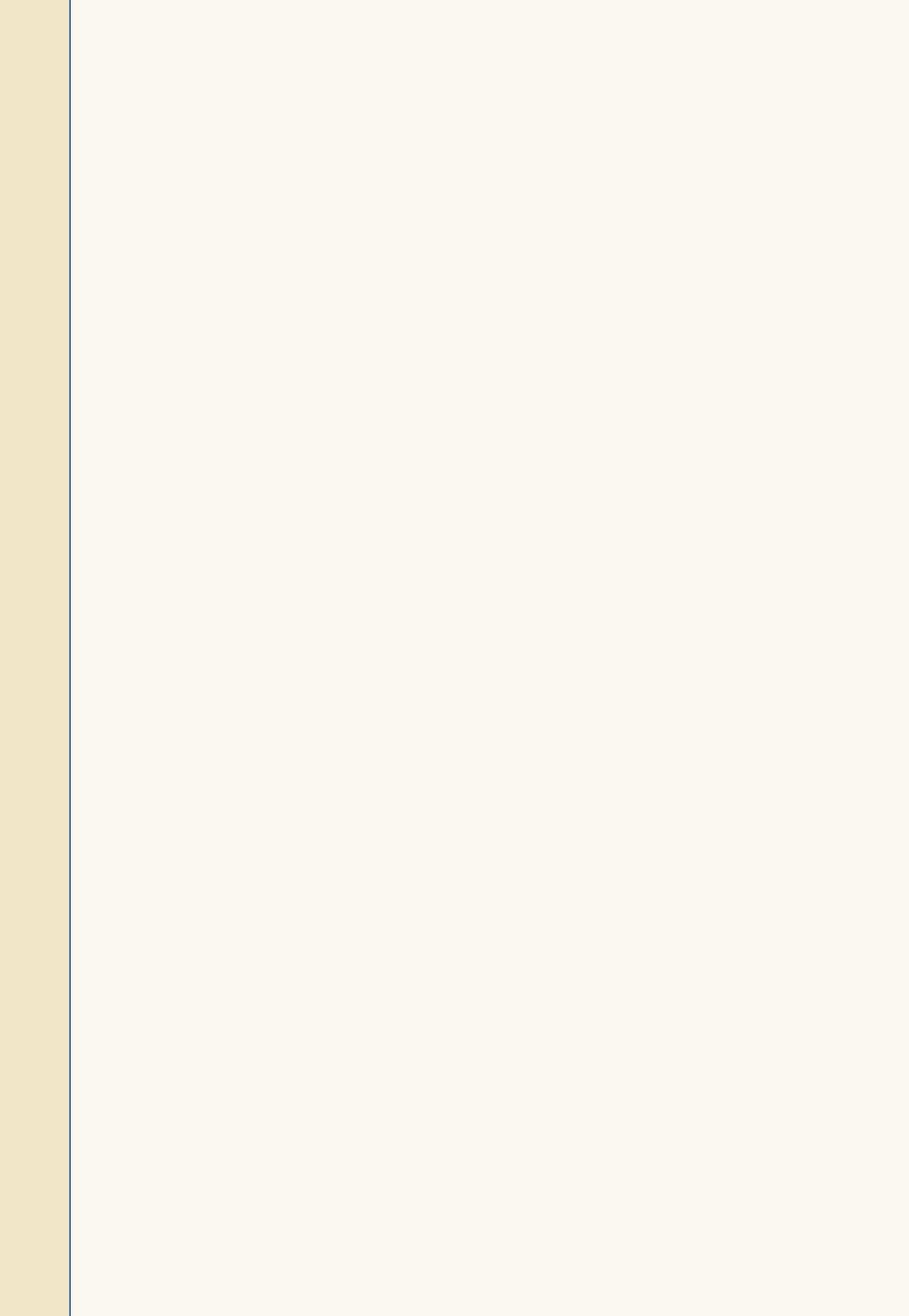


Angelique Ashby's Mayoral Plan for Sacramento

ONE SACRAMENTO

A SAFE, VIBRANT CITY FOR EVERYONE





ONE SACRAMENTO

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ONE SACRAMENTO



This plan, my Mayoral Plan for Sacramento, is rooted in my strong belief that Sacramento's most precious resource is our people and that every challenge — no matter how big or small, opens up the opportunity to achieve positive outcomes for our city.

Serving as Sacramento Vice Mayor, Mayor Pro Tem, and as a City Councilmember who has represented over 106,000 city residents, I am proud of our many successes in Sacramento since I was elected six years ago.

Together, we got Sacramento back on a positive path in the aftermath of the Recession, we strengthened our city's finances, improved emergency response times, protected families and neighborhoods, secured critical funding for libraries and after-school programs, and revitalized downtown.

None of our successes would have been possible without the resiliency, the talents and tenacity, and the incredible spirit of Sacramento's residents. Time and again we have proven that anything is possible when we are laser-focused, working together toward a united purpose.

Looking ahead to the next chapter in our city's history, let's turn the page and ensure that Sacramento is truly an open book — let's engage our people, empower our neighborhoods, and encourage everyone to make a positive contribution to our future.

As a Councilmember, a business owner, and most importantly as a mom, I am 100% committed to our city, now and for the future. I will focus my energy and experience on protecting families and making every Sacramento neighborhood vibrant and safe.

— *Angelique Ashby*



Angelique Ashby, her sons Nate and Tyus, her daughter Alia, and her husband Zac.

Safe City

Public Safety is the cornerstone that protects our livable and vibrant city. Fundamentally, there is no service more central to the city's mission than that of protecting the safety of every Sacramento family.

On the Council, Angelique Ashby has had a laser focus on public safety in her district, and as mayor, she will bring that same focus to our city. Our next mayor must create programs to keep kids on the right track — and as mayor she will bring the established programs that she has developed in Natomas to the city at large. Our next mayor must help improve police-community relations, and Councilmember Ashby spearheaded the creation of the Sacramento Community Police Commission. Our next mayor must lead efforts to reduce emergency response times, as Angelique has done in her district.

It's why she's endorsed by public safety leaders and organizations like the Sacramento Police Officers Association, the Sacramento Firefighters Local 522, the Sacramento County Deputy Sheriffs Association, Sacramento County Probation Association, and retired District Attorney Jan Scully.

This is her plan — but it's also the beginning of a conversation. This issue is too important to be anything other than a collaboration. These are problems that we can only solve together.

Safer Neighborhoods

We Need to Get Off the Violent Crime List

While we have made good progress since 2010, last year crime in Sacramento spiked back up. It is essential that we put our city back on the path to reducing violent crime. It's time to get our city off of our state's Most Violent Crime list once and for all.

Currently, we share the Top 15 Most Violent Major Cities list with places like Oakland and Stockton. From the most recent FBI data (2014), we have a higher per-capita violent crime rate than the City of Los Angeles. This is fundamentally unacceptable, and we must take decisive action to make our communities safer. Sacramento should be the safest big city in California.

Renew Measure U Public Safety Funds

Measure U, the ½ cent sales tax enacted in 2012, played a vital role in restoring staffing losses in our police, fire, and parks departments during the economic downturn.

The next mayor must champion Measure U renewal in 2019, to continue to restore the ranks of our public safety personnel, or face severe cuts. Currently, the Police Department remains understaffed by more than 100 sworn personnel below prerecession levels, and the Fire Department needs at least 70 positions to return to prerecession levels.

If renewed by voters, proceeds from Measure U will show surpluses starting around 2021. These surpluses must be used to further bolster our public safety staffing and should also be used to invest in affordable housing, address homelessness, support youth programs, gang prevention, after school programs, and parks and recreation — all of which contribute to supporting public safety.

Community Policing

Problem Oriented Police (POP) Officers were part of a highly successful program in Sacramento that personalized policing — working with members of the community to build partnerships and focus on prevention; a proactive approach to reducing crime, as opposed to our current reactionary approach. POP officers are freed from reacting to 911 calls, and they can spend time engaging positively with the communities they serve. It's time to bring back this highly effective program.

Sacramento Community Police Commission

Our next mayor must follow through to ensure that our City's new Sacramento Community Police Commission successfully brings community oversight and input into the policies of policing in Sacramento. As Mayor Pro Tem, Angelique Ashby spearheaded this oversight commission's creation, and as Mayor, she will ensure that its members are empowered to bring forward policies that will improve community policing efforts.

Neighborhood Prosecutor Pilot Program

Expanding on the existing Community Prosecution Unit, we should collaborate with the county to launch a Neighborhood Prosecutor Pilot Program to work with police and local communities. This program should focus on high crime neighborhoods, building community trust in partnership with police efforts to combat gang activity, drug trade, human trafficking, and domestic violence.

Los Angeles has a similar program, which can provide a model for creating a pilot program here in Sacramento.

Get Local and Empower Neighbors to Address Crime and Blight

Expand the Justice for Neighbors program to provide one team (City Attorney, Police Sergeant, and Code Enforcement Officer) for each council district, to address issues of blight, nuisance, and criminal activity that negatively impact communities and require legal action to correct. These include: illegal dumping, squatters, absent landlords, dangerous buildings, irresponsible business owners, and high volume non-residential users of 911 (such as an irresponsible drinking establishment or motels that attract criminal behavior).

Diversify the Public Safety Departments

Our City Police and Fire Departments need to recruit from our local community to naturally reflect the diverse makeup of our city. While this issue is often discussed from a framework of improving police relations, it is also a critical issue for the success of our efforts to reduce crime.

We must redouble our recruitment from within the city, and work with UC Davis, CSU Sacramento, and Los Rios Community Colleges to career track students towards law enforcement and fire service. We can use high school recruitment programs, school resource officers, youth service providers, faith-based communities, and career fairs to lay out pathways to public safety careers. And we should create a home loan program to encourage police and firefighters to live inside the City of Sacramento.

Sacramento's Fire Department is currently reviewing adding a Recruitment, Outreach, and Diversity hiring officer — which has been requested by our firefighters. This is a good first step towards diversifying the department, while helping to effectively recruit highly qualified staff into positions cut during the recession.

At the same time, we must review policies and procedures that unintentionally limit engagement for some groups, for example: ensuring that policies regarding headwear and facial hair do not preclude or discourage otherwise qualified Sikh members of our community from joining the police force.

Animal Cruelty Task Force

As part of our next mayor's focus on community policing, we must create an Animal Cruelty Task Force in partnership with the Sacramento Police, the Animal Care Services Division, and the City Attorney's Office. Through the partnership of the Police Department, the task force will ensure that search warrants can be acquired to investigate cases. Creating a hotline will allow community members to report incidents to the task force and to animal services investigators.

There must be a follow-up with the Council on the progress, and outcomes of the task force, and an annual report on the treatment of animals in our city. Additionally, the task force should report back on the necessity for creating additional positions to animal care services for purposes of addressing neighborhood needs.

At the same time, we must lead by example and commit the additional resources necessary to Sacramento's Front Street Animal Shelter to first meet baseline service levels, and ultimately become a "no kill" shelter.

Advanced Technology:

Expand Shot Spotter Beyond Pilot Program: We can reduce negative interactions and improve efficiencies through the use of technology like Shot Spotter, a program that uses sonic waves to identify the source and location of sounds like gunshots and fireworks. Using this technology, officers have far better information when they respond to a call for service involving the sound of gunshots. Shot Spotter is currently a pilot project but should be expanded to areas of the city that are struggling with violent crime.

FireStat: Sacramento's Police Department has embraced CompStat — the data-tracking program that allows the Department to embrace policing strategies that are data-driven and performance-based. Now it's time for our Fire Department to follow their example, and the example of the Los Angeles Fire Department, by implementing FireStat. This system not only will provide additional real-time data to help reduce emergency response times, but it will also help the city provide transparent data to our community. As our city grows and challenges evolve, the value of this new technology will only increase.

Safer Schools

Ensuring that children in Sacramento are safe at school and after school is a critical starting point for any discussion of public safety. Here are my priorities:

School Resource Officers

- Partner with each school district to be sure every public high school in the city has a school resource officer and that the officer is a good fit.
- Each officer must provide proactive policing, build positive relationships with students, and work to become a trusted, caring adult that young people can rely upon.

Anti-Truancy Programs

- Open anti-truancy centers in partnership with each school district.
- Perform routine truancy sweeps with the intention to return children to class and notify their parents.
- Send jointly signed letter to parents of children who are excessively truant (District Attorney, Sacramento Police, and School District Superintendents).

Gang Prevention and Intervention

- Partner with community-based non-profits, interfaith groups, and Sacramento County through the Mayor's Gang Prevention Task Force, to ensure early intervention and to create pathways out of gang life through educational and employment opportunities.
- Expand existing at-risk youth programs, internships, mentorships, and after-school and summer programs to keep kids productive and safe. This should include expanded partnerships with libraries, Boys & Girls Clubs, and youth employers (including the city).

After School Programs (4thR and START)

- As will be discussed further in the section on Youth Empowerment, we must continue to fully fund 4thR/START, and must make sure that partner agencies like the county and school districts pay their share of the program costs.
- After school programs, at all age levels, are critical to the success of other policies to keep our kids safe.
- The city must partner with the State and School Districts to share funding responsibilities and make these programs consistently available and affordable to all families, and advocate against the history of insufficient funding

- The state government has not increased their share of funding these programs and initiatives, putting additional pressure on middle-class families and local cities, an issue that our next mayor must face head on.

Address Sex Trafficking: Not in My City, Not in My State

- Human trafficking is a growing crisis that particularly hurts women, children, and families.
- The average age that a woman/girl is trafficked into prostitution is 12–14 years old. Our enforcement policies must always reflect an understanding of who is the criminal and who is the victim.
- In January, Sacramento pledged to work jointly with law enforcement and community leaders through the “Not in My City, Not in My State Campaign” — a multi-city and multi-agency movement built to engage local entities that want to use their time, talent, and resources to fight back.
- This is a critical issue that must stay a priority within discussions of public safety, child welfare, schools, after-school programs, and regional cooperation.
- The city has area specific experts in the Police Department and has built strong partnerships with the District Attorney and federal agencies. This effort must continue to be funded and prioritized.

Safer Streets

In addition to violent crime, the safety of our streets is a key issue for Sacramento families. Cities across the state and nation are engaging in a nationwide effort to improve safety for drivers, passengers, pedestrians, and cyclists. It's time for Sacramento to step-up our efforts.

Traffic Control

- During the recession, we eliminated our traffic unit. While it has now been technically re-established, it has only a handful of officers, not even close to the number needed for a city of our size. Traffic units reduce accidents and prevent injuries by enforcing speed and safety laws. They also help create a productive and preventive presence in communities. Their presence alone increases the safety of our streets.
- Longer yellow lights: Reducing the number of drivers running red lights. This is a small step that we can take today to help alleviate frustration and prevent collisions.
- Synchronized lights: Improving on the synchronization of lights can help move traffic through arterials, while also improving pedestrian safety and reducing instances of speeding to make it through intersections.
- Expand the use of HAWK lights (high-intensity activated crosswalk) to keep traffic moving while simultaneously empowering and protecting pedestrians.

- Traffic calming measures in neighborhoods: Ensure that all Sacramento neighborhoods can easily work with the city to address traffic problems specific to their neighborhoods.
- Increase the police presence around schools to facilitate safe transitions at drop off and pick up throughout the city, keeping our youngest travelers safe!

Tougher on DUIs

With the expansion of services like Uber and Lyft — it's past time to get substantially tougher on driving under the influence in our city. With the arena moving downtown and the expansion of arts and entertainment districts throughout the city, it's critical that we prevent this from leading to a rise in driving under the influence crashes and fatalities.

Here are some actions that we must take:

- More checkpoints in key locations of consistent DUIs.
- Stronger DUI prevention programs, particularly in our schools.
- Support educational billboard and marketing campaigns on the consequences of driving while under the influence.
- Increase enforcement on businesses selling liquor to minors or medical marijuana dispensaries not upholding regulations.

Vision Zero

Vision Zero is an international movement to help cities reduce traffic related deaths to zero. While that goal may sound impossible, every death prevented along the way saves the life of a member of our community.

Last month, our city council voted in favor of creating a Vision Zero Task Force. It is a great first step, but one that was brought about only by the pressure of excellent community groups like WALKSacramento and Sacramento Area Bicycle Advocates. This effort is truly in its infancy, and it must become a real priority of the next mayor.

Here are some key steps that our next mayor must take to help implement Vision Zero:

- **Funding:** Currently, the Task Force has no funding to help achieve their new goals.
- **Focus:** Many of the changes have to do with the priorities of our city. Too often life-saving takes a back seat to cost saving. More than any individual change, we need this change in perspective.
- **Participation:** Our next mayor and next city manager must make clear to the heads of our city departments that this is a high priority, and work with them to make this part of our city culture, from the Department of Public Works, Police, Parks, Finance, Utilities, and Information Technology.

- **Every Driver, Every Cyclist, Every Pedestrian:** Vision Zero is often viewed as a program for protecting people traveling without a car, but the average traffic related death in Sacramento happens to someone traveling by automobile. We can and must make our streets safe for everyone.

Emergency Preparedness

Improve Emergency Medical Response Times

Sacramento needs to add ambulances in order to provide critical life saving emergency services. Currently, the Sacramento Fire Department's (SFD) Advanced Life Support Ambulances are experiencing unsafe levels of utilization.

As our city grows, we must ensure that our emergency response capabilities grow with it. The next mayor must fund additional ambulances to reduce the workload, ensure that response times remain low, and that SFD does not lose transports to outside agencies with lower skilled personnel. To maximize reimbursement on ambulatory service, the city must work with Senator Richard Pan, who has endorsed Councilwoman Ashby for mayor, on the implementation of his legislation (AB 678), which provides reimbursement to cities for health care services, such as SFD's advanced life support ambulances.

Build on Our Successes

Angelique Ashby ran on a platform of improving response times in her district — one key element of that was opening Fire Station 43 in North Natomas. Since then, she has spearheaded successful efforts to add ambulances in North and South Sacramento. Our next mayor must build on these successes, ensuring that community leaders have the ability to demonstrate their public safety needs and make progress towards fulfilling these goals.

Emergency Preparedness Plan

Our next mayor must make sure Sacramento has a well-developed emergency action plan for natural or man-made disasters. The city must commit to updating it annually and communicating it to the public so that we are always prepared and never caught off guard. And we must maintain our Urban Search and Rescue Unit, as well as emergency responder equipment, personnel, and programs.

Flood Control

We must continue to address our flood control infrastructure needs citywide, to meet and exceed mandated flood control standards. To do so, our next mayor must build on our existing partnerships regionally and at the state and federal levels to fund and authorize necessary improvements.

Flood Control is the number one infrastructure issue that our city faces, and a very real issue for public safety. The Indomitable City is indomitable because our city founders faced the issue of flood control head on. We must renew this commitment.

Water

Ensuring clean, safe, and reliable drinking water is a core city responsibility, and as the situation in Flint, Michigan has shown us, it is a clear issue of public safety. Our city must continue to protect our well-established water rights and defend against any threat to our water supply. That includes fighting against water diversion programs as well as standing up to federal and state policymakers, and special interests south of the Delta, that seek to allow pumping that exceeds the amount allowed by law and poses a significant threat to the reliability of Sacramento's water supply.

City Budget: Protecting Taxpayers

As Vice Mayor and Mayor Pro Tem, Angelique Ashby helped deliver 5 balanced budgets for the City of Sacramento, protecting vital services and making City Departments do more with less. And Ashby played a key roll in getting concessions from public safety unions — the first step in addressing our long-term liabilities.

However, Sacramento faces years of budget challenges ahead. Currently, the city's long-term liabilities are valued at approximately \$2.2 billion, including retiree health benefits, pensions costs, and debt obligations that previous City Council's failed to adequately fund. If unaddressed, rising employee costs will continue to place pressure on the city's ability to deliver core services and invest in our aging public infrastructure. Our next mayor must work tirelessly to significantly reduce long-term liabilities, while working with our public safety unions to reduce costs and stem growing liabilities.

Here's Angelique Ashby's plan to address our city's budget:

- 1. Short-Term Priority: Renew Measure U:** The successful passage of Measure U has allowed for the restoration of numerous core public services. Measure U is set to sunset in 2019, and the mayor and council will need to move quickly to renew the sales tax or identify dramatic budget reductions. As Mayor, Angelique Ashby will strongly support moving forward to renew Measure U.

Sacramento starts to see excess balances in fiscal year 2021. As Mayor, Ashby will propose using excess proceeds to invest in affordable housing, address homelessness, support youth programs, gang prevention, after school programs, and parks and recreation — all of which contribute to supporting public safety.

- 2. Reduce Long-Term Liabilities:** The next mayor must work with our employee unions to address long-term liabilities. In 2014, Ashby played a critical role in gaining concessions from Police and Fire unions related to pensions and unfunded retiree health benefits. Due to Ashby's efforts, both police and fire personnel are contributing the 12% employee contribution to PERS that was previously paid by the city, and reforms were instituted for new hires, including a cap in retiree health benefits. Additionally, the firefighters made great strides at reform by instituting a post retiree Health Benefits Savings Plan, mandating significant personal contributions to their post retiree benefits. As Mayor, Ashby will build on these efforts while working to manage labor costs to avoid service reductions.
- 3. Long Term Stability Through Increased Tax Base:** Create long-term fiscal sustainability by growing the tax base. Make Sacramento the easiest big city in California to invest in, start a company, and do business in. We must create our own high-wage jobs and consistently make it a priority to raise the average household income across the city.
- 4. Reducing City Debt:** Work with the city treasurer to identify opportunities to refinance and/or restructure bond debt, reducing costs to property owners by improving finance terms. In her own district, Ashby worked with the Treasurer, who was able to save North Natomas property owners approximately \$1.62 million per year for the next decade and beyond.

Performance Based Budgeting

Working with the City Manager, City Council, and staff, we need to consider moving towards phasing in Performance Based Budgeting in Sacramento. Through a phased approach the City could begin implementing Performance Based Budgeting to specific City departments prior to a full scale overhaul of the City's budgeting system, thereby utilizing information to guide resource allocation and departmental finances. Performance Based Budgeting will help strengthen the city's objectives to:

- i.** Increase accountability to taxpayers
- ii.** Bring more transparency to the budget process and city departments
- iii.** Improve and maximize efficiencies
- iv.** Reduce wasteful spending

Independent Auditor Office

Sacramento taxpayers will be best served by investing more resources in the City Auditor's Office to conduct regular independent audits across all city departments, specialized program audits, and performance audits as well as providing information about the City's operational finances, contracting, and expenditures. This is a vital step to make sure tax dollars are spent most effectively, departmental spending is appropriately scrutinized, and that the city is utilizing best practices to achieve operational and control objectives.

Independent Budget Analyst

An Independent Budget Analyst was hired by the City to comb through the budget for purposes of identifying funding sources not appropriately allocated, provide additional scrutiny for city spending, develop actions to help ensure departments are allocating resources most effectively, and make recommendations on appropriate actions such as refunds or recategorization to reduce outstanding debt. This is an important position that should be permanent in Sacramento.

Make City Budget Accessible Online

The public deserves an open process in City Budgeting, and that starts with putting the entire City Budget online with a pro-active and user-friendly process for the public to access records and see how their tax dollars are being spent. A good example is Austin, Texas's "Austin Finance Online". An effective online portal improves budget transparency and ensures city department budgets are more transparent, accountable, and accessible.

Secure Infrastructure

Aging public infrastructure is one of the greatest challenges facing Sacramento today. From our vital flood control protections, decaying water and wastewater systems, and roads that are desperately in need of maintenance, to our outdated public facilities that support the arts and economic development.

Flood Control

The number one infrastructure issue in Sacramento is — without a doubt — flood control. Our whole region is a flood plain, and if we don't address flood control then every part of our city risks entering a building moratorium at some point. We must always stay out in front of flood control.

As Natomas comes out of its building moratorium, we're finally getting ahead on this issue. We must stay ahead of levee repair needs in Pocket/Greenhaven and the Railyards, and we need to support the Army Corp of Engineers plan to "armor" the American River levees, including levee protections for Campus Commons, the River District, Sacramento State, East Sacramento, and College Glen. It's vital that we keep our entire city out of a building moratorium. We must support the Sacramento Area Flood Control Agency, which Ashby has served as Chair and Vice Chair, and the Army Corp of Engineers to move the American River Flood Control Project through the same authorization and funding process that the Natomas Levee Project has made its way through.

Moving Our Infrastructure Forward

Sacramento must develop an infrastructure financing plan that ensures the sustainable operation of our public assets, without unduly burdening residents, while maximizing contributions from state and federal sources. Adequate investment in our assets will continue to improve Sacramento's quality of life and economic competitiveness.

- 1. Develop an Infrastructure Financing Plan (IFP)** to provide a multigenerational roadmap for critical infrastructure investment across the city so that future city leaders, and the communities they represent, do not have to face the burden that the current council faces due to lack of planning and investment from previous councils for decades.
- 2. Water Supply and Wastewater Infrastructure:** Make responsible investments in our utility infrastructure to prevent severe rate spikes and catastrophic failures.
- 3. Road Maintenance & Transit Infrastructure:** Sacramento has a significant backlog of road maintenance projects. We must develop a plan that addresses our roads and provides a framework for transit investment, including strategic advocacy to apply for regional funding through the Sacramento Area Council of Governments, where Ashby has served as a city representative and built regional partnerships with bipartisan local elected leaders across the six county region.
- 4. Bridges:** Sacramento needs to focus on creating additional connections across our rivers. These new multi-modal connections will relieve traffic congestion, reduce air pollution, and provide additional access for first responders in emergencies. Sacramento must partner with Sacramento County, Sacramento Transportation Authority, and State and Federal agencies to support their proposed projects to expand the Capitol Freeway Bridge and create a multi-modal crossing between the River District and South Natomas.

Vibrant City

What a difference a few years can make.

The vibrancy and momentum in our city is palpable. Downtown and Midtown are buzzing with new energy and new development, now it's time to expand this same focus to all of our neighborhoods. Quietly this is already happening: In Tahoe Park there's a line out the door at Bacon and Butter, and in North Sacramento Del Paso Boulevard's shops and restaurants are sparking a quiet renaissance, while supermarkets are opening for the first time in years — and the Delta Shores project is bringing the biggest investments that South Sacramento has seen in years.

Our next mayor must be fully committed to applying the same energy that we've put into our Central City to neighborhoods across the city. From supporting high-wage job creation in South Sacramento to expanding after-school programs in Oak Park; from making it easier for young entrepreneurs to achieve their dreams and open businesses, to rededicating our city to a green vision of environmental sustainability.

Together, our city grows more vibrant by the day. This is our home, and we need a mayor who will fight to ensure that every Sacramentan can participate in our shared future.

Vibrant Economy

By the end of her first term, our next mayor must lead the way toward making Sacramento the easiest place to do business in California. While this is a challenging goal, it is absolutely critical to the future of our city. At the same time, the next mayor must help bring jobs into disadvantaged parts of our city and create partnerships to improve workforce development programs. By bringing these elements together, in the next four years we can see a diversification of jobs and growing opportunities for meaningful employment across the city.

Sacramento is positioned to compete for and create high-wage tech jobs expanding beyond the Bay Area. It's important that we continue to enhance opportunities to incubate, recruit, and grow the tech industry in our region. Regional partners like Vision Service Plan, Intel, UC Davis, Cal State Sacramento, and Raging Wire can serve as advisors and partners in this recruitment effort. The Greater Sacramento Area Economic Council, made up of CEOs from across our region, is working hard to sell Sacramento and create interest in our area. Key to area economic growth is our commitment to housing, transportation, education, and quality of life. Building on Sacramento's reputation as an incredible place to live, work, and play is the foundation of business recruitment and retention.

1. Process Improvements:

As the cost of doing business continues to skyrocket in California's large coastal cities, Sacramento is poised to attract, grow, and retain jobs if we become more business friendly. Investors need to have reasonable time and cost assurances for their projects. We must streamline and clarify procedures across our city departments, changing the culture at City Hall.

2. Permit Simplicity Program:

In their white paper issued this winter, Sacramento's business leaders called for the creation of a Permit Simplicity Program, which would create guarantees for permit issuance in 90 days or less, set the lowest fees in the region, and utilize programmatic EIRs for CEQA streamlining. Our next mayor should work to accomplish these goals, while keeping stakeholders directly involved in this reform process.

3. Job Training/Workforce Pipeline:

Our next mayor must have a coordinated approach, working with local schools, universities, community colleges, career tech campuses, businesses, community groups, faith based leaders, training facilities, and youth programs to pipeline local hires, train potential employee pools, and create a job ready workforce in Sacramento focused on high demand career paths.

4. Six Proposals to Incentivize Job Creation and Growth:

- **Create Local Incentives and Rebates** based on job creation and local hiring, tailored specifically to the business being recruited. For example: if a tech firm utilizing extremely high utilities (such as a server farm or co-location site) agrees to a local hiring program and significant high-wage jobs, as a recruitment tool they would be made eligible for a city utility user tax rebate program.
- **Open a Business Assistance Center (BAC)** based on the successful model in the City of Oakland. Offering full-time staff dedicated to helping small business owners navigate the city government, the BAC would provide referrals to local organizations, county and state agencies, and other resources to help entrepreneurs to start, operate, and grow a business. Our next mayor should recreate this model in Sacramento.
- **Bring Equity Crowdfunding to Sacramento:** Recent changes in federal law have opened up opportunities for individuals to invest in companies and obtain equity through these investments. Prior to the regulatory changes, only high net worth individuals could invest at the ground level of exciting startups and in local businesses. The City of Sacramento, in partnership with the Sacramento Employment and Economic Development (SEED) Corporation and the Mayor's Office of Innovation, must provide a platform to encourage participation in equity crowdfunding opportunities.

This is a cutting edge way to invest in local business. Sacramento should get ahead of this issue in a way that allows our local small businesses (from all across our city) to gain access to new funding options. At the same time, this would provide new options for Sacramentans to invest in local businesses and build wealth in our neighborhoods.

- **Develop a Sacramento Microloan Program:** The City of Sacramento, through the Sacramento Employment and Economic Development (SEED) Corporation should develop the Sacramento Microloan Program. This program would offer low cost, low/no interest microloan financing (\$5,000 to \$50,000) to qualified small businesses and create jobs for residents in Sacramento's priority neighborhoods. Cities like Boulder and Kansas City have had great success with these programs, and we can build on their successes in our city.
- **Maximize the Potential of our Downtown Sacramento Revitalization Corporation:** It was established in 2006 but officially formed in 2011 by Councilmember Ashby, who has served as President since inception. The first project was the Greyhound bus station in the River District and the 2nd project was 7th and K St., a project we almost lost due to the dissolution of redevelopment. Unlike previous funding mechanisms, the Revitalization Corp. seeks to be an investment partner, creating a return for re-investment on future projects in our urban core.

▪ **Open Up City Land to Private-Public Partnerships and Entrepreneurs:**

From large properties left over from redevelopment, to small strips of land — too often land owned by the city is not available to innovative entrepreneurs. One small example of this is the pedestrian underpass between Old Sacramento and Downtown Commons — which has more than ample space to open for pop-up vendors (whose presence would also improve the perceived safety of the walkway).

5. Neighborhood Entrepreneurship Institute: The next mayor must connect future job creators in their local neighborhoods with the available tools and incentive programs, particularly in underemployed parts of our community. We need to create an atmosphere where Sacramentans see a pathway to business ownership in our city, and a Neighborhood Entrepreneurship Institute, based on models like Brooklyn’s Neighborhood Entrepreneurship Project, would connect would-be entrepreneurs with the resources that can be made available to them.

6. Bring the Calling All Dreamers Contest to Underserved Communities:

The Downtown Sacramento Foundation’s “Calling All Dreamers Contest” is successfully building small local businesses in our downtown core. Our next mayor must work to replicate this success in communities like Del Paso Heights, South Oak Park, Northgate, and South Sacramento. We have a model that clearly works — let’s take it citywide.

- 7. Mayor’s Economic Council:** Charged with creating a detailed work plan that focuses on process improvements, incentive programs/packages, and a focus on key future developments like the riverfront, this council will help identify and address impediments to local investment and the recruitment and retention of businesses. This council must include diverse businesses and community leaders from across the region. Portland’s innovative program provides a strong model for an economic cabinet that is accountable for real deliverables, with metrics, for economic development.
- 8. Small Business Roundtable:** Growing and supporting local small businesses is an important part of moving our region forward by cultivating and maintaining jobs — making it as convenient as possible for entrepreneurs to choose and remain in Sacramento by linking entrepreneurs to resources offered through the proposed Business Assistance Center as well as local chambers. Creating spaces for shared ideas and collaboration, incentivizing investment and creating opportunities for expansion in our city are key to growing small businesses in Sacramento.
- 9. Next City Manager:** We must recruit a City Manager who is experienced and up to the challenge of helping make our city the safest and the most business and neighborhood friendly in California. We should ensure that the salary is competitive and that the job search is exhaustive. Because of our City

Manager / City Council system, the City Manager has a major role in the success of our city. This hiring decision will be key for our next mayor and council, and its success is critical to the future of our city.

10. Entrepreneurs Come in all Shapes & Sizes: As part of the economic build out of our city, it is important to create opportunities for all entrepreneurs to succeed. We must build on our network of veteran owned, minority owned, and female owned businesses. There are many resources available through the military and through local chambers to help such businesses thrive. Sacramento needs to take advantage of all of those programs and connect business owners to resources, while also establishing low cost business loans and micro loans to help entrepreneurs get started.

11. Nothing is Too Small Philosophy: Our last 8 years have been about big projects — and while our next mayor must also focus on big projects (Railyards, Natomas redevelopment site, etc.), she must also be committed to a “nothing is too small” philosophy of job growth. From supporting pop-up stores, to working to make city land available for small start-ups, to supporting co-working spaces, every little bit counts, and this needs to permeate the culture of City Hall, from the top down.

Empowering People

Sacramento's next mayor must make our city government accessible to every Sacramentan and empower our citizens to invest in their community.

Unlike many other cities, Sacramento has room for every resident to take a seat at the table. The sky is the limit. And — even though it's a cliché — our city's biggest asset is our people.

Our next mayor must find a way to empower the entrepreneurial spirit that is growing in our city.

Launch "One Sacramento" Civic Volunteerism Program

Councilmember Ashby established the Youth Action Corps (YAC) in District 1, and as mayor she would expand it citywide. YAC engages youth in park cleanups, the completion of senior projects, provides leadership opportunities, employment preparation workshops, financial literacy classes, and youth symposiums. YAC participants are connected directly with job and internship opportunities.

As Mayor, Ashby would also launch the "One Sacramento" civic volunteerism program, tapping into local colleges and businesses to provide all Sacramento residents the opportunity to engage in their community in a meaningful way, while investing in them by offering classes and training programs for volunteers of every age looking to build skills.

Employers, Employees, and Business Community

- Support Hack-a-thons, other coding projects, and other civic efforts that empower the tech community and young people to invest in our city.
- Open Business Assistance Center so entrepreneurs can focus on investing in our city, not navigating government regulations. And lower the barriers to entry by building up micro-loan programs and the Neighborhood Entrepreneurial Institute.
- Support Public / Private partnerships, especially on small projects that can inject needed private investment into community.
- Empower businesses to shape workforce development programs to ensure that programs train for jobs that local companies need to fill, particularly connecting employers with local educational providers such as UC Davis, CSUS, and Los Rios Community College.

Seniors and Retirees

- Empower retirees to lead volunteer efforts and service programs like One Sacramento.
- Improve safety of public transit to empower seniors to continue an active lifestyle after they stop driving.
- Water & Energy Audits: Help seniors on fixed incomes invest in their homes while saving money on their bills.

- Work with community colleges to increase outreach to seniors to provide greater access to lifetime learning after retirement.

City Employees and City Contractors

- Implement LEAN Processes Training to empower employees to bring their expertise and ideas to find efficiencies, provide better customer service, and identify cost savings. This private-sector management process has worked in other city governments and should be brought to Sacramento's.
- Improve staff development training in city departments to help retain and nurture talented employees.
- Create home loan program to encourage police and firefighters to buy a house in the city.

Engaging and Empowering Sacramento's Youth

Supporting Education in Sacramento

The quality of life in a community is often directly related to the quality of the K-12 schools. While the City of Sacramento does not have direct oversight of our schools or curriculum development, the strength of our partnerships with the school districts, community, law enforcement, libraries, and after school & youth engagement programs are the cornerstones of our community's success.

As Mayor, Ashby will continue to develop stronger partnerships between the City and the school districts to ensure all of our youth receive the resources necessary to be successful. As Mayor Pro Tem, Ashby led the passage of the \$129 million Measure J School Facilities Bond. Additional specific programs that Councilmember Ashby has either supported, championed, or partnered on, and will continue to take the lead on as Mayor, include:

- 1. Parks and Recreation:** Parks programming funding has been decimated in recent years. With the stabilizing of the economy and with the assistance of Measure U dollars, the City of Sacramento must continue to restore these critical programs including summer recreation, pools, and investment in Community Centers.
- 2. Boys and Girls Clubs:** Councilmember Ashby identified the funding to establish a Boys and Girls Club on the campus of Inderkum High School. The club plays a vital role in ensuring academic achievement, recreation opportunities and life skills for youth, and prioritizing the participation of young people living in affordable housing. As Mayor, Ashby will make the Mayor's Office a resource for community members and groups looking to create these kinds of partnerships.

- 3. After School Programs (4th R and START):** We must continue to fully fund 4th R/START programs and work with our partners at the state and school district levels to share funding responsibilities and make sure that the programs are affordable for all families. The state government has not increased their share, putting additional pressure on middle class families and local cities, an issue that our next mayor must face head on.
- 4. Gang Prevention Task Force:** The City Council just approved over \$620,000 for non-profits providing services to reduce and prevent gang violence. Our next mayor must further develop these key partnerships that will reduce violence and increase favorable outcomes in our at-risk neighborhoods (higher graduation rates, college acceptance, job training, financial literacy, etc.) by focusing on early intervention.
- 5. Expand Youth Action Corps/Parks Leadership Academy for Youth Citywide:** Councilmember Ashby established the Youth Action Corps (YAC) and the Parks Leadership Academy for Youth (PLAY) in District 1. YAC/PLAY engages youth in park cleanups, the completion of class projects, provides leadership opportunities, employment preparation workshops, financial literacy classes, and youth symposiums. YAC/PLAY participants are connected directly with job and internship opportunities.

The YAC/PLAY program has received statewide recognition for its efforts in engaging youth across the Natomas community. As Mayor, Ashby will use the success of this program to implement it across the city.

6. Further Investment in and Support of our Libraries/

Summer Reading Programs: Our libraries are the foundation of youth development in Sacramento and are the modern day equalizer in providing access to wifi, computers, digital platforms, and critical resources for students. Ashby has been a champion of our libraries. She led the parcel tax expansion, Measure B, in 2014, served as chair of the library authority, and helped keep the doors open on all city branches when three were slated for closure. As Mayor, she will promote programs like Summer Reading that help close the achievement gap. The North Natomas branch boasts the county's highest participation rates in summer reading, leading to greater opportunities for literacy and academic success, regardless of socioeconomic status. We must take these best practices and apply them citywide.

7. Student and Law Enforcement Relations: We need to develop partnerships between our school districts and law enforcement agencies that reflect a change in culture and are less punitive, placing positive police officers on high school campuses to serve

as caring adults who want to prevent crime from occurring and participate in the individual successes of our young people.

- 8. Youth Investment:** Our next mayor should commit to investing a million dollars a year in partnerships with program providers making a difference in our communities:
- Support groups restoring neighborhoods through art and music, literacy and play, providing positive safe environments and caring adults.
 - Develop a program through the Parks Department that allows these partners to apply for additional funding and serve families throughout our city.

Members of the City Council had good intentions when placing Measure Y on the ballot. However this kind of ballot box budgeting creates new bureaucracies and has unintended consequences, locking up essential funds and preventing the council from addressing other critical needs the city may face, including: public safety, homelessness, affordable housing, transportation, and parks and rec programs. It's reasonable to make a \$1 million baseline commitment to programs for youth, and then evaluate additional commitments, on balance, against other priorities on an annual basis.

Preparing Young People for Careers

The City of Sacramento must lead by example and push local employers to offer internships and mentorship opportunities to young people in our community.

Additionally, we must encourage job training and apprenticeship programs by partnering with public agencies at state, county, and local levels, as well as non-profit, private companies, and unions that run apprenticeship programs. City leadership can make a real difference in the ability of these partners to succeed in reaching out to young people, particularly in underserved communities.

Sustainability

Sacramento's natural assets create built in quality of life amenities, including opportunities for recreation and experiencing nature. Sacramento has committed to increasingly support environmental initiatives to reduce our greenhouse gas emissions, improve air quality, and protect our region's water supply.

As Mayor, Ashby will ensure the city pursues opportunities to provide open space, conserve resources, and protect the environment.

- 1.** Promote sustainable land use principles as identified in the city's General Plan, Climate Action Plan, and the Sacramento Area Council of Government's Blueprint.
- 2.** Enhance mobility and connectivity in the region by prioritizing multi-modal alternatives like biking, walking, bus, and rail.
- 3.** Develop and implement a comprehensive plan for funding the development and maintenance of regional parks, parkways and open spaces.
- 4.** Continue to improve water conservation and wastewater efficiency (including water recycling programs).
- 5.** Improve waste reduction and recycling, including residential food recycling programs.
- 6.** Promote energy efficiency and renewable energy programs. Encourage and incentivize green building and sustainable energy practices.
- 7.** Preserve and enhance Sacramento's tree canopy. We need to keep and expand our protections for our urban forest, especially for young and unprotected trees and for our heritage trees.
- 8.** Support the American River Conservancy efforts and seek funding for beautification, preservation and maintenance.

Citywide Water and Energy Audit Program

Sacramento's next mayor must create a one-stop-shop for water and energy efficiency assistance for homes and businesses. By request, an efficiency expert would be available to provide a home audit, and connect homeowners with SMUD, the Department of Utilities, and other agencies to provide specific rebates for:

- Converting light bulbs
- Replacing old appliances
- Placing solar panels
- Installing new windows
- Converting fireplaces from wood burning to gas
- Changing out shower heads and water taps
- Adding insulation and sealing leaks and ductwork
- Upgrading heating and cooling systems
- Upgrading plumbing
- Promoting water conservation, encouraging recycling, and providing daily energy saving tips

We can make a major difference for our environment and the finances of low income and working class families in underserved neighborhoods, and this program can be funded through grants, money from the State's Cap-and-Trade Program, public and private partnerships, and existing programs that are currently unconnected.

Next Phase Projects — Positively Forward

Sacramento is in the midst of one of our most exciting periods. We are seeing investments across the city, from North Natomas to Delta Shores, and from downtown to the 65th Street University Innovation Village. The next mayor will need to expand opportunities to all communities and neighborhoods in Sacramento.

Critical Next Phase projects to continue Sacramento vitality include:

- **Community Center Theater Transformation:** Sacramento deserves a premier community theater. Ashby supports the complete redesign and transformation of the theater, with construction completed in her first term. Current proposals have construction timelines that are 6-8 years in duration. We must work with the performing arts community to close that time gap and maximize resources.
- **Convention Center Expansion:** The convention center has not been updated in 20 years and is not competing well with cities of a similar size. Our next mayor must support efforts to expand the convention center to attract a larger number of conventions and to support events that are enjoyed by local residents and tourists. Expanding the convention center will generate local revenue through sales and hotel taxes, as well as parking revenue.

- **Riverfront Development:** Opening up our riverfront is a conversation long overdue and, in part, complicated by the need to coordinate with many governmental entities such as the Army Corp of Engineers, Sacramento Area Flood Control, and State Parks in order to move forward. The riverfront offers Sacramento's next opportunity and challenge — and it's one that we must embrace head on. The city must immediately start the dialogue with our partner agencies to lay out a strategy for development.
- **Sacramento Center for Innovation (SCI):** The SCI will couple resources from CSUS to create a hub for science and technology advancements. With planning well underway, the next mayor must develop a robust incentive package, ensure a streamlined review process, and foster partnerships to create a hub for clean, green, and medical technology jobs.
- **Railyards:** The Railyards will double the size of the Central Business District and offer an incredible opportunity for Sacramento. In addition to the restoration of the historic shops, the next mayor will need to see through the MLS stadium, courthouse, Kaiser hospital, and infill housing proposed to revitalize the area. We have seen many iterations of Railyards projects fail, and we cannot allow that to happen again.

- **Natomas Arena Reuse:** The designated reuse of the arena site in Natomas is a partnership with the Sacramento Kings to create an economic engine with high-wage jobs for the region. The Kings and the City have a shared vision for getting this right, and we must remain an active partner as we continue with the effort that has been put in motion.
- **Delta Shores:** This project is an 800-acre master-planned development that will feature 1.3 million square feet of retail, 250,000 square feet of commercial and is anticipated to house over 5,000 residents. Delta Shores represents an exciting opportunity in the south area of our city. As Mayor, Ashby will encourage the project to remain on schedule while ensuring that any growth is beneficial to the surrounding existing neighborhoods.

Livable City

When a friend from out-of-state asks you what you love about Sacramento, there are a million answers that will pop into your head, but one of the most common answers is, “I love the quality of life in Sacramento — it’s so easy to live here.”

That’s why this section is called Livable City. It’s about preserving and improving upon the high quality of life that our city offers. It’s about protecting our city’s urban forest and reinvesting in our public parks. It’s about stepping up to take on the issue of homelessness in our community, and it’s about modernizing Sacramento’s transportation networks.

For all our city’s successes, we face real challenges as well. Our next mayor must take them head on.

Quality of Life for a Livable City

“Quality of Life” is everything that makes Sacramento an attractive place to live, work, and play. Healthy neighborhoods, well maintained parks, recreational activities, access to our rivers, investment in arts and culture all play a key role in attracting and retaining young professionals, families, and people of all ages.

- 1. Healthy Communities:** Invest in programs with a focus on public safety/code enforcement, access to healthy foods, affordable housing, education and health care.
 - a. Additional Code Enforcement Resources:** Code enforcement is critical to healthy neighborhoods. Neighborhood clean up days where items are picked up at no cost and area specific code sweeps must be done to clean up communities burdened by illegal dumping.
 - b. Reinvest in our Public Parks:** As a councilmember, Angelique Ashby built out 53 acres of parks in her district, while using area specific funds. Our next mayor must prioritize outdoor space for people of all ages, and must commit to clean, safe, and well-maintained parks in every neighborhood. Our city's parks maintenance staff are still woefully underfunded and our parks need significant capital improvements.
 - c. Affordable Housing and Community Investment:** Adopt policies that protect long-term affordability in the Central City and other neighborhoods seeing price increases by expanding access to affordable and low-income housing, and incentivizing development that provides housing for vulnerable populations.

d. Downtown Play Areas: Unique and locally relevant, we need downtown playgrounds that invite families to play, particularly as the new arena and new downtown housing will dramatically increase the number of kids living and visiting our downtown core. Great examples like Seattle’s Westlake Park Playground, Maggie Daley Park in Chicago, and Owensboro, Kentucky’s Lazy Dayz Riverfront Playground provide us models for what works — this is something we should do in the near term.

These should be Boundless Playgrounds that are universally accessible to all kids, regardless of ability. As Councilmember, Ashby worked with the Parks & Recreation Department to open a “Bankshot” Basketball Court in Valley Oak Park, creating an opportunity for play that is inclusive and accessible for all kids, particularly those with autism.

Our next mayor must bring models like this across the city, and especially to our central core. Whether along the waterfront or in existing downtown park space, it is time to make this happen.

- e. Protect the American River Parkway:** The American River Parkway is a regional gem that connects city residents to the outdoors while providing limitless healthy recreation opportunities for families. Our next mayor must work with our local state and county leaders to support current legislation to make the American River Parkway a conservancy, while fighting for state funding to address current maintenance needs and expand access.

- f. Complete Pocket Sacramento River Paths:** By working collaboratively with effected Pocket/Greenhaven property owners, we can mitigate concerns and connect our river trails to open up a network that would extend access from the Delta all the way to Folsom Lake. For too long (40 years!), we've taken the easy way out, but it's time to come together and solve this issue. The potential opportunity is too great to ignore.

We are not Malibu, where access to beaches is restricted due to an ongoing feud between wealthy beachfront property owners and visitors to the area. We're Sacramento, where we come together as a community to enjoy access to our region's natural beauty. Area councilmembers have been leaders on this issue, but they need committed support from the next mayor and council.

2. Arts and Culture Preservation: Supporting a thriving arts and cultural scene:

a. Sacramento Needs a New Community Center Theater:

We must commit to investing in practice and performance spaces, public art, and programs that reach every corner of our city. The creative class is alive and well in our region and needs the support of our city through grants, space, marketing, and investment. Recent investments in performance space for cultural arts, the ballet and the B St Theater, are a good start, but that effort must continue. An ongoing funding source for cultural amenities would ensure more opportunities across Sacramento and should be a priority moving forward.

b. Our Convention Center Must be Updated for our City to Become a Tier One Tourist Destination:

Sacramento has the potential to be one of the top 25 convention business cities in the nation, but to do so we need to invest in developing a modern Convention Center & Theater District. No real investment has been made to these facilities since the 1990s, and the city must partner with the business community to see significant progress.

- c. Untether Arts Funding From the Location of Public Projects:** Our next mayor must lead a city and county effort to bolster effectiveness of arts funding by untethering art projects from the exact location of public capital projects. When some of our city's best works of art are in the courtyards of government buildings, then bureaucracy is coming between our artists and our community. This is a no-brainer that simply requires the will to push through reform.
- d. Powerhouse Science Center:** It's time to push forward this amazing hands-on family science learning facility on the banks of the Sacramento River. As Mayor, Ashby will continue to champion efforts to find funding sources to allow this project to move forward and break ground. Planned at the old PG&E powerhouse, it is expected to draw over 300,000 visitors a year. Its location will help bring together the Sacramento Railyards, Discovery Park, Old Sacramento, and the Sacramento River Front. As the Railyards come alive and new infrastructure reconnects these neighborhoods, now is the time to move this project to completion.

3. Make Downtown Welcoming for All Families

For Sacramento's Downtown renaissance to succeed, we must continue to make downtown inviting to local families and tourists.

- a. **Wayfinding:** From apps to maps to easily found and read street signs, let's welcome people downtown and help them find their way to events and parking.
- b. **"One Sacramento" Volunteers are a Huge Part of our Plan to Welcome Families Downtown:** Easily identified and carrying flashlights, maps, and a breadth of knowledge about how to traverse our urban core, these volunteers will help with parking at major events and add to a sense of excitement, community, and safety in the city.
- c. **Clean and Safe:** As families come downtown for game nights and other events, it is critical that our city puts its best foot forward to ensure that every parent knows that their family is safe.
- d. **Fully Light Downtown Streets:** Let's make every downtown block feel safe all night by ensuring that our central city is well lit.

- e. Neon Lights District on K Street Downtown:** Incentivize a Neon Lights District to grow on Downtown blocks of K Street that play on the strength of existing signs on the Crest, Esquire IMAX, Pizza Rock, and a growing number of other venues. Incentives for businesses and changes to the city's streetlights can extend the growing sense of nightlife in our downtown core.
- f. Increase Pedestrian and Bicycle Accessibility Downtown:** Create safe routes in and out of our central city.
- g. Access for People with Disabilities:** Ensure that our downtown is accessible to all.
- h. Improved Transit Experience:** Improved safety and cleanliness on trains and at downtown stations.
- i. Virtual Welcome Center App:** Featuring walking tours, maps, discounts, information on local businesses, museums, happy hours, and safe transit options, a virtual welcome center app will help families and visitors explore our city.

Addressing Homelessness

Homelessness is one of the most challenging problems we face in our region. The city is a partner to Sacramento Steps Forward's Common Cents program that uses positive outreach, data, and community partnerships to connect vulnerable populations with housing to address a myriad of individualized challenges. Sacramento will continue to invest millions of dollars in this permanent, supportive, wrap-around-services, housing first, approach.

The key to addressing homelessness includes identifying sustainable resources to expand our permanent supportive housing stock, enhancing collaboration among all service providers in the regional continuum of care, and improving our information and data gathering to track the impact of our outreach efforts. We need to allow for modifications as necessary and support organizations with a track record of success in serving vulnerable populations.

Intensive outreach, robust service provisions, and housing availability are the focus. There are no shortcuts to solving the complex problems that homelessness presents. This issue requires an unwavering commitment to the stated goal; anything else is a distraction and will delay progress.

- 1. 24/7 Homeless Crisis Services:** Homelessness is an issue that affects our community at every hour of the day, and especially at every hour of the night. When a police officer or a navigator with Sacramento Steps Forward encounters a person who is experiencing a crisis, they should not be hamstrung by the hour of the day. Currently, their only late-night options are based on the emergency room or the jail. Instead, let's work to pool resources to open a 24 hour / 7 days a week crisis service center.

Additionally, we need to ensure that navigators have the ability to shuttle people to the emergency resources that they need — and let's track shelter space availability so that navigators and police can see in real time where beds and other resources are available.

While these programs should remain under the management of the county (and non-profit partners), the city must be an active partner in putting the resources together to make this happen. This could include providing city-owned land, financial resources, outreach to funding partners, the assistance of existing city staff, and the cooperation of the Police and Fire Departments.

- 2. Empowerment:** The city must partner with the excellent non-profits, activists, and supportive businesses to empower community members.
 - a. Create a City Homelessness Commission:** Residents, activists, non-profits and service providers, and businesses should be empowered to help shape the city's response to homelessness. This commission would open the process up and build upon the current efforts of the City Council's Ad Hoc Homeless Subcommittee. One task of this committee should be reviewing the effectiveness of funding from the city and working to shift resources from reactive policies to preventive and proactive ones.
 - b. Enhance the City's Role in Sacramento Steps Forward's Continuum of Care Advisory Board:** Currently, the City of Sacramento's only official representative on the committee that manages frontline care and services is our Police Department. It's vital that our city takes a leadership role in shaping the goals and reviewing the effectiveness of the partnership that we are investing in.
- 3. Identify Funding for Permanent Supportive Housing Units:** Sacramento needs an additional 1000-1500 units. This is the most challenging aspect of the equation because the existing housing stock of wrap around service programs like Mercy Housing or affordable housing units such as La Valentina were primarily

funded through state redevelopment dollars. The State Legislature eliminated that funding source in 2011 in sweeping legislation that took tens of millions of locally generated tax dollars from cities, and allowed the state to balance their budget on the backs of local governments.

By expanding the affordable housing ordinance citywide, Councilmember Ashby has led the creation of a new revenue source for low income housing through the City's Housing Trust Fund. As it builds, this source can be used to expand the continuum of housing by adding affordable workforce housing.

Because we lost redevelopment dollars, our next mayor must work with our current Senator, Dr. Richard Pan — who has endorsed Ashby's campaign — to identify additional new funding sources for permanent supportive housing.

- 4. Support the Housing First Model:** The Housing First Model is a policy that focuses on providing stable permanent housing as the first step out of homelessness and getting individuals off the streets and out of shelters as quickly as possible without required conditions. Once housed, program participants receive services that meet individualized needs identified through tailored assessments.

- 5. Strengthen Partnerships:** Strengthen partnerships between the city and county — as well as service providers — to build capacity, reduce costs, and address gaps in service. Last year, Mayor Pro Tem Ashby led an effort to support a women and children’s shelter, doubling their capacity for service by providing them with a one-time contribution of \$600,000. Our next mayor must identify additional sources of revenue to build on our existing partnerships.

Transportation

As the economy rebounds and the region sees continued growth, traffic congestion becomes more important to the overall quality of life in Sacramento, and also creates barriers to economic development and the movement of goods. We must address congestion, air quality, environmental justice, and equity issues as we grow our city and region.

The following areas need to be addressed when discussing the future of transportation, air quality, and access in the Sacramento region:

- 1. Public Transit:** Our public transit system is inadequate. Not only must we make it a reliable, clean, and safe system, we also must take steps to ensure its fiscal solvency. Public Transit is more expensive in Sacramento than Chicago, and by July will be as expensive as in New York City.

We must take these key steps to quickly improve our **Public Transit System**:

- a. Improve Safety, Cleanliness, and Reliability to Increase Ridership:** This is a prerequisite for success and must be urgently addressed. With the opening of the downtown arena, we must ensure that arena visitors view our transit system as a safe option for them and their families.
- b. Find Opportunities to Improve Efficiencies and Reduce Costs:** This will allow RT to stabilize or even reduce fares. Cities like Houston have found enormous savings by improving the efficiencies in their system — allowing them to actually increase the service they provide.
- c. Develop and Expand Incentivized Ridership Programs:** Create and expand partnerships with college campuses, large employers — including the State of California — and other organizations to provide incentives to ride. This will bring additional dollars into our transit system but will also increase the ridership base and encourage the use of mass transit across all populations and demographics. Critical to these programs succeeding is modernizing our payment system by launching the long-awaited Connect Card and a modern and reliable app.

d. Coordinate the Transit Agencies Currently Serving

Sacramento's Region: Sacramento's next mayor must make this coordination a priority. Currently, we're leaving this in the hands of the Sacramento Area Council of Governments, but it is time for Sacramento to show leadership on this issue.

For example: SACOG is allowing the Connect Card to languish near the finish line, while the physical infrastructure that was installed already begins to deteriorate. Modern transit systems need modern payment systems — whatever it takes to finish this program needs to be done by our next mayor.

e. Prepare for Light Rail Retrofit: RT's light rail cars appear to be approaching the end of their useful life, and the next generation of cars must be street-level cars with retrofit platforms. While this change is years off, for it to succeed, we must begin planning now.

f. Shuttle System for Outer Neighborhoods on Arena

Event Nights: Based on existing shuttle models in Sacramento and elsewhere, we can successfully boost ridership on game nights and other events with dedicated and specifically branded shuttle services. Smaller and more efficient than regular buses, these services are also able to charge a premium for the service they provide. This is an opportunity to increase ridership, boost revenue, and repair RT's brand.

- g. Complete the Downtown Sacramento Intermodal Transportation Facility:** Having an Amtrak station, bus hub, and light rail station at the edge of the Railyards, accessible from I-5, by bicycle, or on foot, is critical to the success of multi-modal transportation in our urban core. Our city must begin now to pursue the next round of federal funding for this project.
- h. Take Advantage of the Capital Corridor Amtrak Line and Routes to Areas Like Davis and Roseville for Game Nights:** Too often our Amtrak services are left out of regional planning of transit.
- i. Light Rail Expansion:**
- Airport:** We need to move deliberately to extend the Green Line to connect to the Sacramento International Airport. Cities like Seattle and Minneapolis have successfully launched their new Light Rail systems on the basis of service to the Airport. Airport light rail access would be a game changer for our system. The route needs to be a direct route that is user friendly and encourages use by being efficient and convenient.
- Elk Grove:** We need to expand our Blue Line from Cosumnes River College to Elk Grove. This effort, working with the City of Elk Grove as a partner, has the potential to take pressure off of our congested freeways while opening up employment opportunities to residents of both cities.

- 2. Traffic:** As discussed in the Safe City / Safe Streets section, our next mayor must ensure that the safety of our streets for drivers, passengers, pedestrians, and bicyclists is a top transportation and safety priority.
 - a.** Improve light synchronization
 - b.** Enhance DUI enforcement
 - c.** Create safe routes to school
 - d.** Longer yellow lights
 - e.** Hire more traffic enforcement officers
 - f.** Commit to a Vision Zero policy

- 3. Land Use:** Sacramento must continue to embrace smart growth principles that take into account transportation and housing costs. We must support land uses that allow for easy access to employment centers, community amenities, and services. Builders in our community are eager to be part of the solution, and it is up to our next mayor to ensure that our city's building codes and land use policies best reflect our values. This includes supporting Transit-Oriented Development, mixed land uses, walkable neighborhoods, and continuing to embrace and support compact building designs put forward like the Mill on Broadway and the Creamery.

A key test will be the redevelopment of Sleep Train Arena, and ensuring that it results in a walkable development that is accessible to Light Rail.

- 4. Improve Bicycle and Pedestrian Infrastructure:** The City of Sacramento has made a commitment to develop safer bicycle and pedestrian routes. Taking advantage of our incredible weather, Sacramento can and should be the most bike-friendly big city in California.

- a. Safe Routes to School:** For both pedestrian and bicycle infrastructure, our top priority must be improving the safety of our young students. WALKSacramento has brought the (national) Safe Routes to School program to our local community, partnering directly with West Sacramento and Citrus Heights, and with their school districts. It's time for the City of Sacramento and our local school districts to bring this program to the schools in our city.

Additionally, as Mayor, Ashby would replicate citywide the program implemented in Natomas that incentivizes walking and biking to school at least one day a week.

- b. Paths Forward:** Our next mayor must redouble our commitment to dedicated bike lanes, off road bike paths, and bike/pedestrian connectors over freeways and rivers. In new growth areas this should be the standard. In more established neighborhoods we need to retrofit our thoroughfares.
- c. Focus on Connectivity:** Too often, bicycle lanes end abruptly, with no clear safe route forward. Any bicycle commuter can recite the “one block” on their route to work that is unnecessarily dangerous. Instead of focusing on blocks, we need to focus on routes. Fixing this issue will provide an enormous value at a limited cost.
- d. Bike Share Program:** Sacramento is working to bring a Bike Share Program to our city. These programs have been wildly popular across the country — and have brought a very real return on investment in many of the cities that have introduced them. Our next mayor must redouble our effort to launch this program in Sacramento. Additionally, our next mayor should work with our state and federal leaders to encourage changes to allow these programs to apply for transportation grants — supporting legislation has been introduced, but not passed.

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