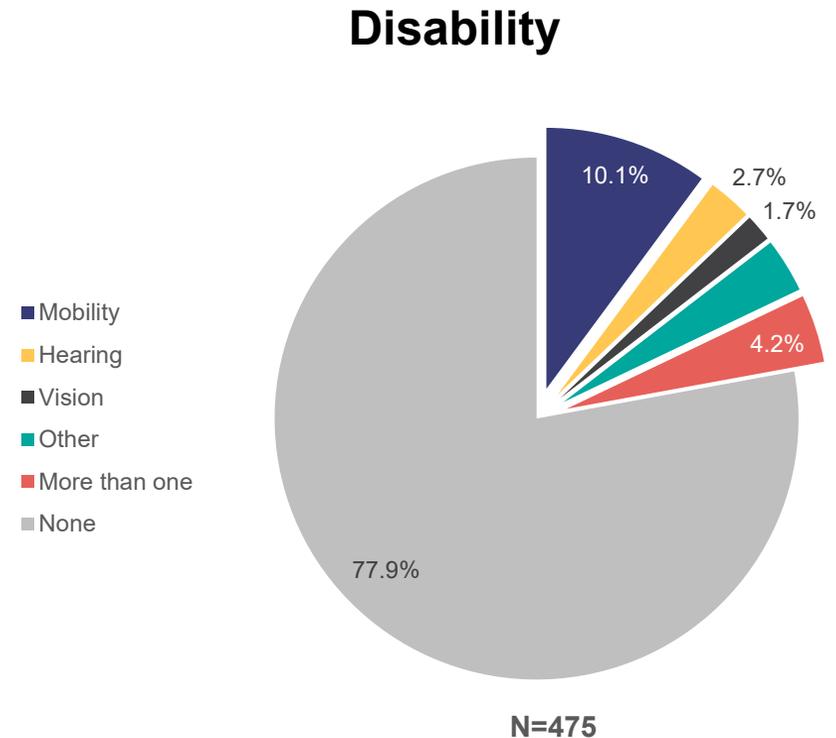
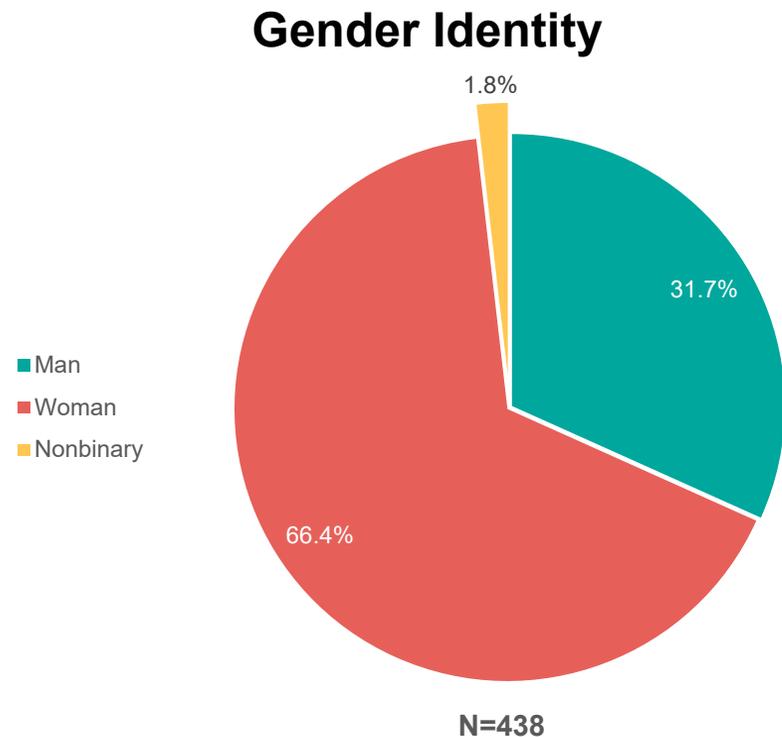
N=379

Median Income (2021): \$69,021.

Source US Census Data, ACS 5-yr Estimates

Who Did We Hear From?

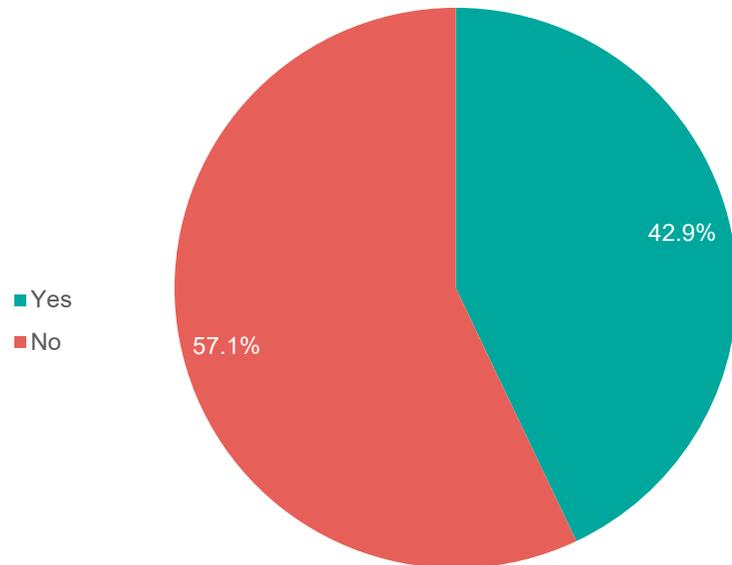
- **66.4%** of respondents identify as **women**.
- **22%** of respondents have **one or more disabilities**.



Who Did We Hear From?

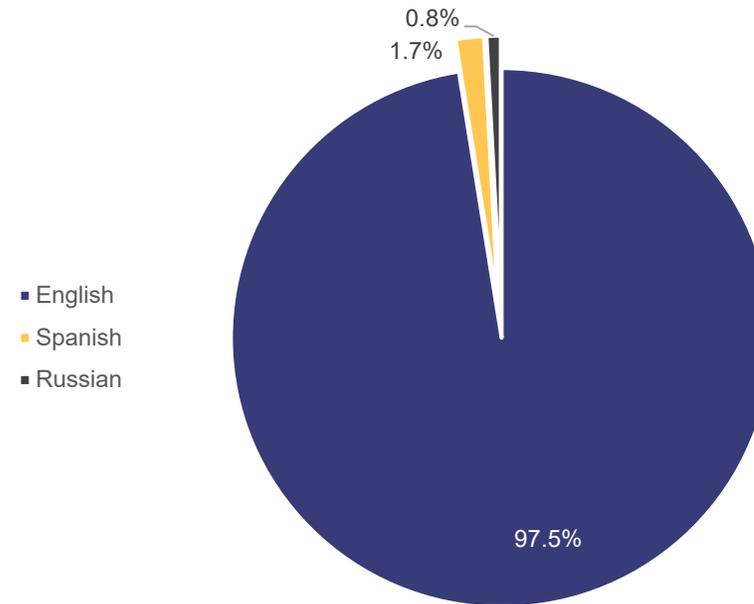
- **42.9%** of respondents have **children or youth under age 18** in household.
- **2.5%** of respondents use a **language other than English**.

**Children/Youth under Age 18
in Household**



N=475

Language

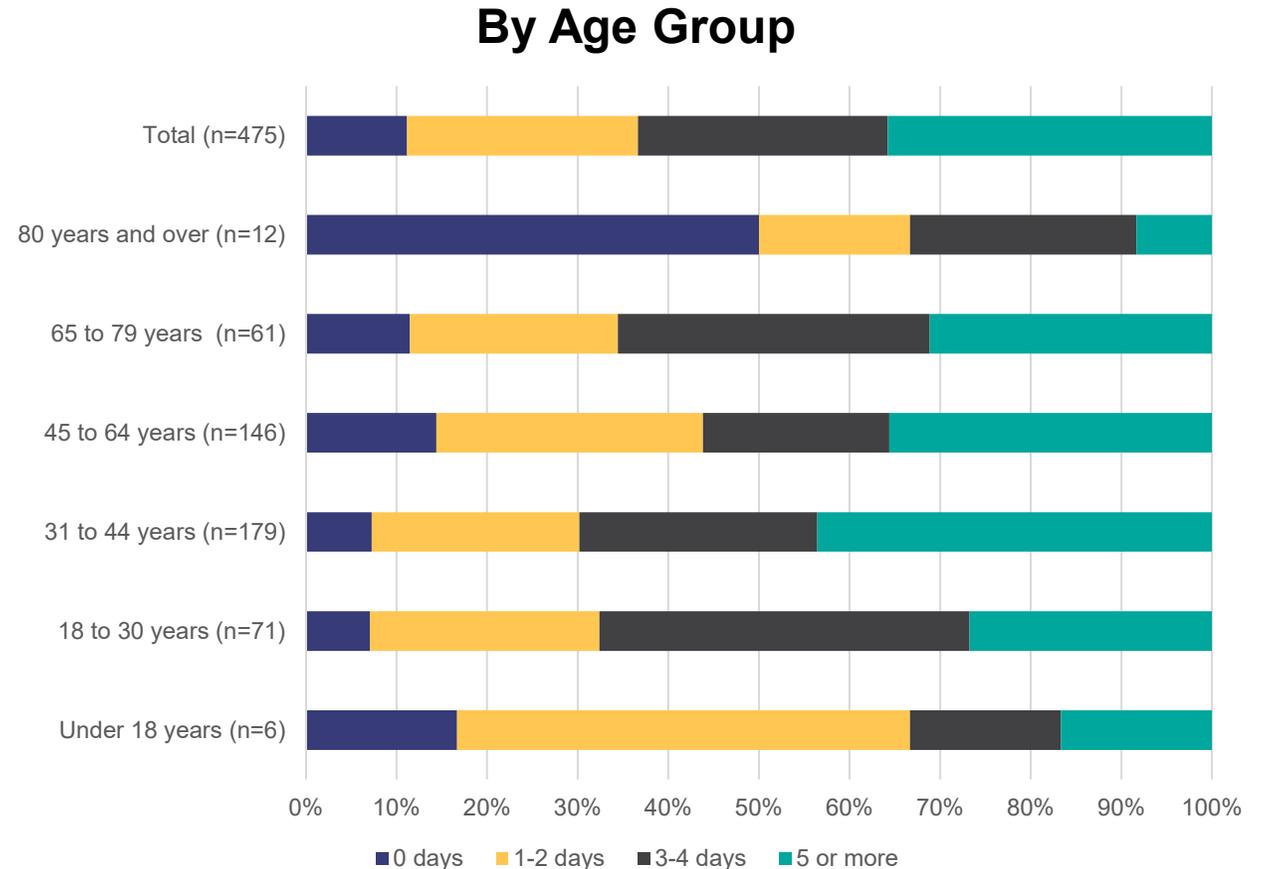


N=475

Modes of Transportation

How often do you walk or roll?

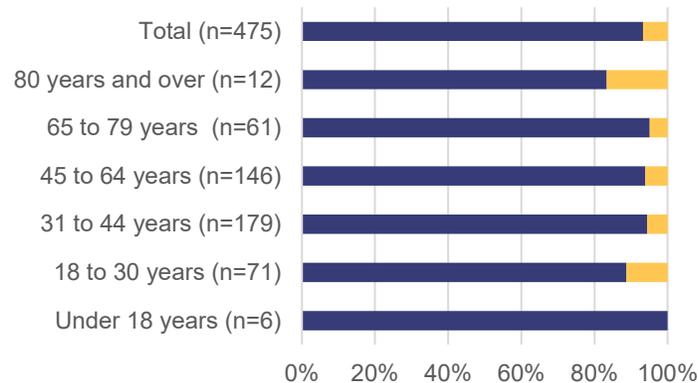
- Overall, more than **35%** of respondents **walked or rolled 5 or more days per week**.
- By age group, respondents between **age 31 and 44 years** walked or rolled **the most frequently** while the **youngest and oldest age groups** tended to walk or roll **significantly less frequently**.



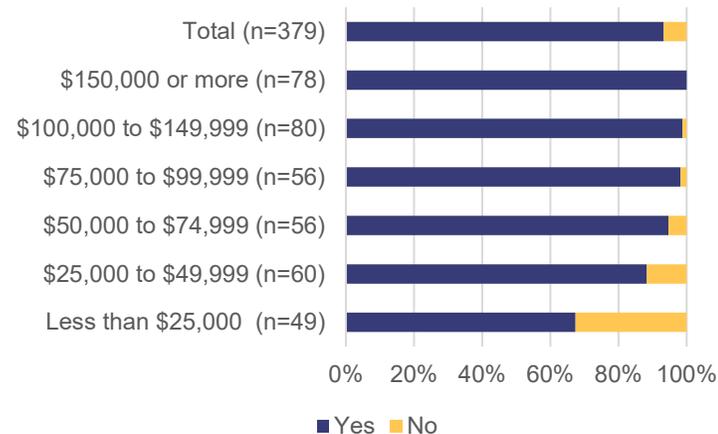
Vehicle access

- Overall, **93.3%** of respondents have reliable access to one or more vehicles.
- Those **aged 80 years or over** and **between 18 and 30 years** are **least likely** to have reliable vehicle access.
- Only **67.4%** of the **lowest income group** have reliable access to one or more vehicles.
- **People with disability** are **less likely** to have reliable access to vehicles than all respondents.

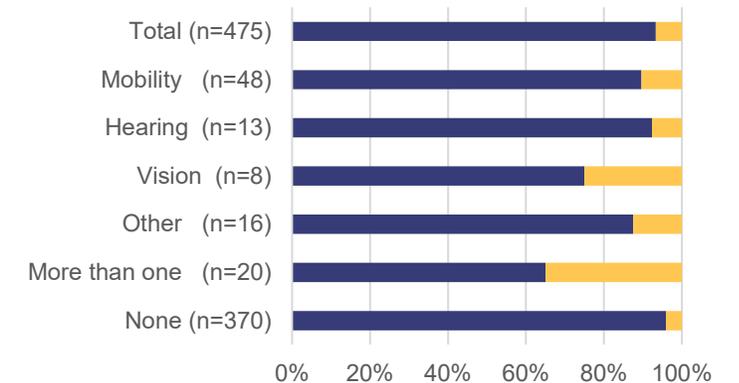
By Age Group



By Income Group



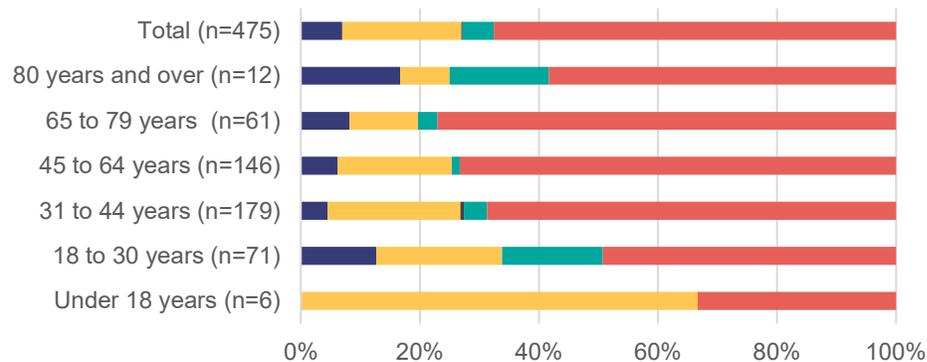
By Disability



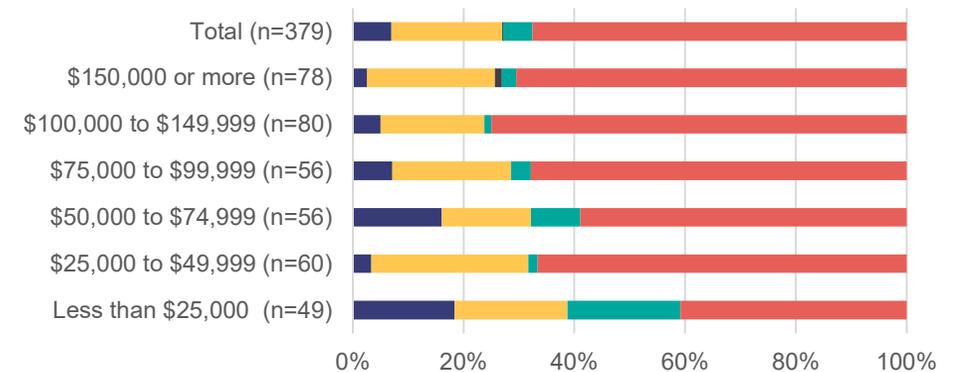
Public transportation service use

- Overall, **67.6%** of respondents **did not use public transportation**. **On-demand service** was the most popular mode of public transportation.
- Those **aged under 18 years, between 18 and 30 years, and 80 years or over** were more likely to use public transportation.
- The lowest income group** was the only income group that used public transit **above 50% (60.2%)**.

By Age Group



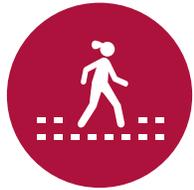
By Income Group



■ Yolobus ■ West Sacramento OnDemand (Via) ■ Paratransit ■ Multiple public transit services ■ I do not use public transportation

Experience with Sidewalks

Safety Concerns with Sidewalks (N=475)



85.5% of respondents have **crossed the street or walked on a dirt path** in West Sacramento **because the sidewalk ended along your route.**

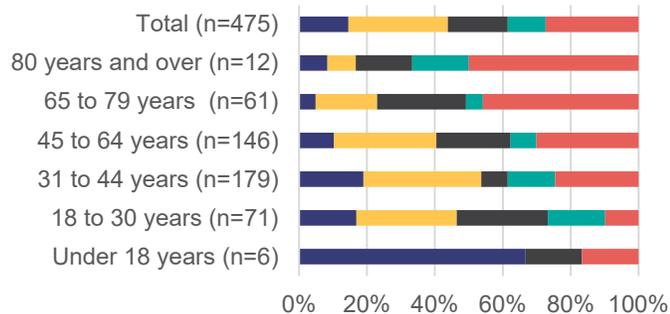


53.1% of respondents have **tripped or fallen because of a broken sidewalk** in West Sacramento.

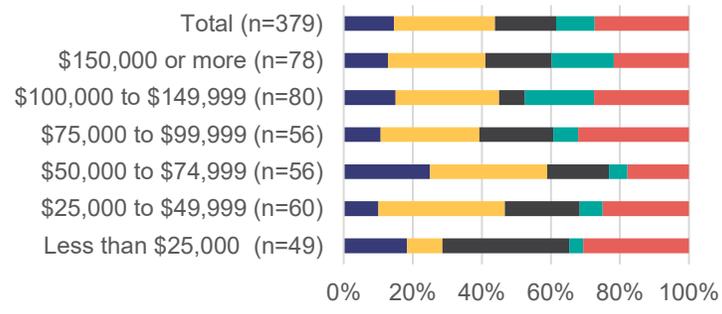
Sidewalk and trip purpose

- Overall, **parks (29.3%)** and **other destinations (27.4%)** were the most popular destination, and entertainment and restaurants ranked the lowest.
- The **youngest age group** used sidewalk to access **school or work (66.7%)** the most while **those aged 65 years or over** tended to use sidewalk to access **other destinations (>45%)** the most.
- The **lowest income group** used sidewalk to access **grocery stores (36.7%)** the most.
- People with **disability** showed **diverse patterns** of sidewalk use.

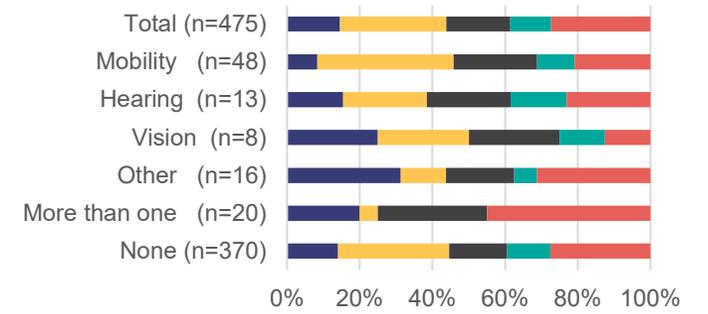
By Age Group



By Income Group



By Disability



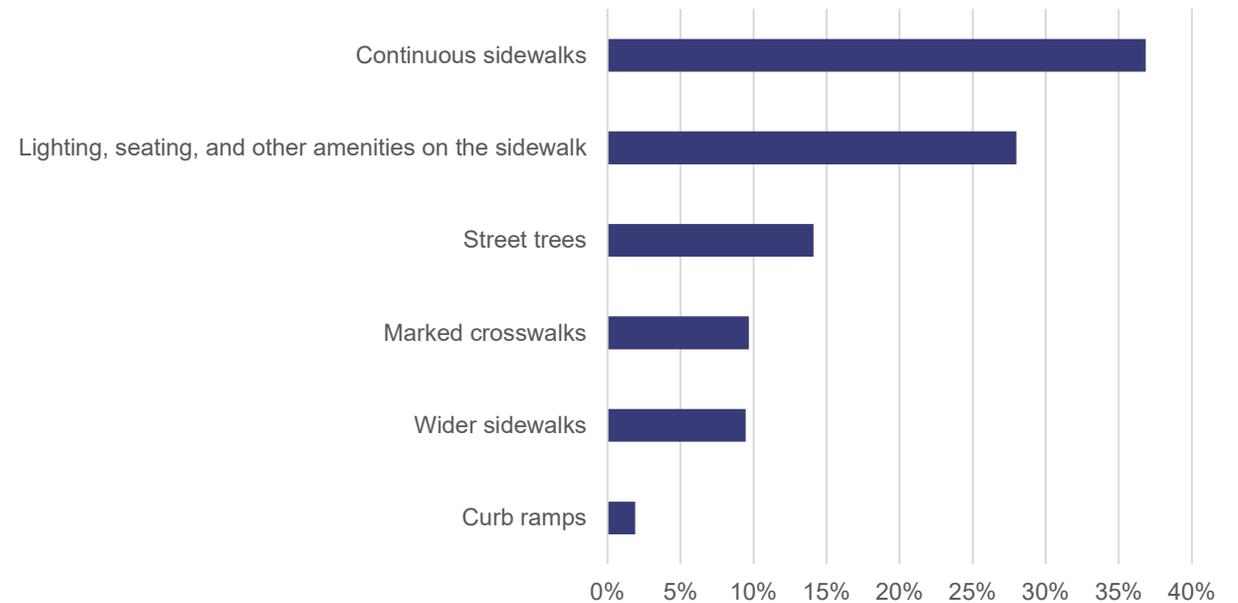
■ School or Work
 ■ Parks
 ■ Grocery stores
 ■ Entertainment/Restaurants
 ■ Other destinations

Sidewalk Priorities

Desired sidewalk/street design elements

- **Continuous sidewalks** (36.8%) and **lightings, seating, and other amenities on the sidewalk** (28.0%) ranked the highest as sidewalk or street design elements that most encourage respondents to walk or roll more.

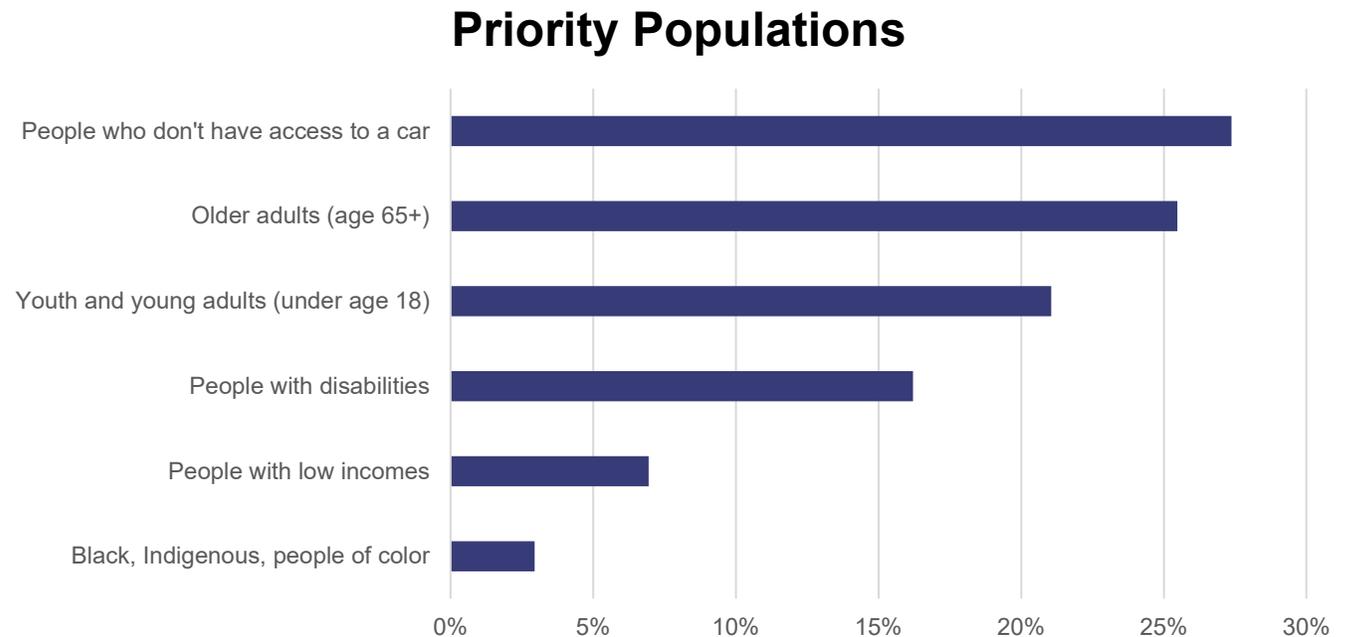
Sidewalk Design Priorities



N=475

Investment priority populations

- **People who don't have access to a car** (27.4%) was ranked as a highest priority population, followed by **older adults** (25.5%) and **youth and young adults** (21.1%)



N=475

Sidewalk Improvement Priorities (N=475)



61.7% of respondents believe that it's more important to **install sidewalks in areas where they don't exist** than it is to repair existing sidewalks or improve existing sidewalks to meet the City's design standard (e.g., width or curb ramps).



73.9% of respondents believe that it's important to **install sidewalks on both sides of the road** in industrial and rural areas of the City.

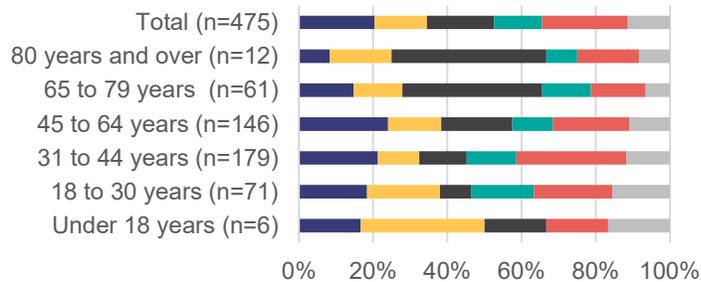


87.6% of respondents agree that prioritizing funding where there is the greatest need for sidewalk improvements means that **some parts of the City will see sidewalk improvements sooner than others.**

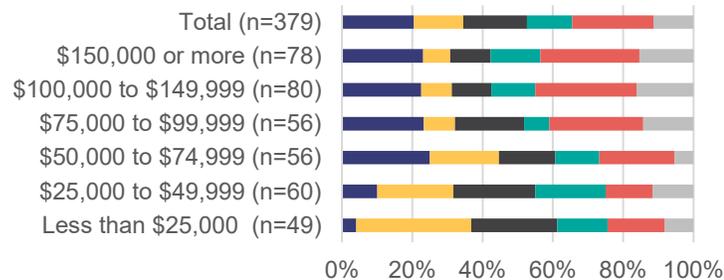
Funding Priority for Sidewalk Improvement

- Overall, areas where **there are schools, parks, healthy food options, and local businesses** ranked the highest (23.1%), followed by areas where **there are gaps in the sidewalk network** (20.4%).
- Younger respondents** prioritized **accessibility issues for people with disabilities** while **older respondents** prioritized **areas where there are cracks or other trip hazards**.
- Lower income groups** prioritized **accessibility for people with disabilities** while **higher income groups** prioritized **access to destinations** and **sidewalk network connectivity**.
- People with a disability** prioritized **accessibility for people with disabilities** and **trip hazards**.

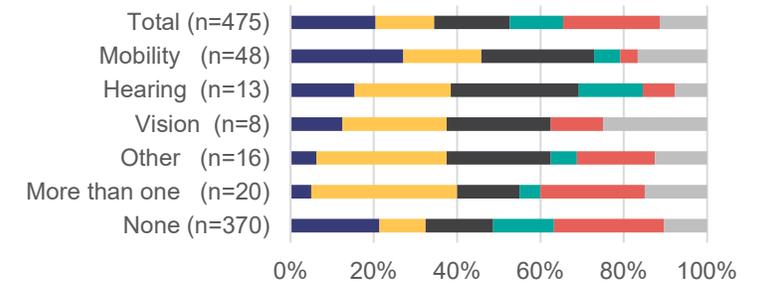
By Age Group



By Income Group



By Disability



■ Areas where there are gaps in the sidewalk network

■ Areas where there are cracks or other trip hazards

■ Areas where there are schools, parks, healthy food options, and local businesses that people can walk or roll to

■ Areas where there are accessibility issues for people with disabilities

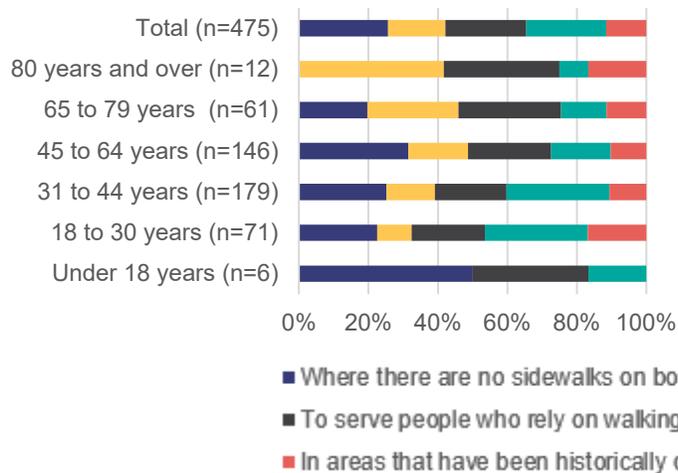
■ Areas where there are high volumes of pedestrians

■ Areas that have been historically disinvested in

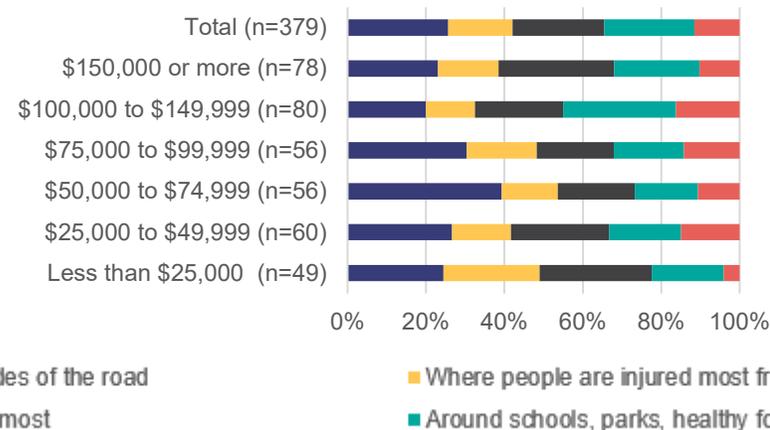
Priority Areas to Build New Sidewalks

- Overall, areas where **there are no sidewalks on both sides of the road** ranked the highest (25.7%), followed by **people who rely on walking the most** and **around community destinations**.
- The youngest respondents** prioritized areas where **there are no sidewalks on both sides of the road** while **older respondents** prioritized areas where **people are injured most frequently**.
- Middle income groups** prioritized areas where **there are no sidewalks on both sides of the road** while **higher income groups** prioritized **access to community destinations** more.
- People with a disability** tended to prioritize **high injury areas** or **people relying on walking the most**.

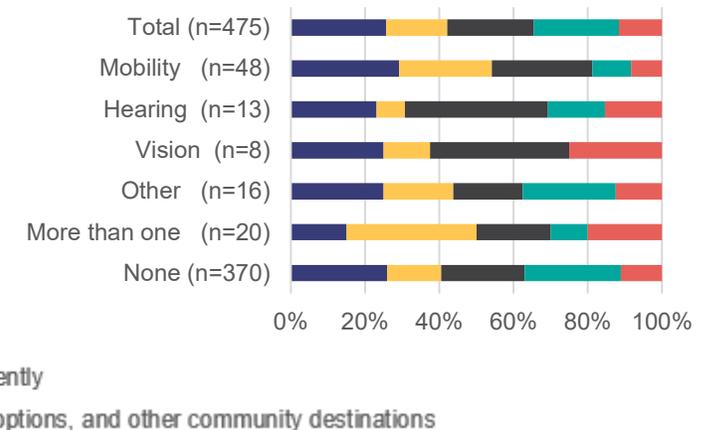
By Age Group



By Income Group



By Disability



COMMUNITY IDENTIFIED PRIORITY AREAS AND KEY CONCERNS

Community identified priority areas gathered through Advisory Committee meetings, community sidewalk audits, and focus group interviews. A summary of safety and accessibility concerns are included in the column on the right.

Priority Areas	Concerns
Sacramento River	<ul style="list-style-type: none"> • Lack of seating • Sidewalk gaps • ADA non-compliance
Levee Access Road	<ul style="list-style-type: none"> • Sidewalk Gaps • ADA non-compliance
Tower Bridge Gateway	<ul style="list-style-type: none"> • Lacking curb ramps
Sacramento Avenue	<ul style="list-style-type: none"> • Areas where people would like to go more often • Sidewalk gaps and poor conditions
Harbor Boulevard	<ul style="list-style-type: none"> • Area where people would like to go more often • Missing sidewalks
Capital City Freeway	<ul style="list-style-type: none"> • Areas where people would like to go more often • Lacking sidewalks
Evergreen Avenue	<ul style="list-style-type: none"> • Missing sidewalks
West Capitol Avenue	<ul style="list-style-type: none"> • Highlighted as popular route • Needs traffic calming
Linden Road	<ul style="list-style-type: none"> • Speeding traffic, sidewalk gaps, prevalence of jaywalking due to lack of safe crossing facilities, primary walking/rolling route for students
Bryte Avenue	<ul style="list-style-type: none"> • Sidewalk maintenance issues (cracked sidewalks, trip hazards), vehicular • Community member submitted Residential Traffic Calming Program Petition Form for Bryte Avenue in

	June 2015 to address speeding concerns
Marshall Road	<ul style="list-style-type: none"> • Frequent sidewalk gaps, primary walking/rolling route for students
Lake Washington/residential streets adjacent to Stonegate Elementary School	<ul style="list-style-type: none"> • Frequent sidewalk gaps, lack of marked crosswalks and lack of visibility of existing crosswalks; primary walking/rolling for students and recreational visitors to lakes in the area
Solano Street and Sacramento Avenue	<ul style="list-style-type: none"> • Lack of street lighting
Streets around Clarksburg Trail (Jefferson Blvd, Marshall Rd, Linden Rd, Lake Washington)	<ul style="list-style-type: none"> • Crumbling pavement along roads and sidewalks, sidewalk gaps
General access to parks, transit, and water stations	<ul style="list-style-type: none"> • Enhance safe crossing facilities across higher-volume streets (particularly around parks), improve ADA accessibility
Bryte Park/Riverbank Road	<ul style="list-style-type: none"> • Improve pedestrian access to the levee from Bryte Park, sidewalk gaps along Riverbank Road
Jefferson Blvd/Capital City Freeway	<ul style="list-style-type: none"> • Needs better and safer connections to the waterfront trail

DRAFT STEP PLAN PUBLIC COMMENT LOG & RESPONSES

Comment #	Received By	Comment	Response
1	Email	<p>I saw on the WS FB page that the draft was out last night and quickly took a look at it. I didn't have a chance yet to read through it completely but noticed that one of the figures has inaccurate information. This is the map of the city that shows the areas that have sidewalks on both sides, one side, or missing. I live in the State Streets area and walk in the area 1-2 times a day. The map shows with exception of just a small area (perhaps Virginia or Carolina) where sidewalks are present on both sides. This is not correct. The area bounding the Memorial Park is missing sidewalk on both the west and east sides. The map shows that there is sidewalks on both sides. Given that I know that the map is wrong in that location, is making me want to go and survey the entire neighborhood. I am concerned that the of where to direct efforts was made with incorrect data.</p> <p>I plan to go in the next few days and walk the neighborhood and make any corrections to your map. I hope that you will take any changes into consideration prior to making any formal recommendations for the project.</p>	<p>Thank you for your comment on the accuracy of the data in the draft plan. If you look at the map in the Draft Final Plan it should be corrected in the areas you noted.</p>

Comment #	Received By	Comment	Response
2	Email	<p data-bbox="401 207 1041 435">Great looking plan, I appreciate the prioritization process! I'm glad to see the segment of Linden that leads to the river trail included, great to expand river/open space access! It looks like in front of OLG is included, also great to improve safe active transportation school access.</p> <p data-bbox="401 483 972 587">I was surprised that Sacramento Avenue wasn't included but perhaps that gap is larger than this effort was able to seek funding for.</p>	<p data-bbox="1062 207 2018 393">Thank you. Areas of the city that are already included in existing or planned projects were not included in these recommendations. Sacramento Avenue falls into that category. The City has initiated the Sacramento Avenue Complete Street Plan, please visit the project website to learn more and get involved: www.SacAvePlan.com</p>

Comment #	Received By	Comment	Response
3	Email	<p>I noticed that the STEP program for CARB has some interesting partners (refugees, united way, etc) that were not in any meetings, is there a second STEP program that we haven't been informed of? I also noticed a new Ordinary High Water Mark has been identified, and the West Sac Project levees are being raised over 5.5' in elevation. Will these new sidewalk sections be on grade with our current depth due to subsidence or set at an elevation based on most recent OHWM which USACE has determined to be monument, or will it be according to FEMA and FPIP flood mapping, or something else? If developers are going to be building as the city report indicated, I think it would be an equitable solution to figure out before it becomes a problem. We can't have developers being approved by the city to begin building with their front doors below grade, and it wouldn't serve any benefit to the community to squander monies from the \$48k warchest that we threw at this program, only because of measuring from the wrong monument. Maybe we should just kindly thank Caltrans and the many consultants hired to produce less than 30% of a plan. Upcoming SGMA, Community Change EPA, Build America Bureau DOT, EJ Thriving Communities Network DOT, and the 4 year FTIP is September, etc. etc. Wouldn't it be more equitable for the community to decide to chalk it up as a lesson learned at \$48k, instead of purporting a Willy Nilly patchwork of planning? This is the most historic infrastructure investment in American History and guided by EO14096 EJ directives from the president, not to mention the Million\$ in Utilities Relocations appropriated from the IJA. In theory, if we are currently six feet below already, then we should just build a berm on top of the utilities like the current work being completed on the railroad right through the middle of town, right? Just a side note, but 20 years ago during the PGE SMUD negotiation to takeover Yolo county, it was even suggested by a PGE representative that SMUD need not bury, only lay the new wires directly on the street because of how far below grade we were at that particular point in time.</p>	<p>Thank you for your comment. West Sacramento's STEP stands for Sidewalks and Transportation Equity Program. The California Air Resources Board (CARB) has a different program that also uses the acronym STEP. We appreciate your comments regarding effective use of funds and actions to take in the interest of climate change. We hope you were able to participate in the public engagement for the City's Climate Action Plan, too: https://www.cityofwestsacramento.org/government/departments/community-development/planning-division/climate-action-plan.</p>
4	Email	Spanish language contact needed in Spanish!	<p>The City's Transportation and Mobility division is leading the STEP Plan. With limited resources and staffing, the Project Manager for the STEP Plan is listed as the point of contact. If needed, the City will coordinate translation or interpretation services.</p>

Comment #	Received By	Comment	Response
5	Email	When I follow the published link that was included in our utility bill (bit.ly/WestSacSTEP) it brings me to the following page written in non-English languages that I cut-n-pated below. There are no other links included for an English version. Please provide the proper link to obtain a copy of the draft Sidewalk and Transportation Equity Program (STEP)	The bit.ly/WestSacSTEP link directs the public to the City project webpage. City staff provided the commentor with a follow-up email on January 2, 2024 to confirm if they could access the draft Plan.
6	Facebook	There are no sidewalks on my street , we really need them it's very hard to walk with a walker, witch alot of people need using our street. We have people come from Eschaton housing that walk with canes and walkers. Very unsafe, my street is between Evergreen and West Capitol. We have always needed sidewalks, or at least curbs. So being able to navigate our street would be much safer for all.	Thank you for your comment. That area is noted as missing sidewalks.
7	Facebook	I just quickly looked at the sidewalk map that shows the areas with sidewalks and coded by sidewalk presence. At just a quick glance I can tell you that is it not accurate. There are no sidewalks on the west and east side of the memorial. There may be other inaccuracies but these are obvious errors.	Thank you for your comment on the accuracy of the data in the draft plan.If you look at the map in the Draft Final Plan it should be corrected in the areas you noted.
8	Facebook	I know this is for sidewalks and transportation but is anything being done about the many empty fields and spaces around West Sac? They've been a problem for many years and it would be nice to see housing or businesses built there. Utilize the space. Also, what's up with the old Safeway?	Thank you for your comment. This project is focused on sidewalks and transportation. We've shared your comment with the Parks & Recreation and Community Development Departments

Comment #	Received By	Comment	Response
9	Instagram	Can the city start repaving our roads, emphasis on Industrial and Harbor area. Its horrible.	<p>Thank you for your comment. The City has various street pavement repair and pavement preservation efforts underway, and your comments for Industrial Boulevard and Harbor Boulevard have been shared with the Capital Projects Department. To learn more about the pavement repair and preservation efforts, please visit: https://www.cityofwestsacramento.org/government/departments/capital-projects-department/projects/neighborhood-pavement-preservation-arterial-streets-pavement-repair-project/-fsiteid-1#!/. The City is also in the design phase for the Port Area and Complete Streets Infrastructure Project which will include road rehabilitation for Industrial Boulevard and Harbor Boulevard. For more information, please visit: https://www.cityofwestsacramento.org/government/departments/capital-projects-department/projects/southport-parkway-road-rehabilitation-project.</p>

10

Email

Thank you for allowing comment for the draft Plan for the Sidewalk and Transportation Equity Program (STEP). As a resident of Southport I would like to suggest the following:

I would like to see the Marshall Road and Jefferson Blvd sidewalk gap to be moved up in the scheduled improvements for sidewalks.



This sidewalk would drastically improve mobility along 2 arterial corridors and improve safety for pedestrians walking along the western edge of Jefferson and the northern edge of Marshall Road.



1600 Linear feet of sidewalk would drastically improve pedestrian safety and increase foot traffic to local businesses. This is what I would consider an "easy win" if it was implemented in 0-2 year bracket, 11-15 is not acceptable considering the safety hazard.

Please take this comment seriously and consider walking that stretch of Jefferson and Marshall for

Thank you for your comment. Other planned projects in the area may impact the estimated timeline for this project.

Comment #	Received By	Comment	Response										
		<p>some perspective on the urgency.</p> <p>Please notice how tight motorists take this corner indicated by stripping/shoulder ware and random lexus taking the corner tightly where a pedestrian could easily be.</p> <table border="1" data-bbox="405 451 1354 532"> <tr> <td>9</td> <td>Marshall Road</td> <td>12</td> <td>4.40</td> <td>12</td> <td>3.17</td> <td>\$\$\$</td> <td>11-15</td> <td>Citywide VMT, HSIP, Traffic Impact Fee</td> <td>Some streets without curb, drainage required; One intersection reconfiguration^c</td> </tr> </table>	9	Marshall Road	12	4.40	12	3.17	\$\$\$	11-15	Citywide VMT, HSIP, Traffic Impact Fee	Some streets without curb, drainage required; One intersection reconfiguration ^c	
9	Marshall Road	12	4.40	12	3.17	\$\$\$	11-15	Citywide VMT, HSIP, Traffic Impact Fee	Some streets without curb, drainage required; One intersection reconfiguration ^c				
11	NextDoor	<p>Thanks. But your message is unclear. Not sure what you are up to. We need a sidewalk for people to walk on Linden from Allen up to Jefferson to get to the power mart on the south side of linden. BTW Why didn't you ask or keep us informed about the hundreds of apartments going up on Jefferson?(edited)</p>	<p>Thank you for your comment. Improvements are recommended for Higgins Road to connect to Jefferson Boulevard as part of Project 8 - River City High School. The project at 2301-2425 Jefferson Boulevard went through the required public notification process required at the time of approval. The application was reviewed for conformance with the zoning requirements in effect at that time which permitted multifamily by right on this property. After public noticing was completed, the project received design review approval determining it was in conformance with the Southport Framework Plan and Design Guidelines as well as the General Plan on October 2, 2019. The applicant subsequently requested and received a Zoning Administrator minor modification to the project on May 6, 2020 for modifications to the site plan and unit count. The City does not provide updates on private projects after project approval.</p>										

C STEP PROJECT PRIORITIZATION & IDENTIFICATION METHODOLOGY



MEMORANDUM

To: City of West Sacramento
From: NN Engineering
Date: January 19, 2024
Subject: Project Identification and Prioritization Methodology -- Revised

Project Identification Process

The West Sacramento STEP project will create a city-wide list of sidewalk improvement projects. These projects will be based on the needs identified through data collection, community feedback, and Advisory Committee and other stakeholder input. Needs include sidewalk gaps, sidewalk obstructions, sidewalks that are insufficiently narrow or missing, or insufficient curb ramps, and other sidewalk quality issues noted by community members.¹

Needs in geographic proximity to each other will be grouped into projects based on the following:

- Along a major corridor (e.g., arterials, collectors, transit routes)
- Within a neighborhood surrounding a school, park, or other major destination
- Within a similar land use (e.g., commercial, mixed-use, multifamily housing)

Project groupings will be sized appropriately based on implementation considerations (for example, planning-level assumptions about grant funding opportunities and yearly City budgets or anticipated future development). A city-wide list of projects will be generated and reviewed by City staff. After the initial project list has been vetted and approved by staff, a presentation will be given to the Advisory Committee on the prioritization process, full project list (likely in the form of a descriptive map highlighting locations and project types) and the scoring assumptions according to the criteria identified in Task 2 (to be finalized in May 2023). Following the Advisory Committee meeting, the list and scores will be refined as needed, and a ranked list of projects will be calculated.

¹ Areas that are consistent with city-wide design standards will not be considered for improvements.

Project Prioritization Approach

The methodology for project prioritization described in this memo is based on best practices from peer cities; input from the project's Advisory Committee; and community feedback obtained through an online survey, walk audits, and focus groups.

Step 1: Define what constitutes a project (below)

We will group street segments to form potential projects using the following factors:

- Linear miles
- Similar land uses
- Proximity to key destinations
- Review current/planned projects on CIP

Step 2: Identify Equity Priority Areas

A geography will be identified as an Equity Priority Area at the census block group or tract level if:

- The population that identified as Black, Indigenous, or People of Color was greater than 70%, or
- The population living below 200% of the federal poverty level was greater than 40%, or
- The geography was in the top 25% of tracts in Yolo County that identified as a Disadvantaged Community per SB 535 and CalEnviroScreen 4.0²

These definitions are consistent with either the Sacramento Area Council of Government's (SACOG) Environmental Justice Areas or SB 535 Disadvantaged Communities, which aligns the process and projects well to potential funding sources that use some measure of disadvantage as a funding criterion. Equity Priority Areas are used in a later step in the prioritization process as a weighting factor to ensure that sidewalk improvements are prioritized in areas where the community needs them most.

² SACOG Environmental Justice Areas:

<https://www.sacog.org/home/showpublisheddocument/48/638212803225970000> and SB 535

Disadvantaged Communities: <https://oehha.ca.gov/calenviroscreen/sb535>



Step 2: Apply goal & factor scoring to identify high need street segments

Goal	Factors	Data Source	Unit of Analysis	Scoring Threshold
Safety & Safe Routes Improves pedestrian safety and provides safe access to key destinations	Proximity to key destinations (e.g., schools, transit, parks, trails, healthy food, future mobility hubs) ¹	City of West Sacramento	Key destinations per square mile within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
	# ped/bike-involved fatal or severely injured collisions	UC Berkeley SafeTREC	KSI ped/bike crashes per square mile within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
	Population density	ACS 2021 5-Year Estimates ²	Population per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2.0 Medium: 1.0 Low: 0.0
	Posted speeds	City of West Sacramento	Posted speed along a centerline segment	>= 35 MPH: 2.0 >= 25 MPH: 1.0 < 25 MPH: 0.0
Health & Environment Encourages a healthy, active lifestyle and non-single occupancy vehicle (SOV) travel	Type 2 diabetes rates	CDC Social Determinants of Health (2018) ACS 2018 5-Year Estimates	Population aged >= 18 years with diagnosed diabetes per square mile per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
	Asthma rates	Office of Statewide Health Planning and Development (OSHPD), CA Health Interview Survey (CHIS)	Population >= 18 years with asthma per square mile per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0

Equitable Access Improves non-SOV access for historically underserved populations	Sidewalk absence/gaps	City of West Sacramento NN Engineering	Condition of citywide sidewalk and neighborhood-level sidewalk along a centerline segment	<u>Citywide sidewalk status (where there is not granular sidewalk data)</u> Missing on both sides: 2.0 Missing on one side, gaps on the other: 1.5 Gaps on both sides: 1.0 Present on one side: 0.5 Present on both sides: 0.0	<u>Neighborhood-level sidewalk status</u> Sidewalk missing: 2.0 4-ft sidewalks present: 1.6 4.5-ft sidewalks present: 1.2 5-ft sidewalks present: 0.8 5.5-ft sidewalks present: 0.4 6-ft sidewalks present today: 0.0
	Older adults	ACS 2021 5-Year Estimates	Population >= 65 years per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0	
	Youth	ACS 2021 5-Year Estimates	Population < 18 years per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0	
	Zero-vehicle households	ACS 2021 5-Year Estimates	Zero-vehicle households per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2: Medium: 1 Low: 0	
	People with disabilities	ACS 2021 5-Year Estimates	People with disabilities per square mile per block group or per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0	



Step 3: Apply STEP Goals and factor scoring to street segments

Scoring will be structured around the STEP goals that elevate the importance of a contiguous sidewalk network for all in West Sacramento. Each STEP Goal has its own set of prioritization factors based on publicly available data sources such as the City of West Sacramento, the American Community Survey (ACS) 5-Year Estimates, University of California, Berkeley, Transportation Injury Mapping System (TIMS), and Centers for Disease Control and Prevention (CDC). The goals and factors will be reviewed and validated by city staff and through several community engagement activities. The prioritization criteria and associated goals are identified in the table below.

Each street segment in the City will be scored using the factors and scoring thresholds identified, with a final cumulative score then used to identify street segments of highest priority, based on safety, health and equitable access.



Goal	Factors	Data Source	Unit of Analysis	Scoring Threshold
Safety & Safe Routes Improves pedestrian safety and provides safe access to key destinations	Proximity to key destinations (e.g., schools, transit, parks, trails, healthy food, future mobility hubs). ³	City of West Sacramento	Key destinations per square mile within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
Safety & Safe Routes Improves pedestrian safety and provides safe access to key destinations	# ped/bike-involved fatal or severely injured collisions	UC Berkeley SafeTREC	KSI ped/bike crashes per square mile within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
Safety & Safe Routes Improves pedestrian safety and provides safe access to key destinations	Population density	ACS 2021 5-Year Estimates ⁴	Population per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2.0 Medium: 1.0 Low: 0.0
Safety & Safe Routes Improves pedestrian safety and provides safe access to key destinations	Posted speeds	City of West Sacramento	Posted speed along a centerline segment	>= 35 MPH: 2.0 >= 25 MPH: 1.0 < 25 MPH: 0.0
Health & Environment Encourages a healthy, active lifestyle and non-single occupancy vehicle (SOV) travel	Type 2 diabetes rates	CDC Social Determinants of Health (2018) ACS 2018 5-Year Estimates	Population aged >= 18 years with diagnosed diabetes per square mile per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0

³ Distances will be calculated based on walkshed analysis to account for physical barriers (e.g., deep water ship channel, rail lines, freeways).

⁴ ACS stands for American Community Survey.

Goal	Factors	Data Source	Unit of Analysis	Scoring Threshold
Health & Environment Encourages a healthy, active lifestyle and non-single occupancy vehicle (SOV) travel	Asthma rates	Office of Statewide Health Planning and Development (OSHPD), CA Health Interview Survey (CHIS)	Population >= 18 years with asthma per square mile per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0

Goal	Factors	Data Source	Unit of Analysis	Scoring Threshold
<p>Equitable Access Improves non-SOV access for historically underserved populations</p>	<p>Sidewalk absence/gaps</p>	<p>City of West Sacramento NN Engineering</p>	<p>Condition of citywide sidewalk and neighborhood-level sidewalk along a centerline segment</p>	<p>Citywide sidewalk status (where there is not granular sidewalk data)</p> <ul style="list-style-type: none"> • Missing on both sides: 2.0 • Missing on one side, gaps on the other: 1.5 • Gaps on both sides: 1.0 • Present on one side: 0.5 • Present on both sides: 0.0 <p>Neighborhood-level sidewalk status</p> <ul style="list-style-type: none"> • Sidewalk missing: 2.0 • 4-ft sidewalks present: 1.6 • 4.5-ft sidewalks present: 1.2 • 5-ft sidewalks present: 0.8 • 5.5-ft sidewalks present: 0.4 • 6-ft sidewalks present today: 0.0
<p>Equitable Access Improves non-SOV access for historically underserved populations</p>	<p>Older adults</p>	<p>ACS 2021 5-Year Estimates</p>	<p>Population >= 65 years per square mile per block group or census tract within a quarter mile of a centerline segment</p>	<p>High: 2 Medium: 1 Low: 0</p>

Goal	Factors	Data Source	Unit of Analysis	Scoring Threshold
Equitable Access Improves non-SOV access for historically underserved populations	Youth	ACS 2021 5-Year Estimates	Population < 18 years per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0
Equitable Access Improves non-SOV access for historically underserved populations	Zero-vehicle households	ACS 2021 5-Year Estimates	Zero-vehicle households per square mile per block group or census tract within a quarter mile of a centerline segment	High: 2: Medium: 1 Low: 0
Equitable Access Improves non-SOV access for historically underserved populations	People with disabilities	ACS 2021 5-Year Estimates	People with disabilities per square mile per block group or per census tract within a quarter mile of a centerline segment	High: 2 Medium: 1 Low: 0



Step 4: Prioritize missing sidewalks

During the community engagement process, the community overwhelmingly noted that streets that lacked sidewalks or had gaps along the street segment were top priorities. Given that feedback, street segments will be filtered by the segments with missing sidewalks.

Step 5: Form projects from scored segments

Higher-scoring segments with missing sidewalks will be grouped into projects using the definition for projects from Step 1. A composite score will be calculated using total scores from each street segment included in the project. The status of approved private development projects and planned or funded projects in West Sacramento's Capital Improvement Plan (CIP) will be taken into consideration when forming projects to reduce duplicated or overlapping efforts.

Step 6: Apply equity weighting

In addition to the segment scores established in Step 3, an equity weighting will be applied to projects where at least 50% of the project is within an Equity Priority Area.

Step 7: Groundtruth prioritization scoring with community and partner engagement

Through extensive engagement, the project team has received input from residents on areas needing improvements in the pedestrian network. As such, the project team will review the priority projects that arise from the project scoring and weighting to validate the project prioritization process.

Step 8: Evaluate implementability of projects

We propose that this process happens separate from the scoring of projects. Elements to consider include:

- Cost (\$, \$\$, \$\$\$)
- Funding sustainability - reasonable likelihood of continued funding
- Phasing - capable of being implemented in phases or within short-term
- Review current/planned projects on CIP
- Geographic considerations

D STEP Implementation & Investment Strategy Report



MEMORANDUM

To: Stephanie Chhan, City of West Sacramento
From: Tracy McMillan, Nelson\Nygaard
Date: January 19, 2024
Subject: STEP Implementation and Investment Strategy Report

This memorandum reviews several potential funding mechanisms in use by the City of West Sacramento for sidewalk construction and maintenance, along with information on current practices in other municipalities. Recommendations for the funding of sidewalk infrastructure projects identified through STEP, as well as ongoing sidewalk maintenance, are included in each section.

Sidewalk Program Funding Strategy Best Practices Review

Cities rely on a variety of funding mechanisms for the construction and maintenance of the transportation infrastructure. Federal and state grant programs, impact fees, and local tax measures may be used alone or in combination to develop the multimodal systems residents depend on to move about communities, including sidewalks and other elements of pedestrian infrastructure such as the spot improvements. Overall, funding remains a significant barrier for developing and providing essential infrastructure services – a survey conducted by the National League of Cities indicated that the top factors impacting their infrastructure decision-making including insufficient funding (91%), lack of pre-development funds (56%), essential services (31%)¹.

The STEP Plan prioritizes constructing new sidewalks and closing sidewalk gaps. There are few cities that focus their programs on new sidewalk construction alone or separately from sidewalk repair and maintenance. These cities have taken various actions to fund and encourage new sidewalk construction:

- The voters of the **City of Ann Arbor, MI** approved a six-year New Sidewalk Millage in November 2020. The millage would fund construction of sidewalk gap filling projects, with expected revenues of \$1.3 million per year (though filling all sidewalk gaps in the city is estimated to cost \$150-220 million). Prior to the passing of this millage, new

¹ Source: <https://www.nlc.org/post/2021/05/10/91-of-cities-say-insufficient-funding-delaying-critical-infrastructure-investments/>

STEP Implementation and Investment Strategy Report

City of West Sacramento

sidewalk construction costs were assessed to the property owners abutting the new sidewalk. Now, funding from the New Sidewalk Millage applies to all sidewalks constructed adjacent to tax-paying parcels in the City of Ann Arbor based on the city's prioritization system. Equity, safety, proximity to pedestrian attractors such as schools, parks and transit, classification of adjacent road and community support/requests are the prioritization criteria.²

- The **City of Seattle, WA** adopted an ordinance that requires the city, when constructing a major paving project, to: a) include installation of a sidewalk on at least one side of the street when sidewalks are missing; and b) evaluate and correct sidewalk deficiencies.³

According to [California Streets and Highways Code 5610⁴](#), owners of property are responsible for maintaining sidewalk adjacent to their property. Though few do, cities can take on responsibility for sidewalk maintenance such as the cities of Santa Ana, Los Angeles, and Mountain View. Many cities require that the property owner maintain the sidewalk adjacent to their property, even though the sidewalk may be in the public right-of-way. Some cities in California have adopted local ordinances to affirm and/or further define sidewalk maintenance obligations and to hold the property owner liable for injuries resulting from damaged sidewalks that the property owner fails to repair.

Currently, West Sacramento is responsible for and maintains sidewalks adjacent to City-owned properties and also repairs sidewalks within the sixteen Community Facilities Districts (CFD)⁵ (Figure 1) that have been damaged by City owned trees. Though the STEP Plan prioritizes filling in sidewalk gaps and new sidewalk construction, STEP provides an opportunity to recommend an equitable approach to address sidewalk maintenance issues should West Sacramento assume greater responsibility of sidewalk maintenance.

2 <https://www.a2gov.org/departments/engineering/pages/new-sidewalks-faq.aspx>

3 <https://seattle.legistar.com/View.ashx?M=F&ID=12501310&GUID=409367A3-2D22-4B67-910E-390CDDC3FCCB>

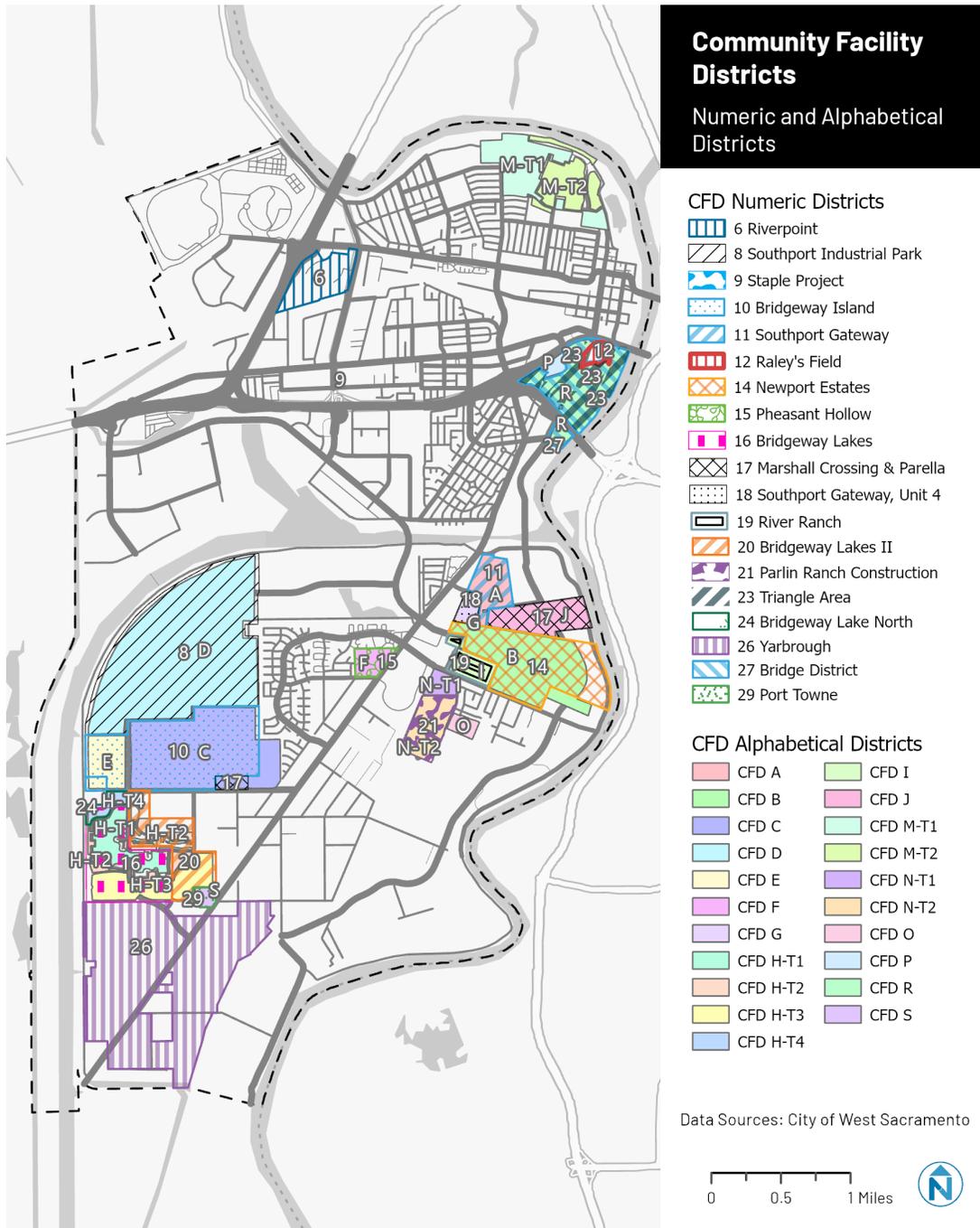
4 The owners of lots or portions of lots fronting on any portion of a public street or place when that street or place is improved or if and when the area between the property line of the adjacent property and the street line is maintained as a park or parking strip, shall maintain any sidewalk in such condition that the sidewalk will not endanger persons or property and maintain it in a condition which will not interfere with the public convenience in the use of those works or areas save and except as to those conditions created or maintained in, upon, along, or in connection with such sidewalk by any person other than the owner, under and by virtue of any permit or right granted to him by law or by the city authorities in charge thereof, and such persons shall be under a like duty in relation thereto.

5 The Mello-Roos Act of 1982 provides a flexible alternative method for local governments to finance public facilities by selling tax-exempt bonds or levying taxes. Pursuant to California Government Code §53311-53368.3, a Community Facilities District (CFD) is formed with two-thirds majority vote of qualified voters within a within a geographic area. A CFD is a special tax district that allows for the financing public improvements and services.

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Figure 1 West Sacramento Community Facility Districts



Several cities that have placed the responsibility for sidewalk maintenance on the adjacent property owner have adopted sidewalk program policies that help reduce the red tape in permitting and costs of sidewalk repair for private property owners to help improve the safety

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and accessibility of the pedestrian infrastructure system and reduce the liability risk posed by uplifted and/or damaged sidewalks. Some of these programs have an equity component, thereby reducing costs or waiving fees for private property owners in disinvested areas and/or who meet a low-income criterion.

- In the fall of 2023, the **City of San Diego** launched a Safe Sidewalks Program⁶, which waives the cost of permit fees and expedites the permitting process for private property owners with known sidewalk damage that is under their responsibility to repair. The program is in effect until June 2026. The program will also shift the cost of sidewalk maintenance (up to \$300,000 annually) to the City in underserved areas (defined in Council Policy 800-14 as Structurally Excluded Communities).
- The **City of Oakland** is currently focused on bringing the city to a baseline standard of investment and equity to address years of inequitable investment. Currently, property owners are responsible for repairing damaged sidewalks adjacent to their property per state and local laws. The City requires sidewalk permits for repairs larger than 25 square feet. Low-income property owners may also apply for a repair program that allows them to receive repairs at no cost.
- The **City of San Francisco** Public Works states that its Sidewalk Inspection and Repair Program coordinates large-scale sidewalk improvements, making the process streamlined and efficient for property owners. Proactive sidewalk inspections of all city sidewalks are on a 25-year cycle to get repairs. Once a sidewalk deficiency has been identified, property owners may hire a contractor themselves or they may take part in the city's competitively-bid sidewalk contract (i.e., still responsible for the payment but at the city's favorable large contract pricing). Property owners who qualify under economic hardship may apply for a deferred payment plan up to \$5,000. Sidewalk damage that is the responsibility of city agencies or private utilities is also repaired as part of the program.⁷

Other cities around the country have also attempted to the need for sidewalk repairs and maintenance and the gray area of responsibility for this part of the transportation infrastructure system in various ways:

- The Denver Deserves Sidewalks ballot initiative passed in 2022 for sidewalk repairs to move from homeowners to the **City of Denver**⁸. Sidewalk repair projects would be paid for through an annual fee on property owners, which the city would leverage into bonds to fund the projects. Homes in Neighborhood Equity & Stabilization (NEST) neighborhoods will receive a 20% fee discount. The city will begin collecting fees in

⁶ Source: <https://www.sandiego.gov/street-div/services/roadways/sidewalk>

⁷ <https://sfpublicworks.org/sirp>

⁸ Source: <https://denverite.com/2023/09/01/denver-deserves-sidewalks-homeowners-fees-questions/>

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2024 and advocates estimated the project would be funded by \$40 million in revenue bonded into \$850 million to cover costs, although city analysis found that there may be a \$7.3 billion shortfall⁹.

- Voters in **Durham, NC** approved bond measures in 2005 and 2007 that have provided more than \$8 million for sidewalk repairs, ADA repairs, and sidewalk replacement, accounting for approximately 86% of the city's sidewalk funding¹⁰.
- **Greensboro, North Carolina** passed bond referenda in 2022 for the city to borrow up to \$135 million for public improvements, including \$15 million for transportation, specifically to improve and add sidewalks, streets, and bus infrastructure¹¹. Voters also approved a bond measure in 2016 for \$28 million dedicated to public improvements, with around \$5 million budgeted for sidewalk and intersection improvements, as well as improving bike lanes, enhancing pedestrian crossings, and improving safety and mobility¹².
- The **City of Campbell, CA** adopted its current policy regarding level of service for its 74.5 miles of sidewalk in 1993. The city's Sidewalk Maintenance Program stated that the city must take action to repair sidewalks if there is displacement greater than half an inch or if the sidewalk is cracked and uneven¹³. Unfortunately, funding for the the Annual Sidewalk Maintenance Program was not maintained and the program was cut. Property owners can still contact Public Works for a sidewalk inspection and the City's Maintenance Crew will conduct remedial repairs to make the walkway safe.

Pedestrian and/or sidewalk plans developed by **Portland, OR; Seattle, WA; and Dallas, TX** (featured in the Task 2.1 Best Practices Review) not only incorporate equity into their pedestrian improvement's prioritization processes, but also into their implementation strategies.

- One of the key strategies outlined in **Portland's** PedPDX plan is to work with developers, residents, and property owners to provide pedestrian improvements. Supportive actions for this strategy include:
 - Providing a pathway for residents, property owners, and businesses to self-fund pedestrian improvements not prioritized for City investment.
 - Updating the 1998 pedestrian design guidelines to guide future frontage improvements made in conjunction with private development.

⁹ Source: <https://denverite.com/2023/09/01/denver-deserves-sidewalks-homeowners-fees-questions/>

¹⁰ Source: https://safety.fhwa.dot.gov/ped_bike/tools_solve/fhwasa13037/research_report/chap2f.cfm

¹¹ Source: <https://www.greensboro-nc.gov/departments/financial-administrative-services/bond-information>

¹² Source: <https://greensboro.maps.arcgis.com/apps/dashboards/ef71cf87ef134d969be9e15d32467bda>

¹³ Source: <https://www.campbellca.gov/220/Sidewalk-Maintenance-Program>

- The **City of Seattle** outlines three primary ways that improvements are made to the pedestrian facility network:
 - City sponsored construction of new facilities or upgrades to existing facilities, many of which are guided by the Pedestrian Master Plan.
 - Sponsors of private development projects are required to build or improve pedestrian facilities along the frontage of or connecting to their projects. These represent a significant share of the new facilities in the City each year.
 - Other City transportation programs provide pedestrian improvements consistent with Complete Streets policies or neighborhood priorities.
- The **Dallas** Sidewalk Master Plan includes an Action Plan that identifies agencies responsible for carrying out the policies of the plan. One opportunity identified in the Action Plan is Responsibility – which includes actions like creating a brochure for the public that outlines sidewalk maintenance responsibility and the various partnership programs available.

The City's funding and investment decisions will accelerate implementation of the STEP Plan.

Grant Funding

A variety of discretionary and formula grant programs exist at the federal, state, and regional levels where improvements to the pedestrian infrastructure is an eligible expense to improve mobility, safety, and accessibility for communities through active transportation and to reduce greenhouse gas emissions through the increase of travel choice. Several key grant sources are summarized in this section.

Safe Streets and Roads for All (SS4A): SS4A is a competitive, federal-aid program established by the Bipartisan Infrastructure Law to fund \$5 billion in appropriated funds over 5 years for regional, local, and Tribal initiatives to improve roadway safety projects that significantly reducing or eliminating roadway fatalities and serious injuries. The program provides funding for two categories: 1) Planning and Demonstration Grants which support the development of a comprehensive safety action plan (Action Plan) that identifies the most significant roadway safety concerns in a community or 2) Implementation Grants which fund the implementation of projects and strategies to address roadway safety issues. SS4A requires an eligible Action Plan to be in place before applying for federal implementation funds. The City was awarded a SS4A grant to complete a Comprehensive Safety Action Plan and will begin the process in 2024. Sidewalk and spot improvements of STEP projects may be eligible for SS4A funds if they are included in the Action Plan.

Highway Safety Improvement Program (HSIP): HSIP is a core federal-aid program to States whose purpose is to achieve a significant reduction in fatal and serious injuries on all public roads. California's share of HSIP funds are split between State HSIP for state highways and

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Local HSIP for local roads. Per the California Department of Transportation (Caltrans), California's Local HSIP focuses on infrastructure projects with nationally recognized crash reduction factors (CRFs). Starting in Cycle 11 of HSIP funding, agencies are required to have a completed Local Road Safety Plan (LRSP) or an equivalent, such as a Systemic Safety Analysis Report (SSAR) or a Safety Action Plan completed as a result of an SS4A award, to be eligible for HSIP funds. The LRSP or its equivalent must be updated and validated at least every five years. West Sacramento conducted a SSAR in 2018 and will be updating that plan in 2024-2025 to a Comprehensive Safety Action Plan via the FY2023 SS4A award; therefore, sidewalk and spot improvements of STEP projects may be eligible for HSIP funds if a proven safety risk and solution exists.

Community Development Block Grant (CDBG): The City of West Sacramento has received an annual allocation of CDBG funding from the U.S. Department of Housing and Urban Development (HUD) since 2016. The overall goal of HUD's CDBG Program is to develop and maintain viable urban communities by providing decent housing, a suitable living environment and expanded economic opportunities for persons from low- and moderate-income households. Each year, HUD requires that at least 70% of the City's CDBG funds be dedicated to activities that meet the Low- and Moderate-Income Benefit Objective. CDBG funds may be used for transportation infrastructure projects such as sidewalk construction, provided they expand economic opportunities for persons from low- and moderate-income households through increased mobility, safety, and accessibility. As such, one of the City's goals for its CDBG funding is to Improve Infrastructure in Low- and Moderate-Income Neighborhoods, particularly those that are older and suffer from disinvestment. For example, CDBG funds were used to support the construction of the North Riverwalk Trail Extension in the Washington neighborhood, part of the Washington Realized Strategic Plan. This project improved access between 3rd and C Streets and the levee path, which connects to other local and regional opportunities. This is in alignment with the criteria used to identify STEP projects.

CDBG funds have also been committed to making improvements for ADA accessibility, safety, streetscaping and lighting. In 2019, the City completed the \$17 million Washington District Sustainable Community Infrastructure Project which is the most significant neighborhood investment project the City has embarked upon to date. To expand on the infrastructure improvements, in 2019 the City committed \$307,638 in CDBG funds to the design phase of infrastructure improvements to the Washington neighborhood along E and F Streets between 5th and 6th Streets - located in Census Tract 101.01, one of the lowest-income neighborhoods in West Sacramento. The 2024 Annual Action Plan will fund the construction and this project is anticipated to be completed in late 2024. The City also committed 2020, 2022 and 2023 CDBG allocations totaling \$944,423 for a safety and lighting project in the Washington Neighborhood. These improvements further support STEP projects by enhancing the overall pedestrian experience.

California Transportation Commission (CTC) Active Transportation Program (ATP) (Statewide and MPO programs): ATP is a significant funding source for active transportation projects in California. Funded using a combination of California's allocation of USDOT Transportation Alternative funds and a portion of funds from California SB1, the goals of ATP are to increase the proportion of trips accomplished by walking and biking, increase the safety and mobility of non-motorized users, advance efforts of regional agencies to achieve greenhouse gas reduction goals, enhance public health, and provide a broad spectrum of projects to benefit many types of users including disadvantaged communities. Projects that provide a direct benefit to disadvantaged communities, as defined in STEP, score higher in ATP. Projects may compete for statewide, small urban/rural and/or Metropolitan Planning Organization (MPO) level funds, based on eligibility criteria. West Sacramento is eligible for statewide and MPO level funds, administered by the Sacramento Area Council of Governments (SACOG), and has been awarded through both mechanisms in past cycles. ATP is programmed every 2 years; the call for applications for Cycle 7 opens in March 2024, with applications due in June 2024.

CTC Local Streets and Roads Program (LSRP): Through the LSRP, CTC dedicates approximately \$1.5 billion per year in new formula revenues to cities and counties for basic road maintenance, rehabilitation, and critical safety projects on the local streets and roads system. To be eligible to receive funding from the Controller, each year, cities and counties must submit a proposed project list adopted at a regular meeting by their board or council. Once reviewed and adopted by the Commission, the list of eligible cities and counties to receive funding is sent to the Controller to begin the apportionment process for that fiscal year. CTC has previously adopted the following projects for the City: Targeted Traffic Operations Improvements, Southport Parkway Pavement Rehabilitation, Industrial Blvd & Harbor Blvd Pavement Rehabilitation, and State Streets Neighborhood Pavement Rehabilitation.

CTC Local Partnership Program (LPP): LPP provides funds to local agencies to improve aging infrastructure, active transportation, road conditions, transit and rail and health and safety benefits. To be eligible for either the competitive or formulaic funds from this program, an agency must have a voter approved fee or tax dedicated solely to transportation improvements, or fees that have been imposed for this sole purpose. Details are still being worked out for West Sacramento's newly approved Citywide VMT Mitigation Fee Program; however, it may meet this requirement. Another potential option that would allow the City to be eligible for this program would be the passage of a new tax measure. State law allows municipalities in California to increase sales tax up to an additional 3 percent for specific local purposes with at least two-thirds (66.67 percent) voter approval or for general local purposes with a simple majority (50 percent plus 1) voter approval. The current sales tax rate is 8.25 percent, which includes the state-mandated 7.25 percent, plus four separate ¼ cent voter-approved sales tax measures that fund important local projects. Therefore, the City has the

legal authority to put another tax measure before the voters and could consider a tax measure that is solely focused on transportation improvements. LPP is programmed every two years. The last cycle occurred in 2022.

Strategic Growth Council Affordable Housing and Sustainable Transportation Program (AHSC): The AHSC Program funds affordable housing and transportation projects close to jobs, schools, and other daily destinations to help California meet both its climate and equity goals. AHSC provides funding for affordable housing developments (new construction or renovation) and sustainable transportation infrastructure, such as sidewalks, bikeways, and new transit vehicles; transportation-related amenities, such as bus shelters, benches, or shade trees; and programs that encourage residents to walk, bike, and use public transit. West Sacramento received a \$6.73 million award in Round 1 of AHSC to support the construction of seventy-six affordable homes and adjacent infrastructure at the Delta Lane Affordable Housing and Grand Gateway Development.

Transportation Development Act (TDA): The TDA of 1971, or the Mills-Alquist-Deddeh Act (Senate Bill 325), was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. It allocates tax revenue funding for transit and non-transit related purposes that comply with regional transportation plans. TDA established two funding sources: the Local Transportation Fund (LTF), and the State Transit Assistance (STA) fund. Providing certain conditions are met, counties with a population under 500,000 (according to the 1970 federal census) may also use the LTF for local streets and roads, construction and maintenance. Currently, West Sacramento utilizes its TDA funds for administrative planning fees to SACOG and the Yolo County Transportation District, and for fixed-route, paratransit, and the City's On-Demand Rideshare Program. Should there be LTF funds available, pedestrian facilities are eligible expenditures on TDA claims.

SACOG Regional Funding Programs: SACOG conducts funding rounds to allocate funds to transportation projects located within Sacramento, Sutter, Yolo, and Yuba counties based on available apportionments of regional Congestion Mitigation and Air Quality (CMAQ), Regional Surface Transportation Program (RSTP), State Transportation Improvement Program (STIP), and SACOG managed funds.¹⁴ City staff is coordinating with SACOG and other regional partners as SACOG is considering adjustments to their regional funding program. STEP projects may be eligible under these individual funding programs.

¹⁴ Jurisdictions in El Dorado and Placer counties apply through the El Dorado County Transportation Commission and the Placer County Transportation Planning Agency, respectively.

Developer Impact Fee Review

West Sacramento's **Traffic Impact Fee** collects funds from new development in the City to fund *regional transportation improvements* that result from the traffic generated by the development. For most development projects, frontage improvements are the responsibility of the developer (exceptions exist in areas zoned rural residential and rural estate). The Traffic Impact Fee Program is currently supported by the 2005 Traffic Impact Fee Study, which identified and estimated the cost of twenty-six capital improvement program projects to mitigate future traffic impacts. Of the \$462 million estimated for these twenty-six projects, \$249 million is financed through traffic impact fees. Gaps persist in the sidewalk network around some of the capital improvement program projects originally identified.

While new development can cause dispersed impacts, a focus on "regional improvement" may leave a funding gap for projects of local/community significance that experience traffic impacts from new development, such as neighborhood streets adjacent to development projects that provide connections to key destinations and improve health through increased traffic safety, physical activity, and social connections. Many California cities use development impact fees to support more local projects that offset the impacts of new development on a community's infrastructure and facilities. These projects may be along a city's corridor network, such as complete street improvement projects in the City of Sacramento, or more spot improvement projects, such as neighborhood walkway and crossing improvements near schools, in the City of Woodland and the City of Santa Monica. The City may consider changes to its Traffic Impact Fee Program to include sidewalk or spot improvement projects of local significance, along with those of regional significance that remain from the original list of twenty-six.

Citywide VMT Mitigation Fee Program: On June 28, 2023, the West Sacramento City Council approved a budget to initiate development of a Citywide VMT Mitigation Fee Program. The program will determine fees based on how a project will affect changes in vehicle miles traveled (VMT). The program will also allow for the pooling of development mitigation contributions to pay for larger and more effective VMT reduction strategies that are not feasible for individual projects. The VMT mitigation fee will be developed in collaboration with updates to the 2005 Traffic Impact Fee (TIF) and 2006 Traffic Impact Analysis (TIA) Guidelines in cooperation among the Finance, Economic Development & Housing, Community Development, and Capital Projects Departments. VMT Mitigation Fees could be used for implementing sidewalk improvements if those improvements conclusively demonstrate reduction of VMT. It would be highly dependent upon the location, surrounding land uses, and extent of the improvements needed to ensure cost/benefit.

The City of Los Angeles established a similar Transportation Impact Assessment Fee in 2019, authorized by the Coastal Transportation Corridor Specific Plan and West Los Angeles Transportation Improvement and Mitigation Specific Plan, to fund transportation

improvements that reduce VMT per capita, enhance multimodal connectivity, and increase transportation options. These improvements may be physical infrastructure or programmatic.

Tax Measures Analysis

Sales Tax Measures

Over the past two decades West Sacramento voters approved four separate one-quarter cent sales tax measures to support a variety of municipal projects and programs related to public safety, community development, capital improvements and community innovation (Figure 2). Annual revenues for each measure over the past two fiscal years were between \$4-5 million, exceeding the estimated annual revenues stated in each of the ballot measures. Each measure allows for year-to-year rollover of unused funds and all but Measure V are permanent. Each measure has different use categories, with most providing some option to support the construction and/or maintenance of sidewalks and pedestrian infrastructure. Projects seeking sales tax measure funding may need to provide sufficient justification and nexus to the voter-approved sales tax.

Figure 2 West Sacramento General Sales Tax Measures

Measure	Effective Date	Expiration
Measure K (Formerly Measure J)	4/1/2003	N/A
Measure V	4/1/2013	3/31/2033
Measure E	4/1/2017	N/A
Measure N	4/1/2019	N/A

Measure K (Formerly Measure J): The measure includes several categories for funding appropriation, including road maintenance. Past fiscal year projects included restriping and traffic signal control; therefore, sidewalk and spot improvements and a means-based sidewalk maintenance fund program may be eligible costs.

Measure V: The measure includes three main categories for expenditures: light rail/streetcar operations, flood protection improvements (appropriations advised under Measure U) and street rehabilitation and transportation. After meeting commitments for light rail/streetcar and flood protection, the City could consider the use of funds in this latter category to support a means-based sidewalk maintenance fund program until the measure expires in 2033.

Measure E: The City established three use categories.¹⁵:

¹⁵ Measure E Policy,

<https://www.cityofwestsacramento.org/home/showpublisheddocument/9188/636995663990230000>

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1. Capital Accelerator - Accelerate capital projects; fund projects that might otherwise not be funded, or fully funded.
2. Programmatic - Ongoing programs; maintenance.
3. Venture - Create targeted community impacts using innovative techniques or technologies.

Measure E funds provide opportunities to leverage City funds to satisfy local match requirements from state, federal, philanthropic, and other external funding sources, for example a portion of the local match on an ATP Medium or Large Infrastructure project. These funds may also be used to support programmatic efforts, such as a means-based sidewalk maintenance fund program.

Measure N: The City established three use categories and percent allocation for which these funds may be used to be consistent with the original ballot language¹⁶:

1. Public Safety (PS) - primarily funds the cost of police and fire personnel, equipment, and facilities, but could also include other items that enhance or ensure the safety of residents and businesses (fixed at 50%, ~ \$1.85 million annually).
2. Inclusive Economic Development (IED) - funds programs or projects designed specifically to serve disadvantaged West Sacramento residents, particularly those who have not yet experienced the quality-of-life improvements that the City's many public investments have brought to other parts of the community. Disadvantaged is defined using CalEnviroScreen, areas of the City falling within the 61st or higher percentile are automatically eligible. The policy also allows funds in this category to be used for city-wide programs and/or projects designed to serve residents experiencing quality of life challenges as defined in the policy (multi-year goal of 30%, ~ \$1.11 million annually).
3. Community Improvements (CI) – funds projects anywhere in the City that improve the quality of life for residents and meet the "public good" tests of being both non-rivalrous and non-excludable. Examples include (but are not limited to) streets, sidewalks, parks, trails, streetlights, and other infrastructure improvements to which the entire community has access (multi-year goal of 20%, ~ \$750,000 annually).

Improvements to sidewalks are explicitly mentioned in the Community Improvements category of Measure N and are therefore an eligible project. However, sidewalks/walkways and crossing improvements such as crosswalk visibility enhancements, Pedestrian Hybrid Beacons and Rectangular Rapid Flashing Beacons are proven safety countermeasures that can enhance and ensure the safety of residents. Therefore, it could be argued that construction of these are

¹⁶Resolution 18-44 Measure N Policy,

<https://www.cityofwestsacramento.org/home/showpublisheddocument/9186/636995661235530000>

eligible projects under the Public Safety category, particularly if there are documented traffic safety concerns in the area noted for improvement.

Lastly, several projects identified in STEP are in the disadvantaged area, as defined in the Inclusive Economic Development category. The City could also consider these eligible projects under this category, and/or could consider the use of funds in this category to support a means-based sidewalk maintenance fund program.

Tax Increment Financing

Measure G (Community Investment Action Plan): Measure G is a property tax measure (effective date 2012) created to direct revenue the City received from the dissolution of its Redevelopment Agency to continue funding community investment projects such as streets, bridges, transportation, parks and public infrastructure.

The City implements Measure G funding using criteria consistent with the City's Community Investment Action Plan, prioritizing a project's potential to leverage outside public and private funding, realize increases in long-term City revenues (e.g., sales and use tax, property tax, transient occupancy tax), facilitates the development of the City's General Plan, and more. The City conducts an assessment against these criteria before recommending this funding source for projects.

Enhanced Infrastructure Finance District No. 1 (EIFD No.1): In 2017, West Sacramento was the first city in California to establish an EIFD, which is a return to utilizing tax increment financing to foster economic development. EIFD No.1 consists of fourteen subareas within the City representing 4,144 acres, or 25% of the City, where current and future development is expected. EIFD No.1 is an important tool for the City to continue its efforts to transition many areas of the City from heavy industrial use to mixed-use areas that celebrate the City's waterfront location, to enhance the City's transportation network, and enhance the quality of public facilities for residents, businesses and visitors.

EIFD No.1 will be funded from property tax increment, a portion of existing Redevelopment Property Tax Trust Fund (RPTTF) revenues that are generated by growth within EIFD No.1 and allocated to the City.

Projects funded from EIFD No. 1 will be consistent with the City's adopted General Plan 2035 which provides a vision for how the City will grow and change in the future. The expenditure of EIFD No. 1 revenues would provide community-wide benefits while incorporating public investment goals defined in the Infrastructure Finance Plan. To implement the General Plan 2035, it is anticipated that EIFD No. 1 expenditures will be used on projects that have community-wide benefit in implementation of master plans, specific plans, capital projects (including the City's 5-year Capital Improvement Plan budgets), development agreements, and development projects.

Next Steps

The analysis of investment strategies for STEP projects is summarized in Figure 3. These funding sources will be considered for their applicability to the list of STEP projects identified in the prioritization process. Both the prioritization process and the final list of projects is outlined in the overall STEP Plan.



Figure 3 Summary of STEP Potential Funding Mechanisms

Funding Mechanism	Description	Source (local/regional /state/federal)	Construction	Maintenance	Local match/leverage funds	Setting (neighborhood or regional improvement)
Measure N	Sales tax	Local	●	●	●	Neighborhood or regional
Measure E	Sales tax	Local	●	●	●	Neighborhood or regional
Tax Increment Financing	Tax Increment Financing	Local	●	● ¹	●	Neighborhood or regional
City Impact Fees	Impact Fee	Local	●		●	Regional
Measure K (Formerly Measure J)	Sales tax	Local	●	●	●	Neighborhood or regional
Measure V	Sales tax	Local	●	●		Neighborhood or regional
ATP	Grant	State/Regional (MPO)	●		●	Neighborhood or regional
HSIP	Grant	Federal	●			Neighborhood or regional
SS4A	Grant	Federal	●		●	Neighborhood or regional
CDBG	Grant	Federal	●			Neighborhood or regional
SACOG Regional Funding Programs	Grant	Regional	●			Regional

¹ EIFD No.1 may finance the maintenance of improvements funded by EIFD No.1 until the district terminates.