CITY OF WEST SACRAMENTO

2019 PARKS, RECREATION & OPEN SPACE MASTER PLAN



WEST SACRAMENTO PARKS & RECREATION DEPARTMENT PURPOSE

Providing opportunities for quality recreation and leisure experiences through programming and facilities for West Sacramento citizens of all ages.









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Chapter 1

EXECUTIVE SUMMARY



1.1 PROJECT PURPOSE AND GOAL

The purpose of the City of West Sacramento Parks, Recreation and Open Space Master Plan is to provide a roadmap for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2035 requirements. This plan is based on recognized park planning principles and standards, and reflects input from residents and stakeholders in West Sacramento, City staff, the Parks, Recreation and Intergenerational Services Commission and City Council.

The City of West Sacramento Parks, Recreation and Open Space Master Plan (Master Plan) focuses on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to West Sacramento residents and stakeholders. This includes preserving the City's open space areas and expanding the City's trails network to better connect people to nature, recreation and outdoor education opportunities. Primary outcomes of the Master Plan include:

- Evaluation of the existing parks, trails and open space system;
- Establishing the vision, goals and policies to guide decision-making;
- Documenting priorities and needs of the current and projected population growth based on data-driven input;
- Developing a 10-year capital improvement plan that outlines projects, anticipated costs, potential funding sources, operation and maintenance implications and implementation strategy;
- Providing a record of issues discussed and decisions made; and
- Evaluation of current Park Impact Fees and other user fees charged and establishing cost thresholds.

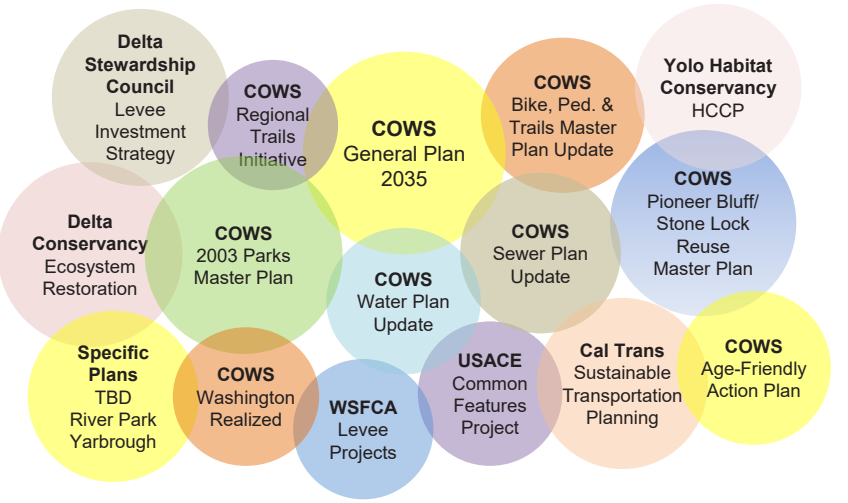
1.2 PROJECT PROCESS

The foundation of the Master Plan was to incorporate a variety of data and mine local knowledge using a comprehensive stakeholder participation process and community surveys. The stakeholder input process incorporated a variety of methods that included interviews, focus group meetings, and public forums/ presentations. The data generated from these critical community interactions helped to define the true unmet recreation needs of the community, as well as address key operational issues, provide recommendations for business-related changes, and strategize on how to best position the City and Parks and Recreation Department to move forward for optimum results.

1.2.1 PLANNING EFFORTS CONSIDERED

A number of local and regional planning efforts helped guide the development of the Master Plan. The following graphic highlights some of these efforts:

City of West Sacramento (COWS) Local/Regional Planning Efforts



1.2.2 ELEMENTS OF THE PLAN

The planning process for the Master Plan was completed with City staff and included:

- The collection of available information;
- Data analysis to determine inventory and condition of current facilities;
- Determination of supply and demand within the community; and
- Developing recommendations for meeting the needs of the community through an analysis of programs and facilities.

The data collected from the staff and onsite facility assessments was utilized to identify key factors, issues, and concerns regarding the parks and recreation system and how the City's Parks and Recreation Department manages operations.

1.3 WEST SACRAMENTO MASTER PLAN ORGANIZATION

This Master Plan presents the overall analysis, findings, and recommendations for the next 10 years. This study begins with an Executive Summary that provides an overview, and the following sections respond to the primary outcomes, determine needs and offer operational and capital improvement recommendations.

1.4 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support the implementation of the Master Plan. These key findings help to guide decision-making for the next five to ten years.

1.4.1 MARKET ANALYSIS KEY FINDINGS

Population: The population is increasing and is projected to experience 22% population growth over the next 15 years. With a growing population, park and recreation services must continue to grow to keep up with the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

Age Segmentation: West Sacramento has a very broad age segmentation with the largest group being 35-54+ and the second largest group being 18-34. Over the next 15 years, while most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing, making up 25.2% of the population by 2033 – an increase of 3% over 2018. This is significant as providing access to services and programs will need to be focused on a multitude of age segments simultaneously and each age segment has different activity interests. Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

- Race and Ethnicity: A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

- Households and Income: With median and per capita household income averages below the state averages and in-line with national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.

- Tapestry Segmentation: Tapestry segmentation provides lifestyle information based on socioeconomic and demographic composition that can help to inform recreation programming and development needs. West Sacramento's residents have a highly unique tapestry segmentation with diverse recreational needs.

1.4.2 COMMUNITY INPUT KEY FINDINGS

Input from the community confirmed that West Sacramento's parks are loved by many, but there are gaps in service and amenities and additional City investment is needed to maintain and develop new parks for the growing community. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

- Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.
- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.
- The development of parks along the waterfront that can serve as an economic catalyst, including the new Central Park concept, which offers unique, urban recreation experiences.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the athletic field needs of the community, in partnership with Washington Unified School District (i.e. Bryte Park, Elkhorn Park, Alyce Norman, and other potential sites).

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

ADVOCACY AND AWARENESS

- Increased Communication/Marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Creative and multiple funding strategies are required to meet the needs of the community.
- Focus on opportunities to expand the City's partnership with Washington Unified School District to meet the recreation and athletic field needs of the community.
- Securing grant funding through multiple State-funded grant programs will be critical for funding park developments over the next 10 years.

1.4.3 PROGRAM AND FACILITY PRIORITY RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/ amenity needs and recreation program needs for the community served by the City. The analysis completed evaluated both quantitative and qualitative data.

The results of the priority rankings are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third) and are summarized below:

OVERALL	
Program/Service	**Priority**
Community special events	High
Adult fitness and wellness programs	
Outdoor environmental programs	
Family recreational ice skating	
Water fitness programs/lap swimming	
Family outdoor adventure camps/programs	
Youth summer programs	
After school programs	
Youth learn-to-swim programs	
Golf lessons/clinics	
Senior Programs	
Youth Sports programs	Medium
Performing arts programs (dance)	
Adult sports programs	
Preschool programs/early childhood	
Visual arts/crafts programs	
Youth fitness and wellness classes	
Middle-school aged programs	
Tennis lessons and leagues	
High-school aged programs	
Ice hockey/figure skating competitions	
Sand volleyball leagues and tournaments	
Youth Basketball/volleyball	Low
Programs for people with special needs	
Adult basketball/volleyball	
Recreation/competitive swim team	
Active older adult (55-70) basketball/volleyball leagues	
Pickleball instruction and leagues	
Water polo	

OVERALL	
Facility/Amenity	**Priority**
Walking and biking trails	High
Nature park/botanical garden	
Open space conservation areas with trails	
Swimming pools/water parks/splash pads	
Covered picnic areas	
Large community parks	
Shaded play areas	
Neighborhood Parks	Medium
Outdoor exercise/fitness areas	
Dog Parks	
Community gardens	
Water access/kayak/SUP areas	
Adventure Area (ropes courses, ziplines, etc.)	
Indoor exercise facility	
Outdoor basketball/volleyball courts	
Tennis courts	
Soccer / football / lacrosse fields	
Playgrounds	
Skateboarding parks	
Environmental education center	
Mountain biking trails	
Sports complex (many fields at one location)	
Youth baseball and softball fields	
Boat launching facilities	Low
Community Center space (classroom, rental space)	
Indoor basketball/volleyball courts	
Equestrian trails	
Pickleball courts	

1.4.4 LEVEL OF SERVICE AND FACILITY ANALYSIS

KEY FINDINGS

The West Sacramento Parks and Recreation Department currently has a quality staff that operates and manages a unique system of parks, trails, community facilities, and open spaces that are generally in good condition.

Current System Inventory and Level of Service (LOS):

- The City of West Sacramento currently provides a total LOS of 3.68 acres of parkland per 1,000 residents, which falls short of the 5 acres of parkland per 1,000 residents targeted in the General Plan.
- Trails were evaluated and found to meet the City's target of 0.5 linear miles per 1,000 residents. However, connectivity to destination locations, including parks, are a critical element of a successful trails network. The trail improvements identified in this plan improve connectivity and are consistent with the City's 2018 Bicycle, Pedestrian and Trails Master Plan.

Key Unmet Facility Needs:

- Walking and biking trails to improve connectivity.
- Reservable covered picnic areas.
- Shaded play areas.
- Open space/conservation parks with trails (nature parks).
- Large community parks to accommodate multiple athletic programming needs.



KEY RECOMMENDATIONS

Based on a thorough review of the parks and recreation system and stakeholder input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the High Priority Program and Facility Rankings and address the gaps per park type to increase the current LOS standard for the projected population in 2028.

- The City of West Sacramento currently offers 199 acres of park land to its residents which equates to **a total LOS of 3.68 acres of park land per 1,000 residents based on the City's 2018 population.** The 199 acres is comprised of multiple land owners and the breakdown is as follows:
  - 117 acres provided by the City of West Sacramento.
  - 92 acres provided by other providers including the Washington Unified School District, and the Port of West Sacramento.
- **The 2035 General Plan includes a LOS standard goal of 5 acres per 1,000 residents, resulting in a current deficiency of 72 developed acres.** To keep up with the projected population growth, the City will need to add a total of 110 developed acres to the parks and recreation system by the year 2028 in order to achieve the recommended standard.
- The top two park needs in the City both currently and in the future are Neighborhood parks and Community parks.
- The City currently meets 2028 standards for several amenities including: cricket fields, outdoor basketball courts, outdoor aquatic centers and skate parks.

West Sacramento Level of Service Standards												
	2018 Inventory (Acres)			Service Levels						2028 Standards		
Recreation Component	City-owned	Other-owned	Total Inventory	Current Service Level based upon City Population*			GP 2035/Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS AND SPECIAL USE FACILITIES												
Pocket Parks	7.08	-	7.08	0.13	acres per	1,000	0.20	acres per	1,000	Need Exists	5	Acre(s)
Neighborhood Parks	36.80	17.12	53.92	1.00	acres per	1,000	1.80	acres per	1,000	Need Exists	57	Acre(s)
Community Parks	53.11	42.26	95.37	1.76	acres per	1,000	2.00	acres per	1,000	Need Exists	28	Acre(s)
Regional Parks	9.71	8.85	18.56	0.34	acres per	1,000	0.50	acres per	1,000	Need Exists	12	Acre(s)
Special Use Parks/Facilities	10.89	13.49	24.38	0.45	acres per	1,000	0.50	acres per	1,000	Need Exists	7	Acre(s)
Total	**117.59**	**81.72**	**199.31**	**3.68**	**acres per**	**1,000**	**5.00**	acres per	**1,000**	**Need Exists**	**110**	**Acre(s)**
GREENBELTS AND OPEN SPACE/NATURE AREAS												
Greenbelt and Open/Space Conservation Parks	414.68	(376.67)	38.01	0.70	acres per	1,000	16.50	acres per	1,000	Need Exists	983	Acre(s)
OUTDOOR AMENITIES												
Diamond, Baseball (Teen/Adult)	1.00	1.00	2.00	1.00	field per	27,088	1.00	field per	12,000	Need Exists	3	Field
Diamond, Girls Fast Pitch Softball	4.00		4.00	1.00	field per	13,544	1.00	field per	10,000	Need Exists	2	Field
Diamond, Little League	9.00		9.00	1.00	field per	6,020	1.00	field per	5,000	Need Exists	3	Field
Diamond, Softball (Adult)	2.00		2.00	1.00	field per	27,088	1.00	field per	15,000	Need Exists	2	Field
Rectangle Fields	7.00		7.00	1.00	field per	7,739	1.00	field per	5,000	Need Exists	5	Field
Cricket Field - Summerfield	1.00	-	1.00	1.00	field per	54,176	1.00	field per	75,000	Meets Standard	-	Field
Disc Golf Course (18 hole)	-		-	NA	course per	NA	1.00	course per	100,000	Need Exists	1	Course
Playground	17.00	1.00	18.00	1.00	site per	3,010	1.00	site per	3,000	Need Exists	3	Site
Dog Park	1.00	1.00	2.00	1.00	site per	27,088	1.00	site per	20,000	Need Exists	1	Site
Tennis Court (publicly accessible)	-		-	NA	court per	NA	1.00	court per	7,500	Need Exists	8	Court
Outdoor Basketball Court	9.00		9.00	1.00	court per	6,020	1.00	court per	8,000	Meets Standard	-	Court
Sand Volleyball Court	-		-	NA	court per	NA	1.00	court per	30,000	Need Exists	2	Court
Reservable Picnic Shelters	8.00		8.00	1.00	site per	6,772	1.00	site per	5,000	Need Exists	4	Site
Outdoor Aquatic Center	1.00		1.00	1.00	pool per	54,176	1.00	pool per	65,000	Meets Standard	-	Pool
Skate Park	1.00		1.00	1.00	site per	54,176	1.00	site per	65,000	Meets Standard	-	Site
RECREATION CORRIDORS	32.02		32.02	0.59	acres per	1,000	0.50	linear miles per	1,000	Meets Standard	-	Acre(s)
INDOOR FACILITIES												
Club West (Square Feet)	4,215		4,215	0.08	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Boathouse (Square Feet)	8,000		8,000	0.15	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Galleria (Square Feet)	5,340		5,340	0.10	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Recreation Center (Square Feet)	37,699		37,699	0.70	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Community Center (Square Feet)	21,000		21,000	0.39	SF per	person		SF per	Person	Meets Standard	-	Square Feet
GRAND TOTAL	**76,254**		**76,254**	**1.41**	SF per	person	1	SF per	Person	Meets Standard	-	Square Feet

1.5 CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the City's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in Chapter 7. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.

- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as playfields, shade structures, adult fitness equipment, covered picnic shelters, and trail loops. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.

- **Visionary -** Complete park renovation, land acquisition and new park/trail development, such as the remaining Bryte Pak Master Plan improvements, the re-envisioned Central Park, a new sports complex, and major trail developments. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.



1.5.1 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on existing debt service, the repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

Sustainable Projects: $22.2 Million Estimated Project Cost

SUSTAINABLE PROJECT HIGHLIGHTS

- **$9.3 Million or 42%: Existing Park Improvements** including, but not limited to, the lifecycle replacement of irrigation systems, playgrounds, benches, signage, parking lots, and restrooms.
- **$11.2 Million or 51%: Existing Facility Improvements** including $10 million for Recreation Center debt service, pool deck resurfacing and fitness equipment replacement, Community Center painting, and Boathouse and Club West HVAC replacement and storage improvements.
- **$600,000 or 3%: Bees Lake Habitat Restoration Plan** including the evaluation of habitat restoration opportunities and public access improvements.
- **$985,000 or 4%: Administrative Projects** including planning efforts such as the future update to the Parks, Recreation and Open Space Master Plan, development of an Urban Forest Management Plan, and repayments to the developers for past park improvements or other reimbursements owed.

1.5.2 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet community needs with a focus on enhancements to existing facilities. The following provides a summary of the expanded service recommendations.

Expanded Service Projects: $16.8 Million Estimated Project Cost

EXPANDED SERVICE PROJECT HIGHLIGHTS

- **$7.8 Million or 46%: Existing Park Improvements** including, but not limited to, the addition of shade structures, picnic shelters and internal walking trails.
- **$332,500 or 2%: Existing Facility Improvements** including tennis court lights and pool deck shading at the Recreation Center.
- **$7.4 Million or 44%: Existing Trail Expansion/Improvements** along the Clarksburg Branch Line Trail, Southport Setback Levee Trail, Riverwalk Trail North and Sycamore Trail Phase 3.
- **$1.3 Million or 8%: Bees Lake Enhancements** including public access improvements for passive recreation and education opportunities.

1.5.3 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities to meet unmet needs of the community. It provides a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified to meet the needs of the community and to implement high priority projects for the City.

Visionary Projects: $140 Million Estimated Project Cost

VISIONARY PROJECT HIGHLIGHTS

- **$26.6 Million or 19%:** Existing Parks Improvements including the completion of the Bryte Park Master Plan improvements and developing Heritage Oaks Park.
- **$625,000 or 0.4%:** Existing Facility Improvements including the potential expansion of fitness opportunities at the Recreation Center.
- **$29.6 Million or 21.2%:** New Trail Development including, but not limited to, Sycamore Trail Phases 4 and 5, Main Drain Trail Paving and Crossings, Davis Road bicycle/pedestrian/equestrian trail improvements.
- **$83.1 Million or 59.4%:** New Park Development including, but not limited to, new park development as part of Yarbrough and Liberty housing development projects, portions of the Stone Lock/Pioneer Bluff/Central Park improvements and Bridge District recreation features.

1.5.4 CAPITAL IMPROVEMENT PLAN SUMMARY

The following tables summarize the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	$22.2M
Expanded Service Projects	$16.8M
Visionary Projects	$140M
TOTAL	**$179M**

1.6 FUNDING THE MASTER PLAN

To achieve the outcomes identified in the key findings and recommendations as presented in the Master Plan, a reliable and sustainable funding plan is needed. Staff identified and analyzed 15 primary funding sources that may be used to fund portions of the capital improvement plan as part of the Master Plan process. The following table summarizes the collective allocation of the funding sources against each of the three tiers utilized to develop the CIP.

As shown in the table below, there is a $4.5M gap in funding sustainable (lifecycle replacement) projects.

TOTAL FUNDING ALLOCATION SUMMARY				
Tier	**Estimated Total Project Cost**	**Other Funding Sources**	**Park Impact Fee Funding**	**Unfunded Balance**
Sustainable Projects	$22.2M	$17.1M	$600K	$4.5M
Expanded Service Projects	$16.8M	$14.3M	$2.5M	$0
Visionary Projects	$140M	$116.6M	$23.4M	$0
TOTAL	**$179M**	**$148M**	**$26.5M**	**$4.5M**



1.7 IMPLEMENTING THE MASTER PLAN

The Master Plan Implementation Matrix can be utilized by the Department to develop and prioritize work plans. The key to success for the Department is to continue to build on current achievements while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance recreation experiences for the residents of West Sacramento.



Chapter 2

ECONOMIC IMPACT OF PARKS & RECREATION



The following summarizes the research findings from 2015 when the National Recreation and Parks Association (NRPA) joined forces with the Center for Regional Analysis at George Mason University to estimate the impact of spending by local park and recreation agencies on the U.S. economy. The research adds to the growing body of evidence that the benefits of parks extend well beyond their role as a public amenity and an enhancement to quality of life in their communities.

The analyses covered three areas: a national-level study, state-level assessments, and economic impacts of selected case study parks. Key characteristics of the research include the following:

- The study is focused exclusively on the direct, indirect (business transactions of park agency vendors) and induced (employees spending their earnings) effects local and regional park agencies' spending have on economic activity. The research does not measure the effects of visitor spending or the benefits local and regional park agencies generate for the environment, health and wellness, and property values.

- Data for this analysis comes from the U.S. Census Bureau survey of local government employment and spending data from 1,169 local and regional park agencies accessed from NRPA's PRORAGIS database and/or park system budget data posted online. Data for the case study park analyses were supplied by the relevant park agencies.

- The analyses provide estimates of economic activity (output or the value of transactions), value added (equivalent to gross domestic product), labor income (salaries, wages and benefits) and employment (headcount jobs).

2.1 KEY FINDINGS FROM THE NATIONAL STUDY

The U.S. Census Bureau reports that local park and recreation agencies had nearly 371,000 people on their payrolls in 2015. That translates into nearly $31 billion of operations spending by these agencies. That $31 billion ripples through the U.S. economy as park and recreation employees spend their paychecks, and park and recreation agency vendors hire workers and purchase products and services to serve their clients.

As a result, $31 billion of local park and recreation agency operations spending expanded to nearly $91 billion in total economic activity during 2015. That activity boosted real gross domestic product (GDP) by $48.7 billion and supported more than 732,000 jobs that accounted for nearly $34 billion in salaries, wages and benefits across the nation.

Further, local park and recreation agencies also invested an estimated $23.2 billion on capital programs in 2015. The capital spending led to an additional $63.6 billion in economic activity, a contribution of $32.3 billion to GDP, $21.3 billion in labor-related income and nearly 378,000 jobs.

Combining the impact of operations and capital spending finds the nation's local park and recreation agencies generated $154.4 billion in economic activity in 2015, nearly $81.1 billion in value added and more than 1.1 million jobs that boosted labor income by $55.1 billion. Operations and capital spending by local and regional public park agencies generated over $154 billion in economic activity and supported almost 1.1 million jobs in 2015.

2.2 WHAT THE RESULTS MEAN

These estimates of the economic impact generated from park and recreation agency spending come from an input-output model that estimates direct, indirect and induced effects of those expenditures.

- Direct Effects are the spending by local park and recreation agencies, whether for operations or capital programs, and include spending for equipment, utilities, goods, services and personnel.

- Indirect Effects capture the spending associated with local park and recreation agencies' vendors. An example is an agency contracting with a local company to spray for mosquitoes. The pest control company will need to hire employees, purchase pesticides and contract with a bookkeeping service. The bookkeeping service rents office space, hires workers, and purchases office supplies, etc.

- Induced Effects reflect the impact of consumer spending (from wages) by park and recreation agency employees and employees working for an agency's vendors.

The model estimates the total effects on output, labor income, value added and employment. Output is essentially a measure of the value of transactions. Labor income includes salaries, wages and benefits. Value added is the measure most equivalent to GDP and includes property income, dividends, corporate profits and other measures. Employment is the number of headcount jobs. The databases used to build the economic input-output model account for fulltime versus part-time employment in the relevant sectors of the economy.

2.3 ADDITIONAL ECONOMIC BENEFITS

West Sacramento's Parks and Recreation Department generates additional economic benefits. While the figures presented in this report are significant, they represent only one aspect of the economic benefits of public parks, and consequently are conservative estimates of the full economic benefits of local parks and recreation.

Beyond the impact of local park and recreation agency spending, other critical economic contributions from public parks include:

- **Economic Development:** Parks and recreation improves the quality of life in communities and benefits the local economic development of a region. A recent survey notes that three-quarters of corporate executives' rate quality-of-life features as important factors when choosing a location for a headquarters, factory or other company facility.

- **Visitor Spending:** Many local park and recreation agency amenities spur tourism to their respective locales, generating significant economic activity, including (but not limited to) increased sales at local restaurants/bars and hotels. The August 2017 NRPA Park Pulse poll found that park and recreation amenities—such as beaches, parks, trails and secluded and relaxing places—are important to people when choosing a vacation destination.

- **Health and Wellness:** Parks and recreation promotes improved physical and mental health. This not only helps people feel better, but can also help lower medical and insurance costs for those people taking advantage of those facilities and activities. Three in five respondents to the November 2017 NRPA Park Pulse poll indicate they would take up walking or jogging in local parks, trails or around their neighborhoods if advised by their doctors to be more physically active.

- **Conservation and Resiliency:** Park and recreation agencies' protection of land, water, trees, open spaces and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation services make communities more resilient to natural disasters, reducing disaster recovery and insurance costs, Eighty-seven percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey agree that their local government and local park and recreation agency should make the needed investments to ensure their communities are more resilient to natural disasters.

- **Property Values:** Economic research has demonstrated consistently that homes and properties located near parklands have higher values than those farther away. Higher home values not only benefit the owners of these properties but also add to the tax base of local governments. Eighty-five percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey seek high-quality park and recreation amenities when they are choosing a place to live.

2.4 SUMMARY

Park and recreation agencies advance our nation's communities in many different ways. Not only are parks leading the way in terms of conservation, health and wellness and social equity, they are also engines of significant economic activity.

The powerful impact parks and recreation has on economic activity, when combined with the ability to deliver healthier and happier communities, highlights the fact that these offerings are not merely a "nice-to-have," luxury government service. Rather, parks and recreation facilities, programs and services are a critical aspect of what makes a city, town or county a vibrant and prosperous community.

Chapter 3

COMMUNITY PROFILE



3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of West Sacramento. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

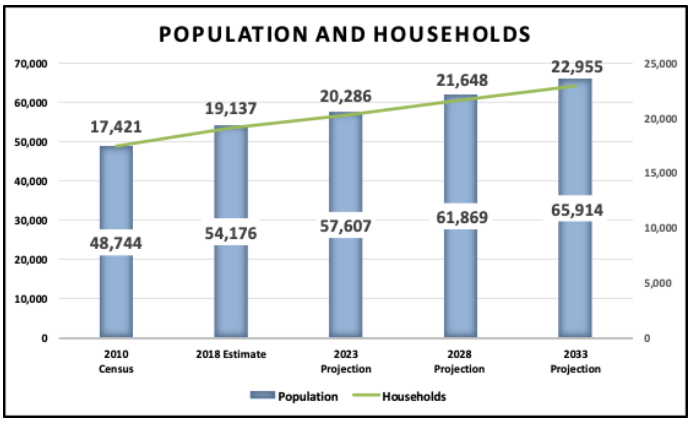
3.2 METHODOLOGY

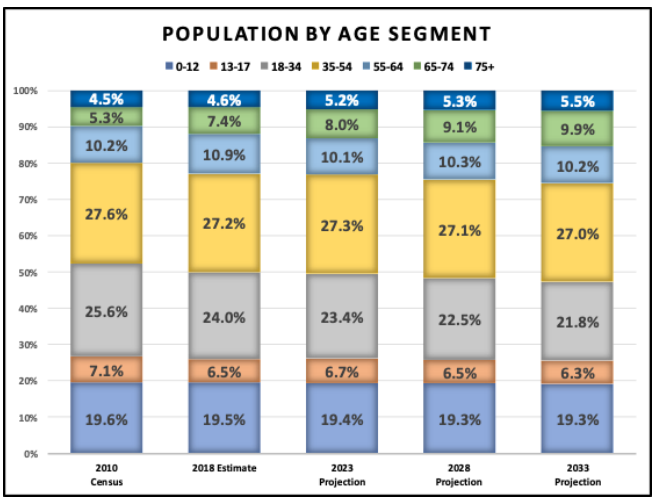
Demographic data used for the analysis was obtained from U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2018 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for projected 2028 and 2033 demographics as park and recreation development should always be considered with an eye to the future.

3.2.1 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black – This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.





3.3 WEST SACRAMENTO POPULACE

3.3.1 POPULATION

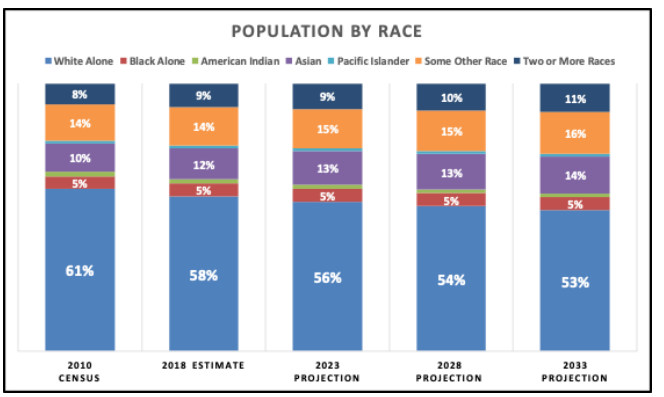
The City's population has experienced a growing trend in recent years and is currently estimated at 54,176 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033, the service area is expected to have 65,914 residents living within 22,955 households.

3.3.2 AGE SEGMENT

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 35-54 segment, making up 27.2% of the population.

The overall age composition of the population within the City is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 25.6% of the population by 2033 – an increase of 3% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

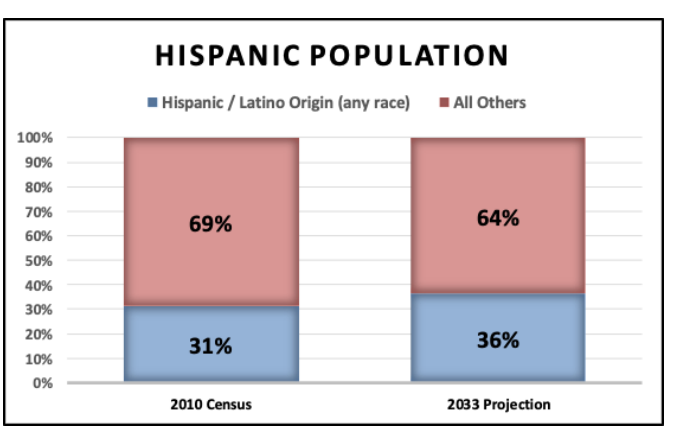
Given the differences in how the active adults (55 and older) participate in recreation programs, and to build off of the City's Age-Friendly Action Plan, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the City should evaluate recreation experiences that would cater to active adults who are 55-64, 65–74, and 75+ age segments.

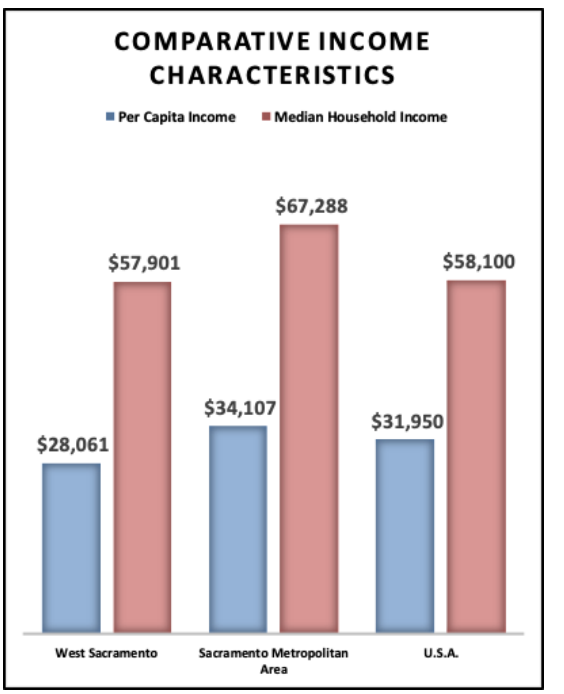


3.3.3 RACE AND ETHNICTY

In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 58% of the service area's population falls into the White Alone category, while the Some Other Race category (14%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversity even further with a decrease in the White Alone population by approximately 5% and slight gains in most every other category.

Based on the 2010 census, those of Hispanic/Latino origin represent 31% of the City's total population. The Hispanic/Latino population is expected to experience a slight increase to 36% by 2033.





3.3.4 HOUSEHOLDS AND INCOME

As seen in chart to the right, the City's per capita and median household income levels are slightly below the Sacramento Metropolitan Area and national averages.



Tapestry Segment	% of West Sacramento Households	% of US Households
Front Porches	17.6%	1.6%
Up and Coming Families	14.1%	2.4%
Boomburbs	11.4%	1.6%
Old and Newcomers	6.8%	2.3%
Fresh Ambitions	6.7%	0.6%
Subtotal	**56.6%**	**8.5%**

3.3.5 TAPESTRY SEGMENTATION

Tapestry segmentation provides an accurate, detailed description of West Sacramento's residents in which distinctive lifestyle segments are identified based on their socioeconomic and demographic composition.

Many jurisdictions have 10+ tapestry segments that make up the majority (50%+) of its population. West Sacramento has five segments that comprise 56.6% of its population. The five tapestry segments that make-up a majority of the City's population are illustrated in the chart below as well as how they compare to the United States.

Simply, the make-up of West Sacramento is very unique. The tapestry segmentation data is useful information that can assist the department in better understanding the community that they serve.

The following provides a brief description of the five largest tapestry segments in West Sacramento.

FRONT PORCHES

Front Porches blends household types, with more young families with children or single households than average. This group is also more diverse than the US. Half of householders are renters, and many of the homes are older town homes or duplexes. Friends and family are central to Front Porches residents and help to influence household buying decisions. Residents enjoy their automobiles and like cars that are fun to drive. Income and net worth are well below the US average, and many families have taken out loans to make ends meet.

MEDIAN AGE: 34
MEDIAN HOUSEHOLD INCOME: $39,000
MARKET PROFILE:

- Go online for gaming, online dating, and chat rooms.
- Use their cell phones to redeem mobile coupons and listen to hip hop and R&B music.
- Drink energy and sports drinks.
- Participate in leisure activities including sports, indoor water parks, bingo, and video games.
- Watch Comedy Central, Nickelodeon, and PBS Kids Sprout.

UP AND COMING FAMILIES

Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.

MEDIAN AGE: 31
MEDIAN HOUSEHOLD INCOME: $64,000
MARKET PROFILE:

- Rely on the Internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact cars, late models.
- Carry debt from credit card balances to student loans and mortgages, but also maintain retirement plans and make charitable contributions.
- Busy with work and family; use home and landscaping services to save time.
- Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports, from backpacking and baseball to weight lifting and yoga.

BOOMBURBS

This is the new growth market, with a profile similar to the original: young professionals with families that have opted to trade up to the newest housing in the suburbs. The original Boomburbs neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the Boomburbs neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.

MEDIAN AGE: 34
MEDIAN HOUSEHOLD INCOME: $105,000
MARKET PROFILE:

- Boomburbs residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the Boomburbs, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.
- Physical fitness is a priority, including club memberships and home equipment.
- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

OLD AND NEWCOMERS

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support environmental causes and Starbucks. Age is not always obvious from their choices.

MEDIAN AGE: 39
MEDIAN HOUSEHOLD INCOME: $39,000
MARKET PROFILE:

- Residents are strong supporters of environmental organizations.
- They prefer cell phones to landlines.
- Entertainment features the Internet (dating sites and games), movies at home, country music, and newspapers.
- Vehicles are basically just a means of transportation.
- Food features convenience, frozen and fast food.
- Banking done in person and online.

FRESH AMBITIONS

These young families, many of whom are recent immigrants, focus their life and work around their children. Fresh Ambitions residents are not highly educated, but many have overcome the language barrier and earned a high school diploma. They work overtime in service, in skilled and unskilled occupations, and spend what little they can save on their children. Multigenerational families and close ties to their culture support many families living in poverty; income is often supplemented with public assistance and Social Security. Residents spend more than one-third of their income on rent, though they can only afford to live in older row houses or multiunit buildings. They budget wisely not only to make ends meet but also to save for a trip back home.

MEDIAN AGE: 28
MEDIAN HOUSEHOLD INCOME: $26,000
MARKET PROFILE:

- Young families are the focus; Fresh Ambitions residents must budget for baby food and disposable diapers. Baby and parenthood magazines are their chosen reading material.
- These young, newly established residents own cell phones, not landlines.
- Almost half of the households can access the Internet via home PC; Spanish-language web sites and chat rooms are popular.
- More than half of the households subscribe to a cable service; Spanish TV networks, BET, and children's shows are popular.
- When their budget permits, they wire money back home. Less than half of consumers own a credit card and only a quarter have opened a savings account.

3.4 WEST SACRAMENTO DEMOGRAPHIC SUMMARY

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to experience 22% population growth over the next 15 years. With a growing population, park and recreation services must continue to grow to keep up with the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

AGE SEGMENTATION

West Sacramento has a very broad age segmentation with the largest group being 35-54+ with the second largest group being 18-34. Over the next 15 years, while most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 25.2% of the population by 2033 – an increase of 3% over 2018. This is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously as age segmentation is a strong determinant of recreational preferences. Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

RACE AND ETHNICITY

A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

With median and per capita household income averages below the regional averages and in-line with national averages, it will be important for the City to prioritize program offerings that are first class with exceptional customer service while strategically seeking to generate modest revenue through user fees to offset a minimum of 50%% of Recreation Division expenditures.

TAPESTRY SEGMENTATION

With a highly unique tapestry segmentation, it will be important for the City to recognize the differences in life modes of West Sacramento residents and how these life modes impact recreational and marketing preferences.

3.5 NATIONAL RECREATION TRENDS ANALYSIS

The national recreation trends analysis helps to provide an understanding of national, regional, and local recreational trends and how these trends may influence local need. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

3.5.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2018 was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation

The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews – both individual and household surveys. A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.27 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

3.5.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

While Tennis and Baseball rank 3rd and 4th respectively in terms of total participation, it is important to recognize how the participation levels have changed over the last five years. While Tennis has seen a 3.9% increase in the last five years in total participation, Baseball participation has increased by 20.5% during the same time period.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) underwent the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular team sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
*2017 information not available for **Golf.** Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.					

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
*Cardio Cross Trainer is merged to Elliptical Motion Trainer					

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

The national trend of outdoor activities participation is on the rise. All activities, except for In-Line Roller Skating and Freshwater Fishing, underwent increases in casual participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

National Participatory Trends - Outdoor / Adventure Recreation

Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities

Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

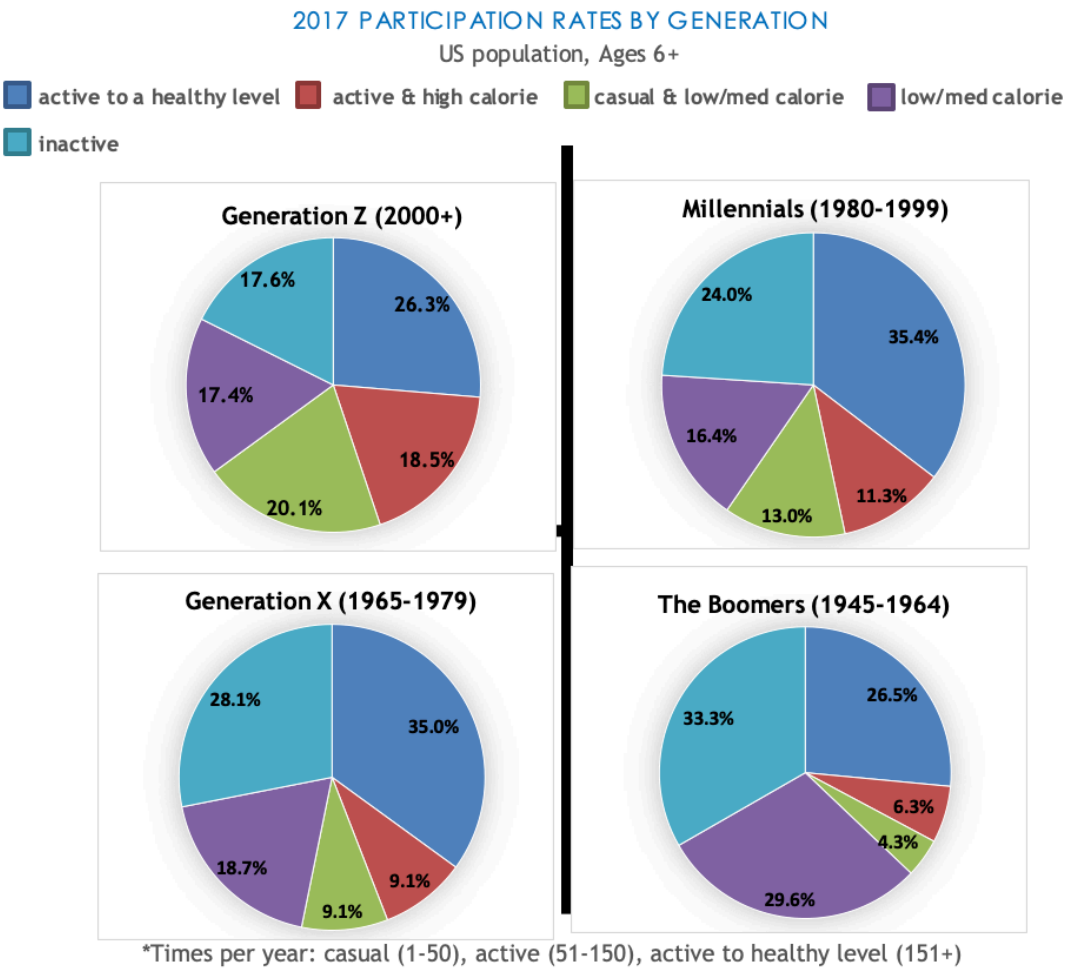
- **Generation Z (born 2000+)** were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation where active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

- **Millennials (born 1980-1999)** - Almost half (46.7%) of millennials were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

- **Generation X (born 1965-1979)** has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

- **The Boomers (born 1945-1964)** were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

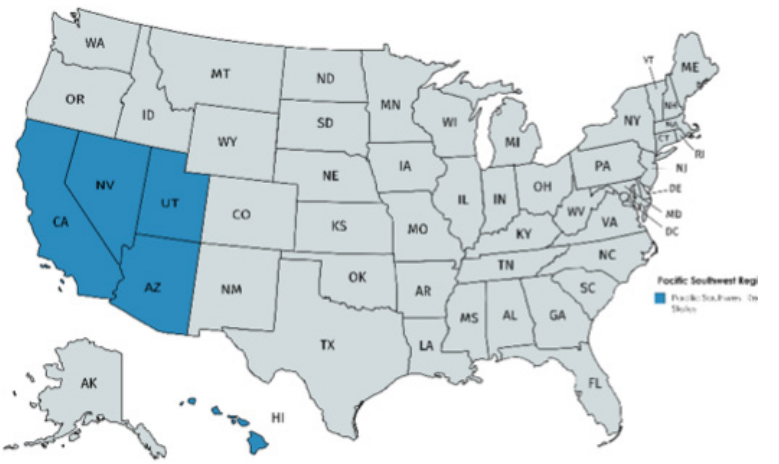




*Times per year: casual (1-50), active (51-150), active to healthy level (151+)

3.5.3 NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (PACIFIC SOUTHWEST REGION)



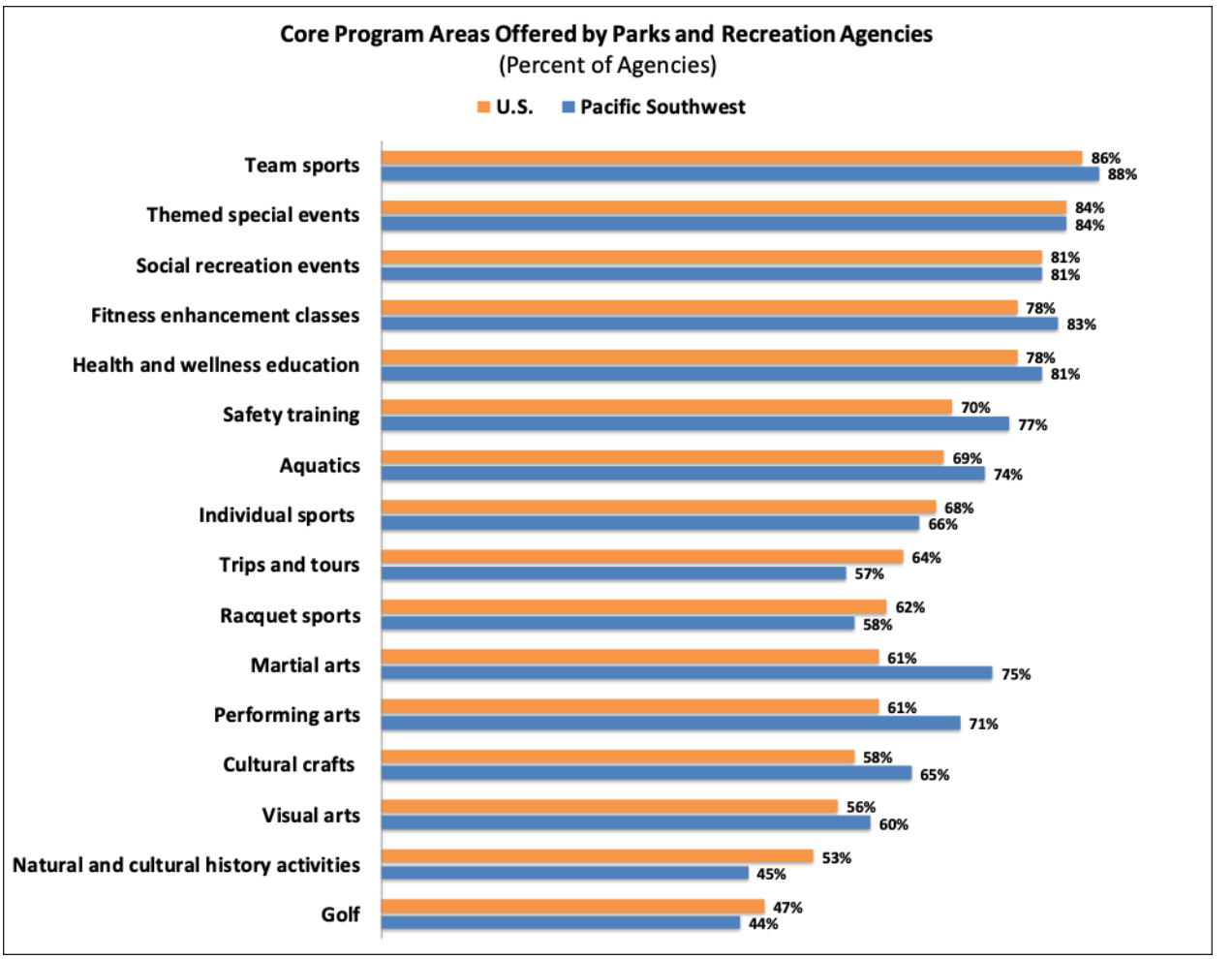
NRPA's Agency Performance Review 2018 summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017. The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below.

When comparing Pacific Southwest agencies to the U.S. average, team sports, themed special events, social recreation events, fitness enhancement classes, and health and wellness education were all identified as the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	**Pacific Southwest Region (% of agencies offering)**
• Team sports (86%)	• Team sports (88%)
• Themed special events (84%)	• Themed special events (84%)
• Social recreation events (81%)	• Fitness enhancement classes (83%)
• Fitness enhancement classes (78%)	• Social recreation events (81%)
• Health and wellness education (78%)	• Health and wellness education (81%)

In general, Pacific Southwest park and recreation agencies offered programs at a slightly higher rate than the national average. Based on a discrepancy threshold of 5% or more, Pacific Southwest agencies are offering fitness enhancement classes, safety training, aquatics, martial arts, performing arts, and cultural crafts at a higher rate than the national average. Contradictory, the Pacific Southwest Region is trailing the national average in regards to trips and tours and natural and cultural history activities. A complete comparison of regional and national programs offered by agencies can be found below.



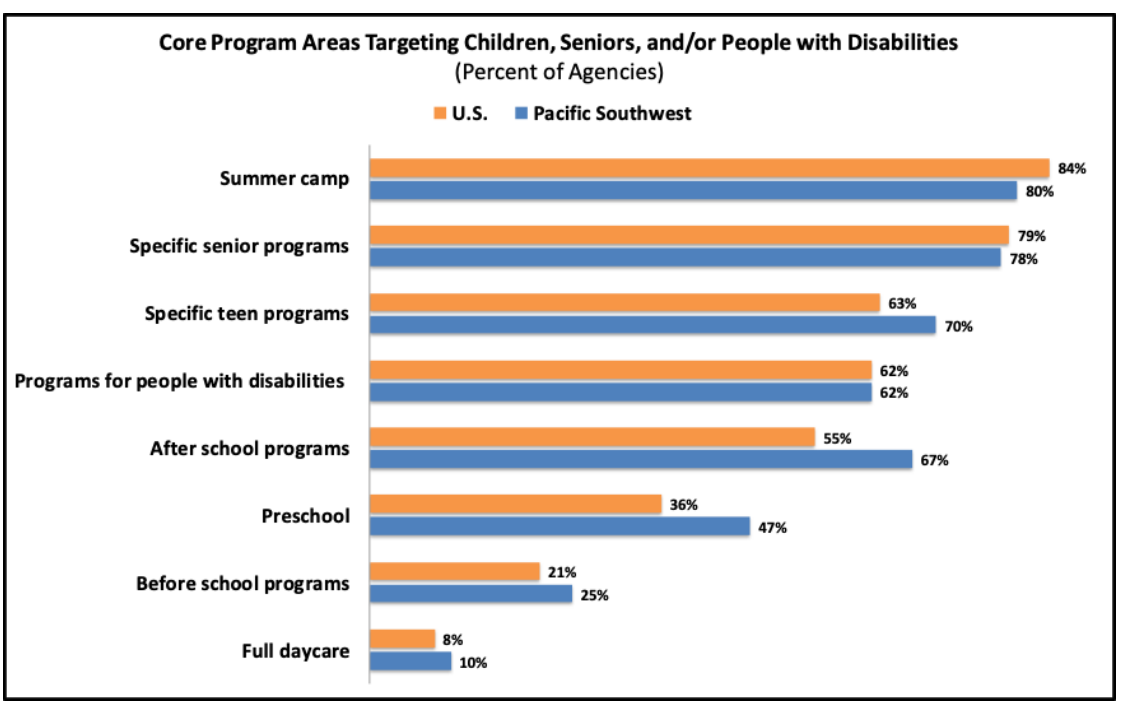
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	**Pacific Southwest Region (% of agencies offering)**
• Summer camp (84%)	• Summer camp (80%)
• Senior programs (79%)	• Senior programs 78%)
• Teen programs (63%)	• Teen programs (70%)

Agencies in the Pacific Southwest tend to offer targeted programs at a significantly higher rate than the national average. This is especially evident when looking at specific teen programs, after school programs, and preschool school programs. A complete comparison of regional and national programs offered by agencies can be found below.



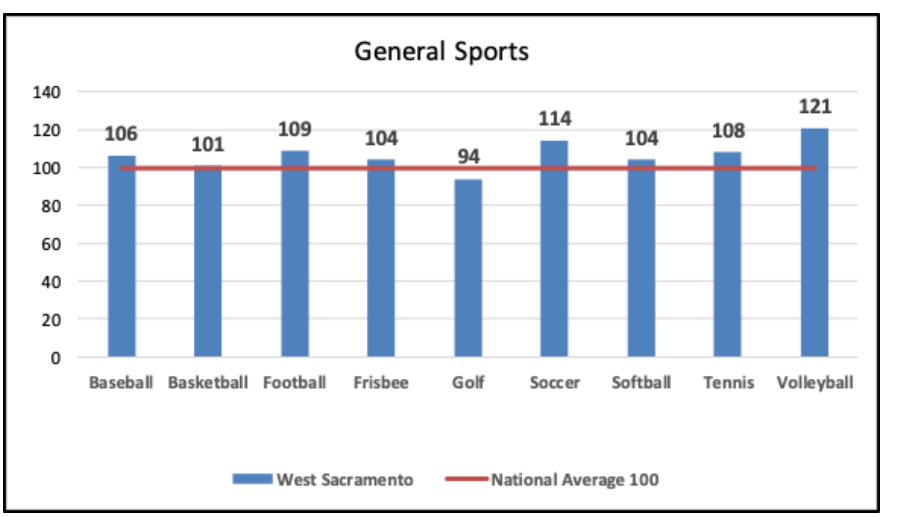
3.6 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City and its surrounding service area. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in three (3) categories – general sports, fitness and outdoor activity.

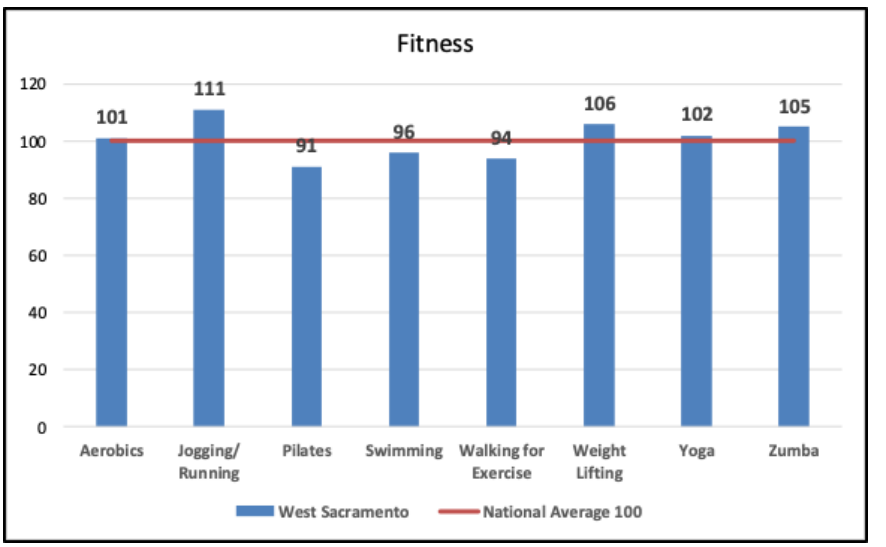
Overall, West Sacramento demonstrates average market potential index (MPI) numbers. Looking at the three categories (general sports, fitness and outdoor activity), even though they each have a few activities with MPI scores below the national averages, a majority of the activities' MPI scores fall above 100+. These overall MPI scores show that West Sacramento has relatively strong participation rates when it comes to recreational activities. This becomes significant for when the City considers building new facilities or starting up new programs; giving them a strong tool to estimate resident attendance.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by the City.

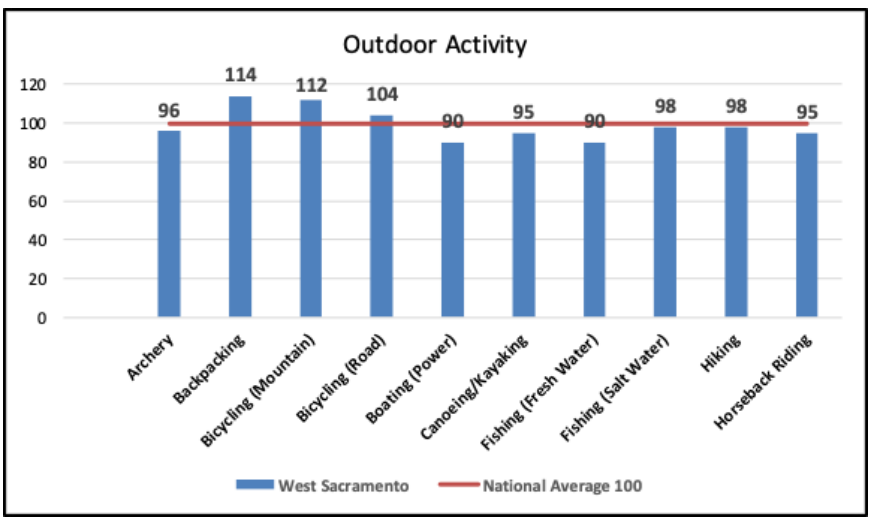
3.6.1 GENERAL SPORTS MPI



3.6.2 GENERAL FITNESS MPI



3.6.3 OUTDOOR ACTIVITY MPI



3.7 SUMMARY

It is critically important for the West Sacramento Parks and Recreation Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of West Sacramento. Here are some major takeaways for local and national recreation trends:

- Golf remained the most popular sport both nationally and locally.
- Nationally, rugby has emerged as the overall fastest growing sport over the past five years and though it has yet to make its presence felt in West Sacramento.
- Ultimate Frisbee, tackle football and touch football are losing participants both locally and nationally.
- All listed aquatic activities have experienced strong participation growth, both locally and nationally. Swimming on a team saw significant increases in casual participation.
- Fitness walking remained the most popular fitness activity nationally and will likely grow in popularity in West Sacramento as the trail system expands over the next 10 years.
- Outdoor recreational activities are on the rise nationally. Hiking is extremely popular both nationally and locally.
- Based on national measurements, income level has a negative impact on inactivity rate. Lower income households tend to have higher inactivity rate. Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.
- Ownership of health and fitness tracking devices has increased in recent years.

Chapter 4

COMMUNITY NEEDS ASSESSMENT



The efforts in creating this Master Plan were based in an evaluation of existing resources and capacity as well as community input. Thus, a key consideration to creating a vision for parks and recreation in West Sacramento is to understand current community values, needs, and desires. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via the project website, a statistically valid survey, and reinforced through intercept and electronic surveys. The surveys were written to reflect issues and wishes that emerged from the qualitative data gathered through discussions with staff. Triangulation occurs when findings of the qualitative work is supported by the quantitative work. The following sections discuss this process and resulting findings.

4.1 QUALITATIVE INPUT SUMMARY

In the fall of 2017, the consultant team conducted a series of focus group meetings in partnership with City staff that included representatives from various stakeholder groups, including WUSD, the Chamber of Commerce, athletic organizations and the development community, and launched the project website, which included survey and input opportunities. The results of these focus group discussions, as well as the input received via the project website, were condensed to a series of key themes that emerged.

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in West Sacramento.

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.
- The development of parks along the waterfront that can serve as an economic catalyst, including the new Central Park concept, which offers unique, urban recreation experiences.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Opportunities exist to, in part, help meet the athletic field needs of the community, in partnership with Washington Unified School District (i.e. Bryte Park, Elkhorn Park, Alyce Norman, and other potential sites).

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.

ADVOCACY AND AWARENESS

- Increased communication/marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Creative and multiple funding strategies are required to meet the needs of the community.
- Focus on opportunities to expand the City's partnership with Washington Unified School District to meet the recreation and athletic field needs of students and the community as a whole.
- Securing grant funding through multiple State-funded grant programs will be critical for funding park developments over the next 10 years.

4.2 INTERCEPT AND WEB-BASED SURVEY FINDINGS

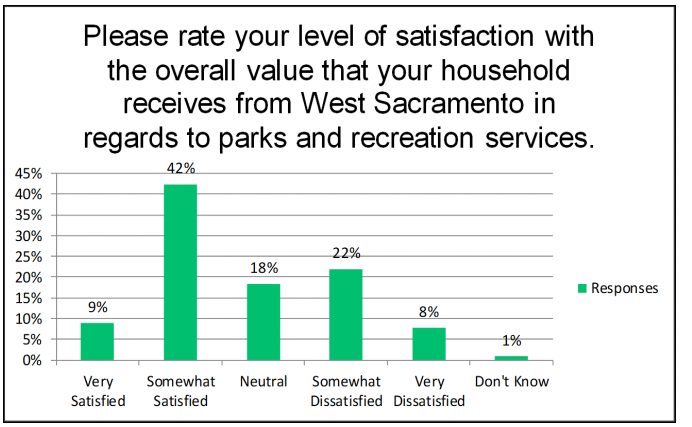
As part of the community input process, the consultant team, in conjunction with the Parks and Recreation Department, conducted an online survey and intercept surveys in the winter of 2017-18 for a better understanding of the preferences and satisfaction levels of West Sacramento residents in relation to parks, facilities and recreation activities. Results of the 469 completed surveys are as follows:

4.2.1 PROGRAM/SERVICE AND FACILITY NEED PRIORITIES – TOP 15

PROGRAMS AND SERVICES RANKINGS
Youth summer programs
Community special events
Youth outdoor educational camps and programs
Youth sports programs
Family outdoor adventure camps/programs
Outdoor environmental programs
Adult fitness and wellness programs
Youth performing arts programs (dance)
After school programs
Middle-school aged programs
Water fitness programs/lap swimming
Youth learn-to-swim programs
Family recreational ice skating
Youth visual arts/crafts programs
Youth fitness and wellness classes

FACILITY NEEDS RANKING
Walking and biking trails
Large community parks
Shaded play areas
Open space conservation areas/trails
Sports complex (many fields at one location)
Nature park/botanical garden
Small neighborhood parks
Youth baseball and softball fields
Covered picnic areas
Swimming pools/water parks/splash pads
Outdoor exercise/fitness areas
Adventure Area (ropes courses, ziplines, etc.)
Playgrounds
Water access/kayak/SUP areas
Outdoor basketball/volleyball courts

4.2.2 OVERALL SATISFACTION WITH PARKS AND RECREATION



4.3 STASTICALLY VALID SURVEY

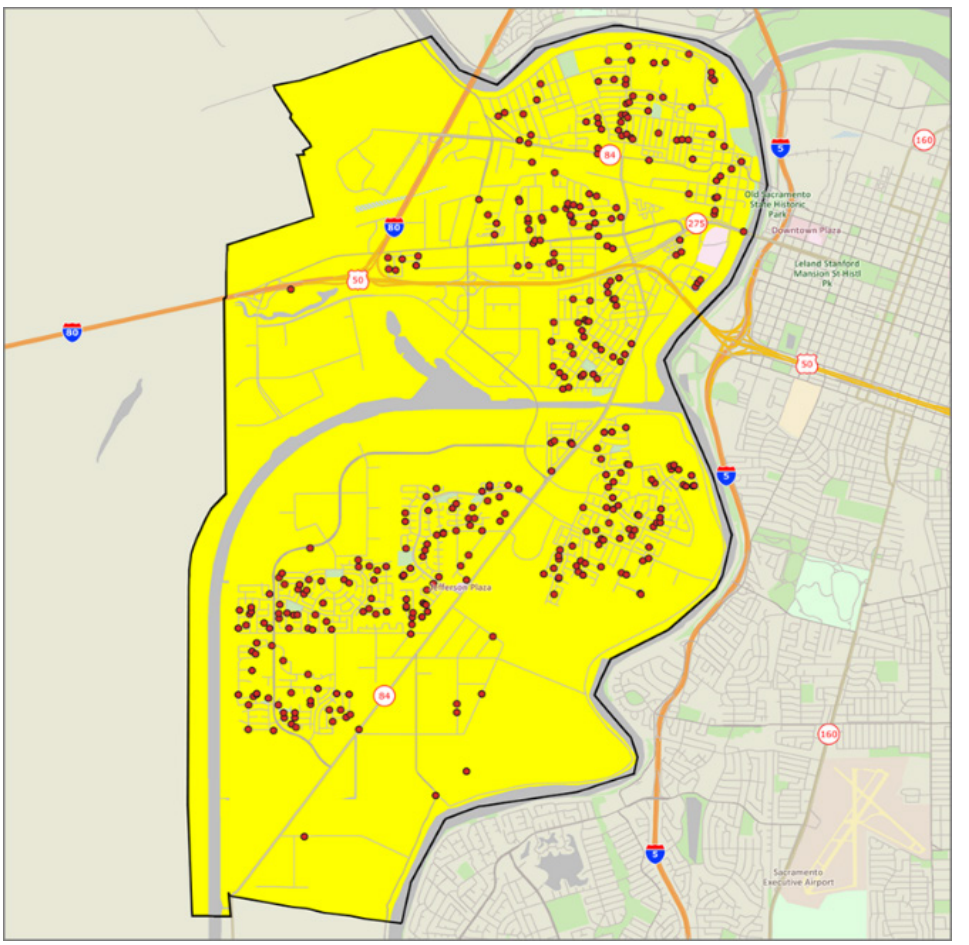
4.3.1 OVERVIEW

ETC Institute administered a needs assessment survey for West Sacramento during the fall of 2017. The survey was administered as part of the City's Parks and Recreation Needs Assessment for their residents. The survey results will aid West Sacramento in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

4.3.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in West Sacramento. Each survey packet contained a cover letter, a copy of the survey, and a postage paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online. A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of West Sacramento from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted. The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 381 residents completing the survey. The overall results for the sample of 502 households have a precision of at least +/-4.4% at the 95% level of confidence.

The following scatterplot graph indicates where completed surveys were received from residents in West Sacramento.

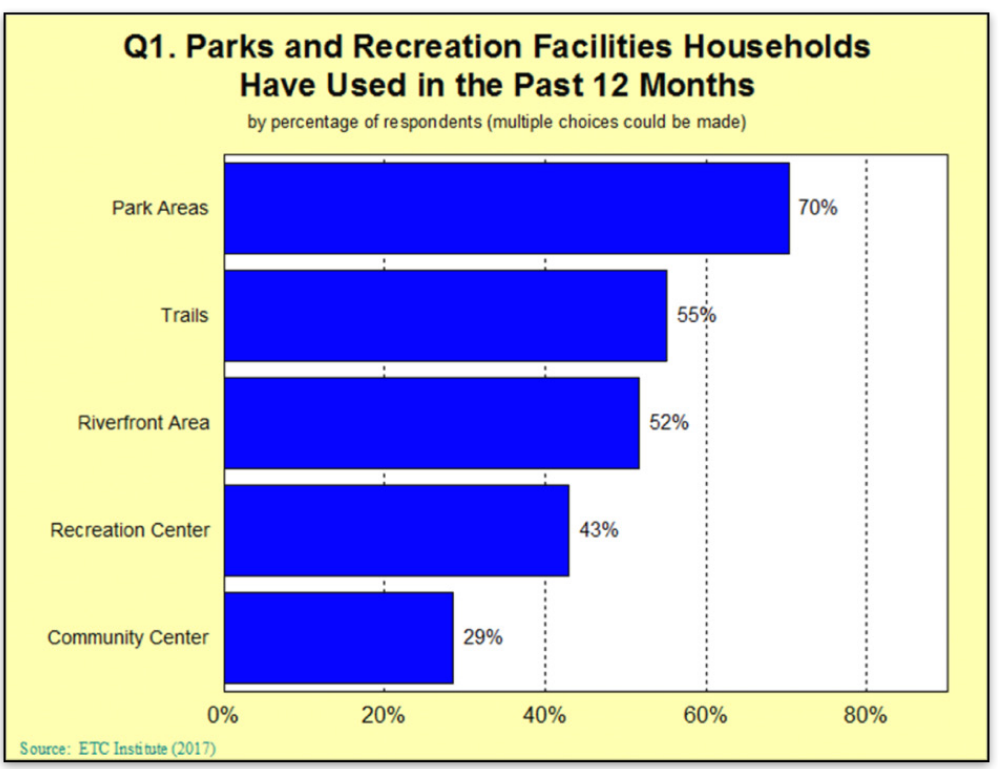


The major findings of the survey are summarized on the following pages. Complete survey results are provided as a separate document.

4.3.3 PARK AND FACILITY UTILIZATION AND CONDITION RATINGS

Utilization:

- Seventy percent (70%) of households used parks over the past 12 months.
- Fifty-five percent (55%) of households used trails over the last 12 months.
- Fifty-two percent (52%) of households used the riverfront area over the last 12 months.
- Forty-three percent (43%) of households used the recreation center over the last 12 months.
- Twenty-nine percent (29%) of households used the community center over the last 12 months.



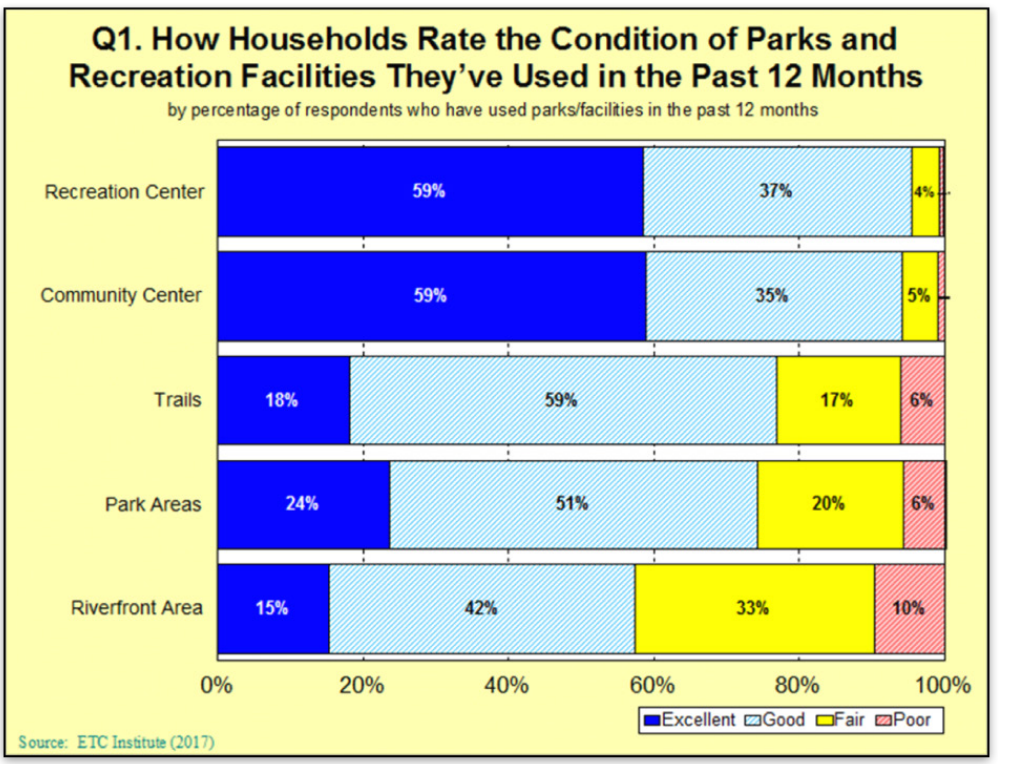
The national benchmark for park utilization is 81%

The national benchmark for trail utilization is 81%.

Condition Ratings of Parks:

- Fifty-nine percent (59%) of households rated the condition of the recreation center as excellent.
- Fifty-nine percent (59%) of households rated the condition of the community center as excellent.
- Eighteen percent (18%) of households rated the condition of the trails as excellent.
- Twenty-four percent (24%) of households rated the condition of the parks as excellent.
- Fifteen percent (15%) of households rated the condition of the riverfront as excellent.

The national benchmark for excellent is 31%.

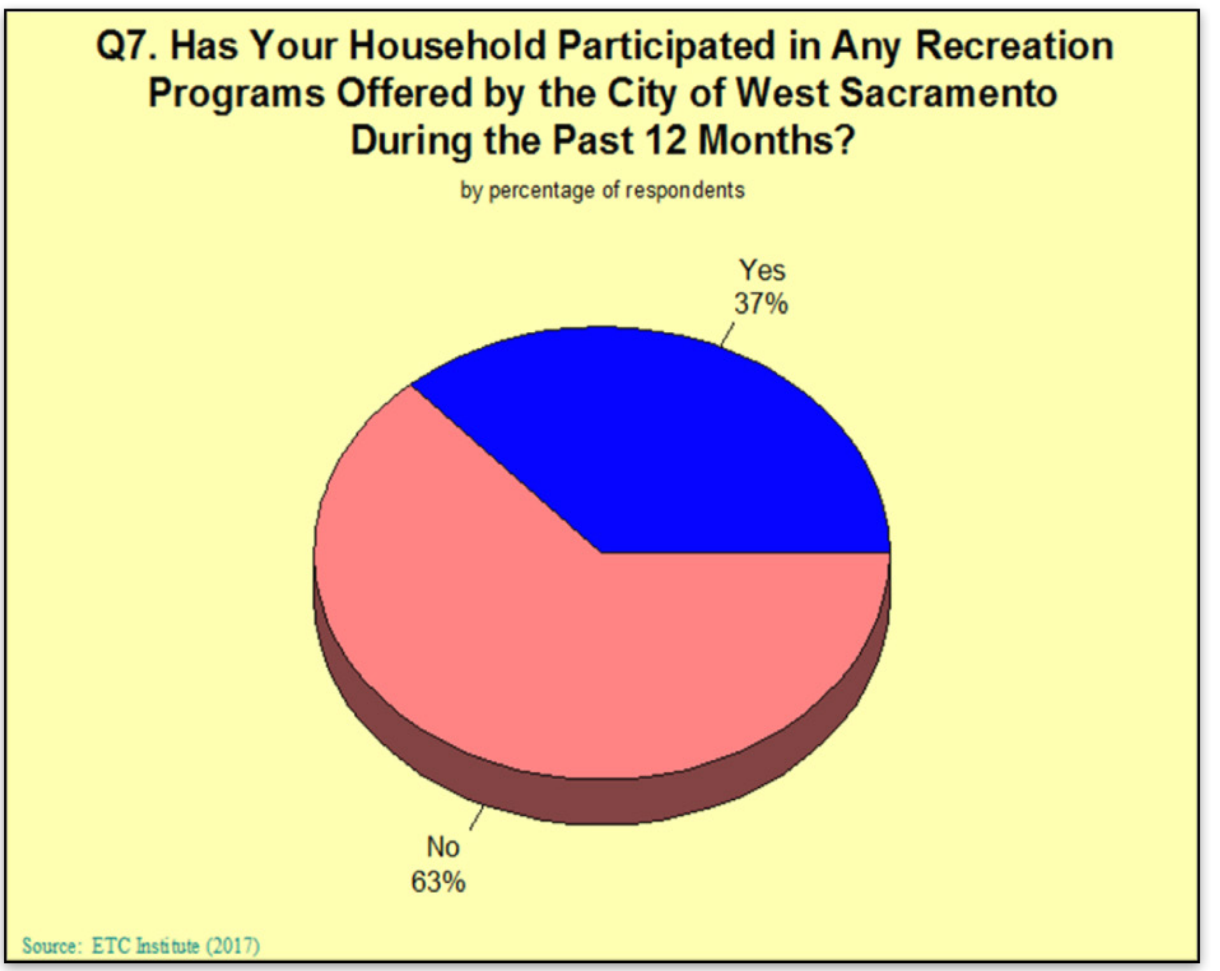


4.3.4 PROGRAM PARTICIPATION AND QUALITY RATINGS

Program Participation and Ratings:

- Thirty-seven percent (37%) of households participated in West Sacramento Parks and Recreation Department programs and services over the past 12 months.

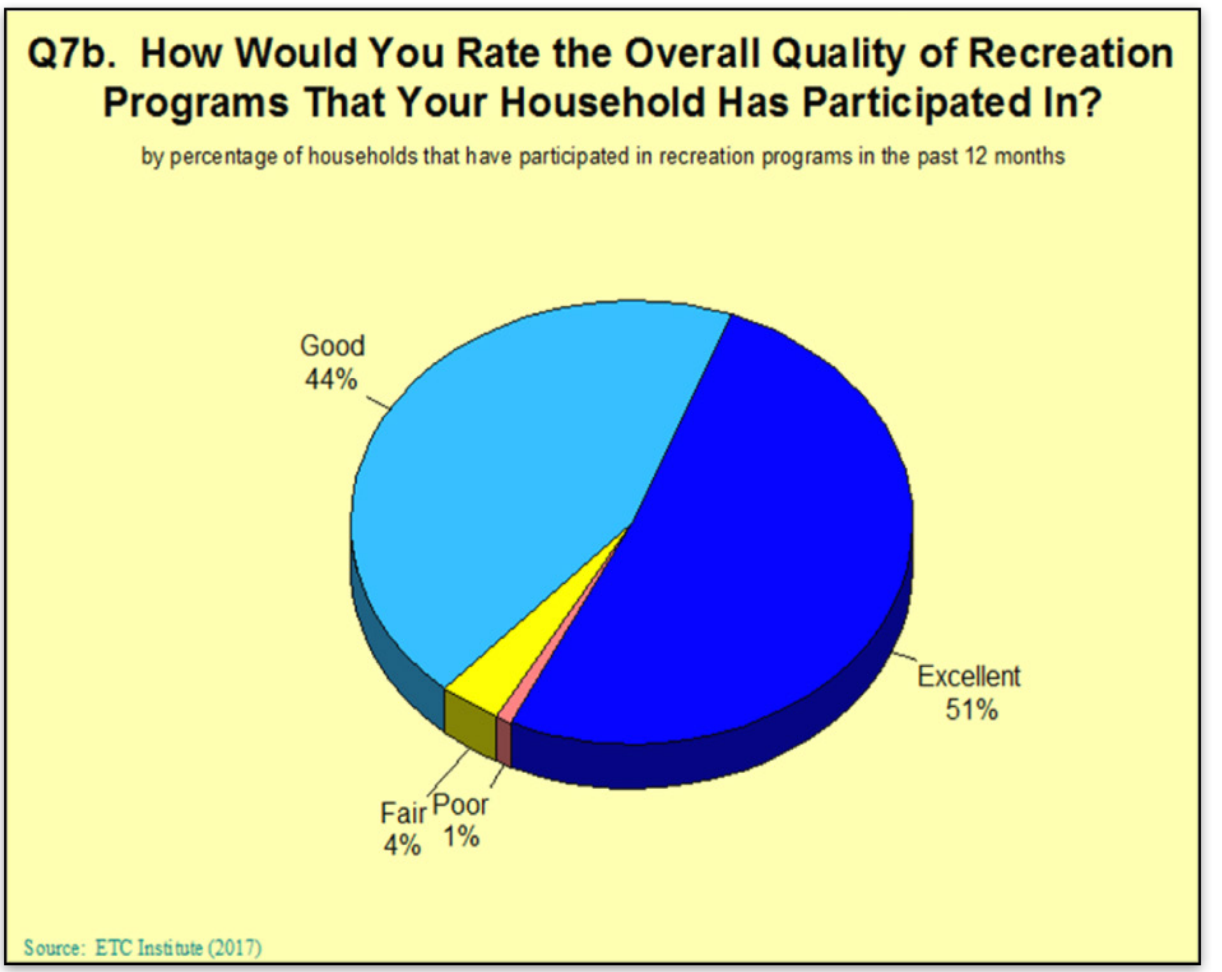
The national benchmark for program participation is 34%.



Program Quality:

- Of households who participated in programs, 51% rated the programs as “excellent”.

The national benchmark for excellent is 36%.





4.3.5 WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND ACTIVITIES

From Friends and Neighbors Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.

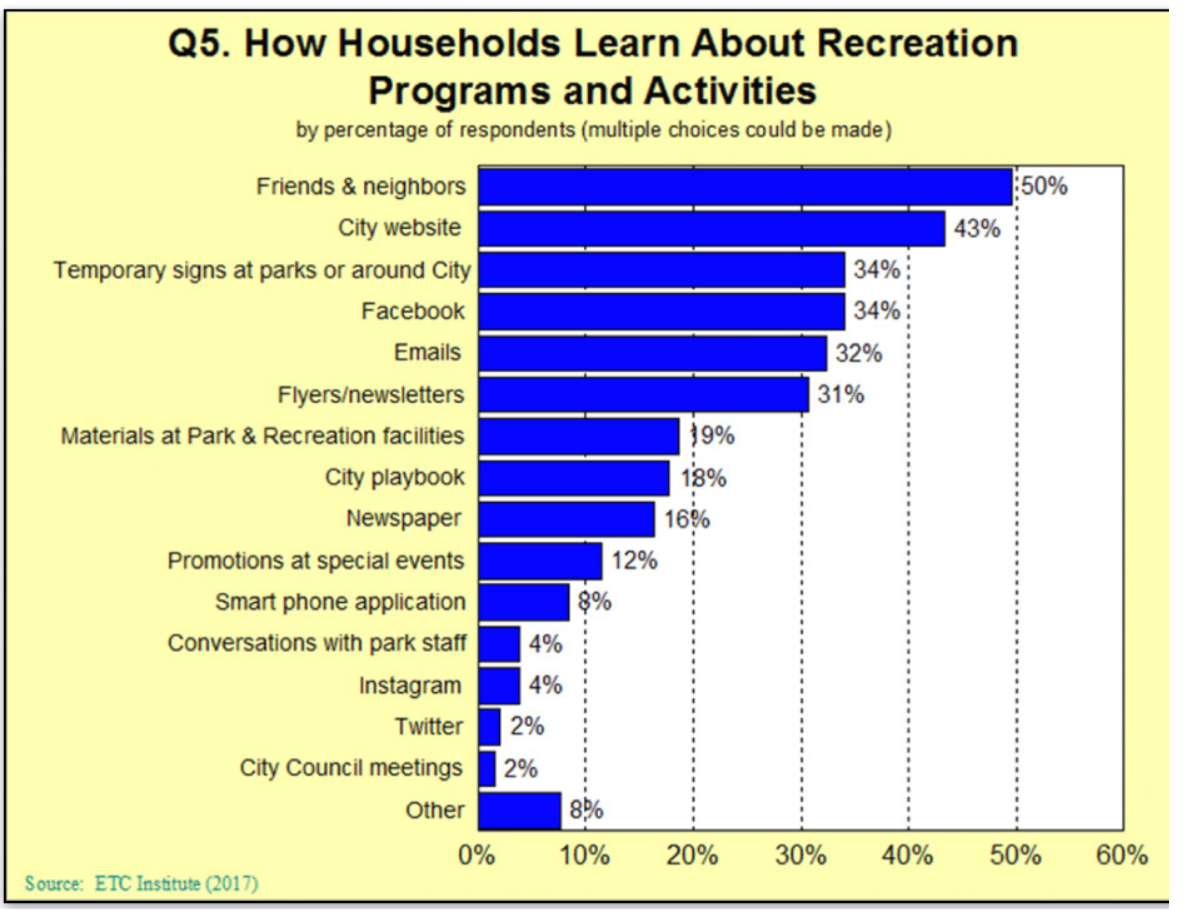
- Fifty percent (50%) of households indicated they utilize friends and neighbors as an information source.

Other most used sources include:

- Website (43%).
- Temporary signs at parks or around City (34%).
- Facebook (34%).
- Emails (32%).

The national benchmark for from friends and neighbors is 43%.

The national benchmark for website is 31%.

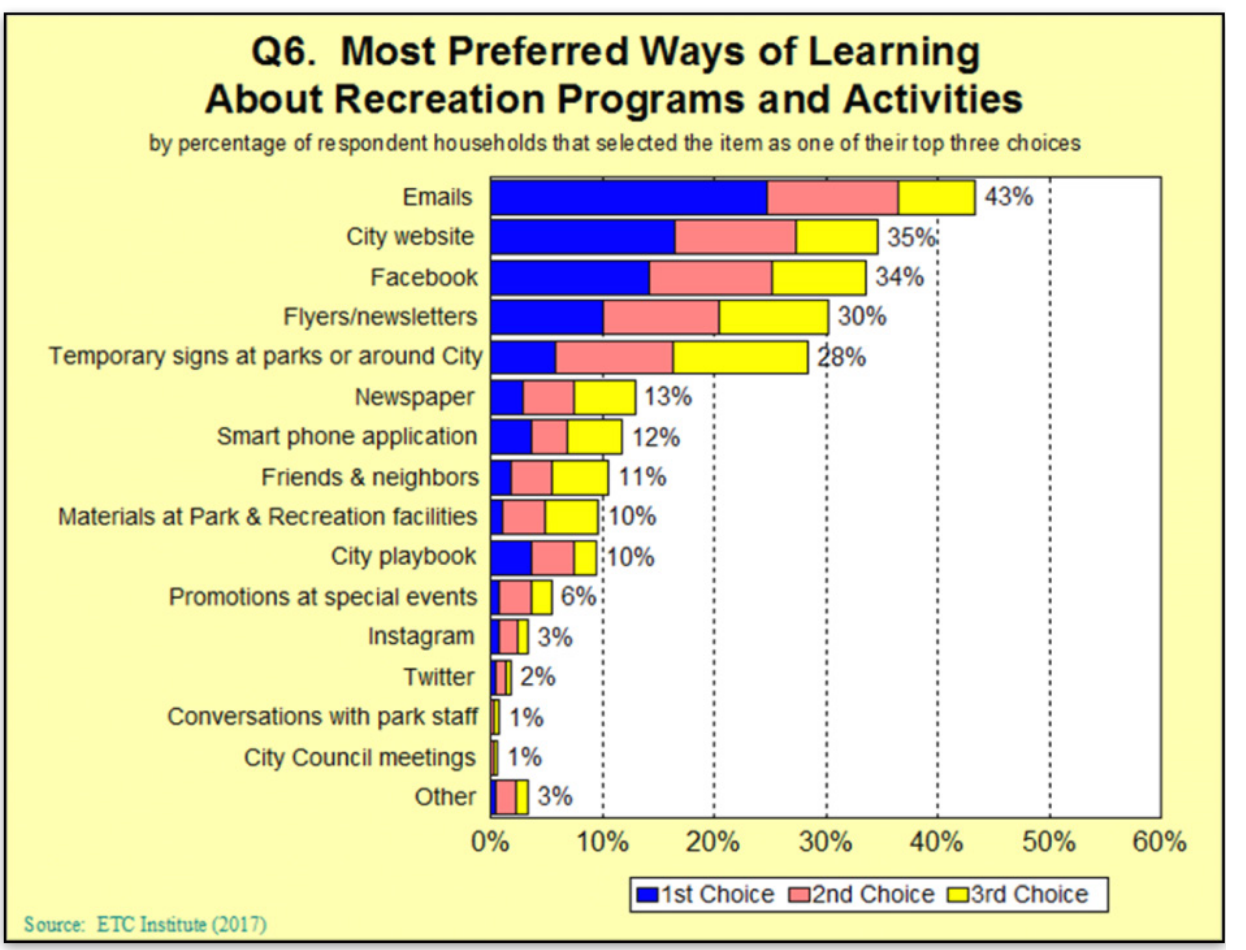


4.3.6 WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- Emails Was the Most Preferred Source of Information When Learning About Program and Activity Offerings.
- Forty-three percent (43%) of households indicated they would prefer to receive emails as an information source.

Other most preferred sources include:

- Website (35%).
- Facebook (34%).
- Flyers/newsletters (30%).



4.3.7 FACILITY NEEDS, UNMET NEEDS AND IMPORTANCE

Respondents were asked to indicate from a list of facilities/amenities whether or not they had a need. If the respondent indicated a need for the facility, they were then asked to rate how well their needs were being met.

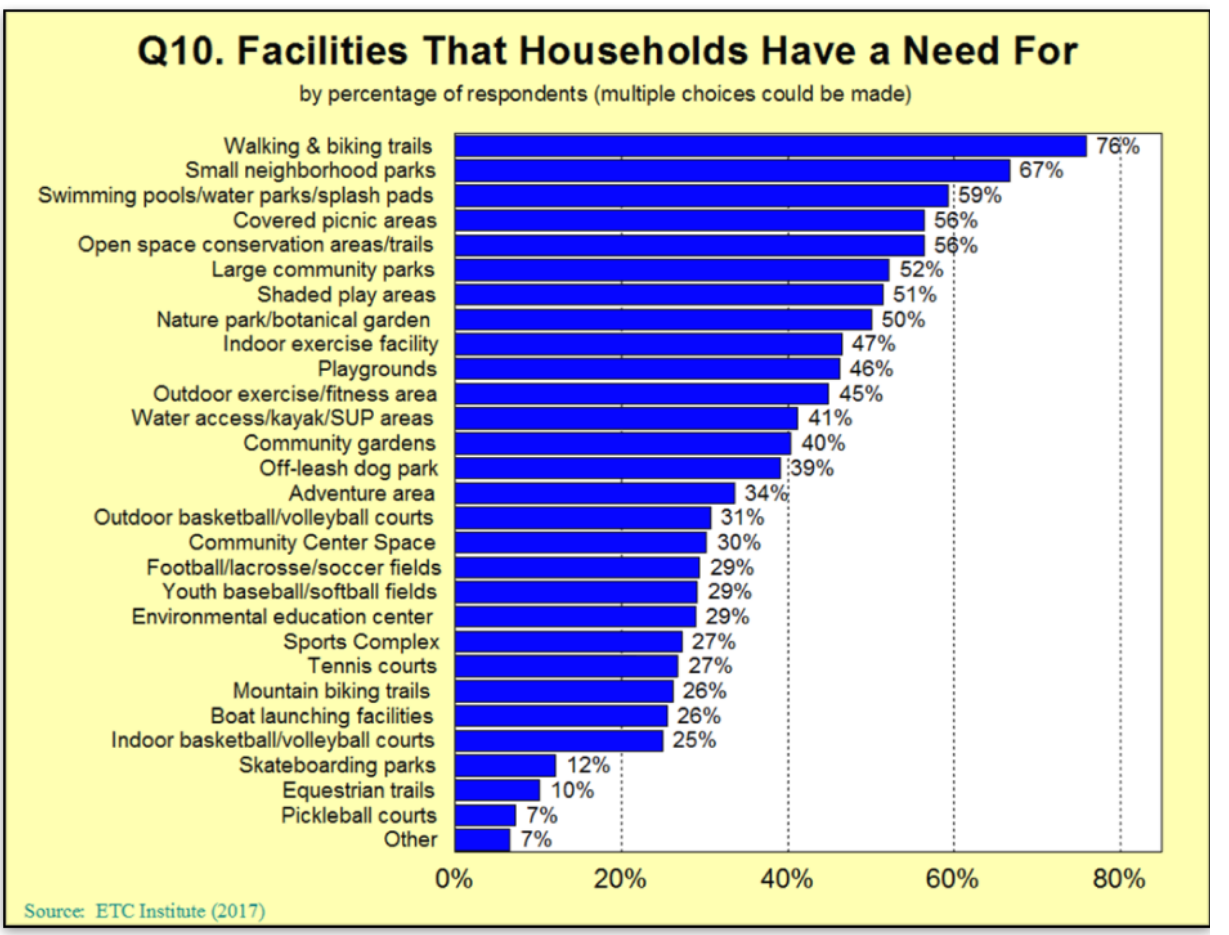
Facility Needs:

- Seventy-eight percent (78%) indicated a need for trails.

Other most needed facilities include:

- Small neighborhood parks (67%).
- Swimming pools/water parks/splash pads (59%).
- Covered picnic areas (56%).
- Open space conservation areas/trails (56%).

National benchmark for trails is 70%

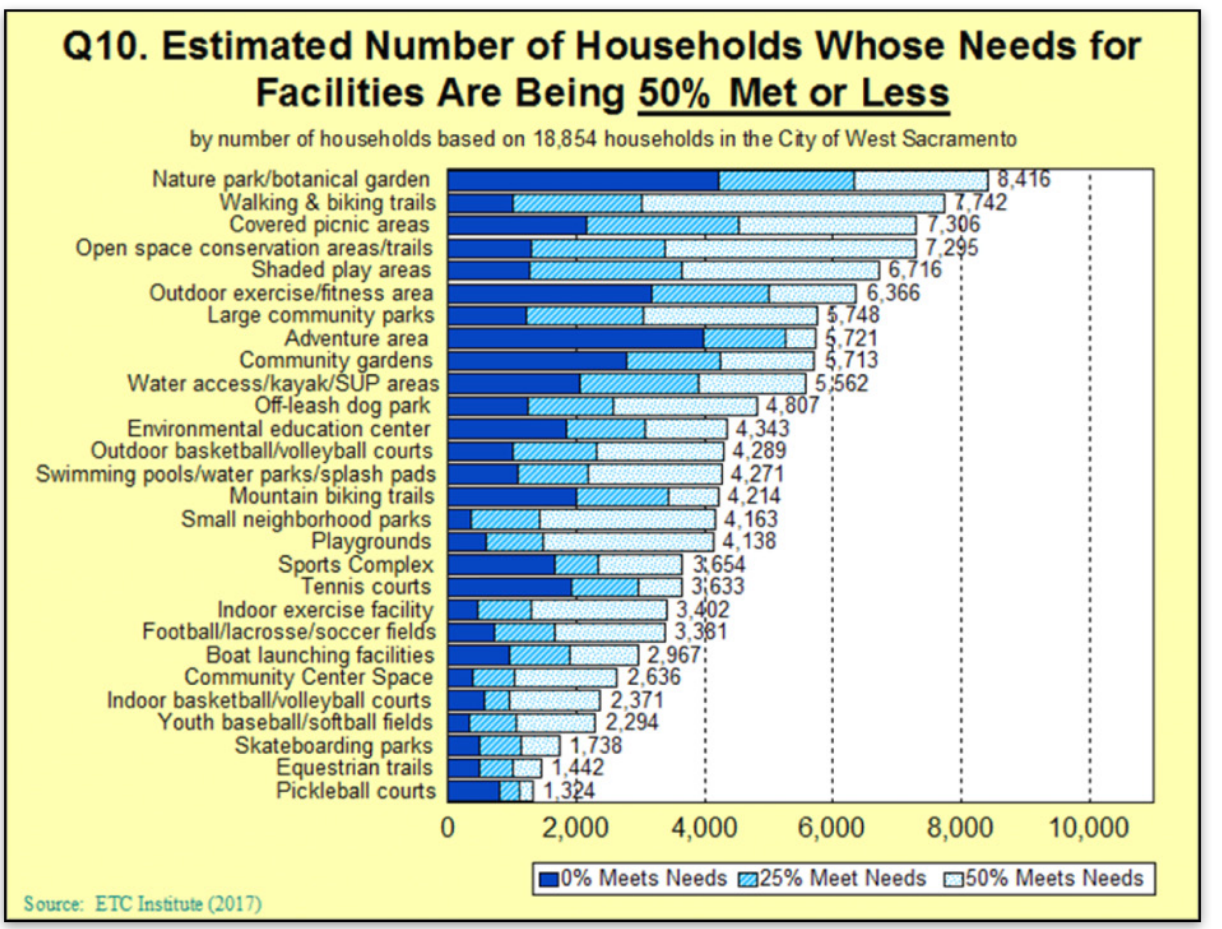


How Well Household Needs Are Being Met for Facilities:

- Based on the number of households who indicated their needs were only being met 50% or less, 8,416 households indicated an unmet need for nature park/botanical garden.

Other unmet needs include:

- Walking and biking trails (7,742 households).
- Covered picnic areas (7,306 households).
- Open space conservation area/trails (7,295 households).
- Shaded play areas (6,716 households).
- Outdoor exercise/fitness areas (6,366 households).
- Large community parks (5,748 households).
- Adventure area (5,721 households).
- Community gardens (5,713 households).



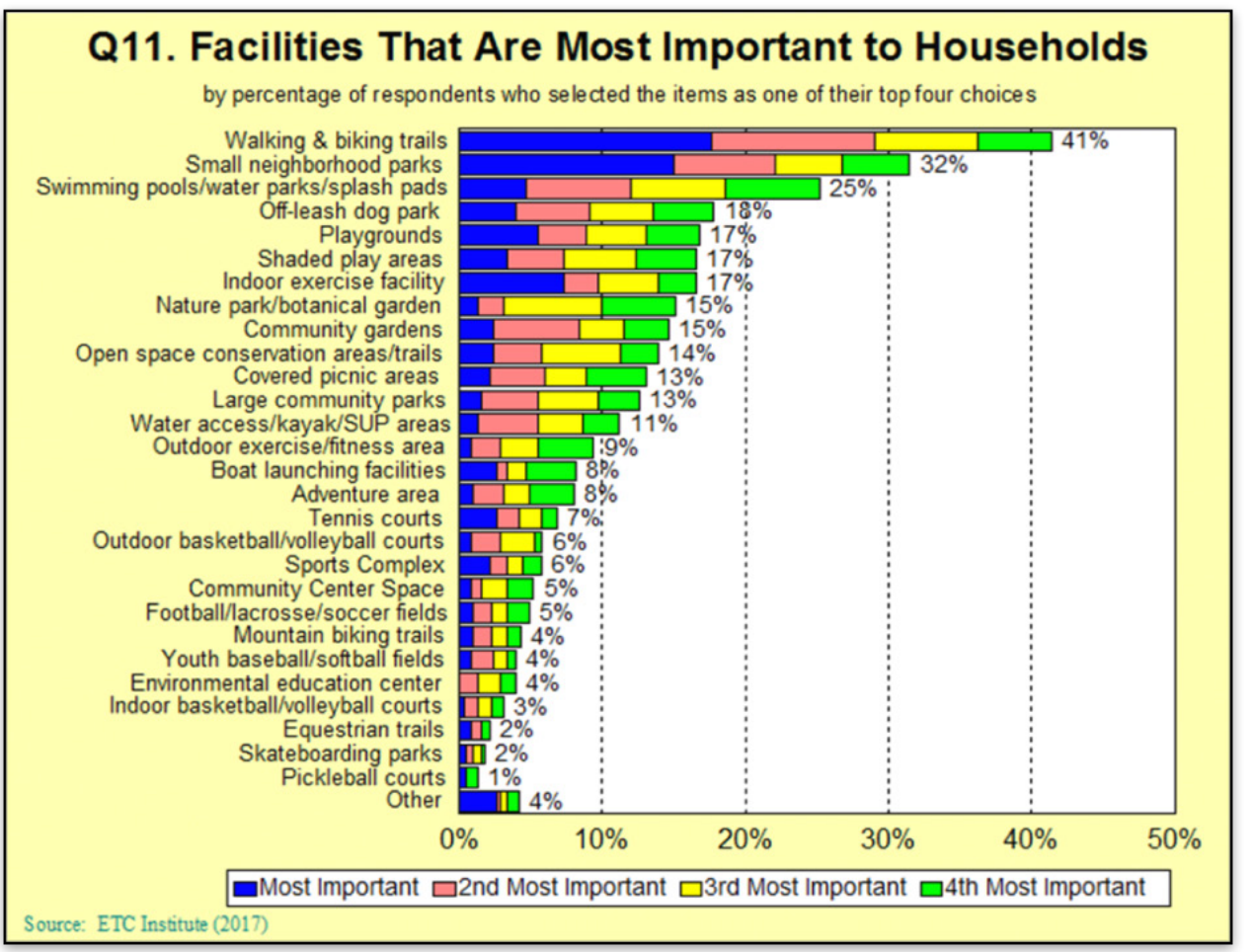
Facility Importance:

- Based on the sum of respondents' top four choices, 41% indicated trails were the most important to their household.

Other most important facilities include:

- Small neighborhood parks (32%).
- Swimming pools/water parks/splash pads (25%).

National benchmark for trails is 42%.



4.3.8 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

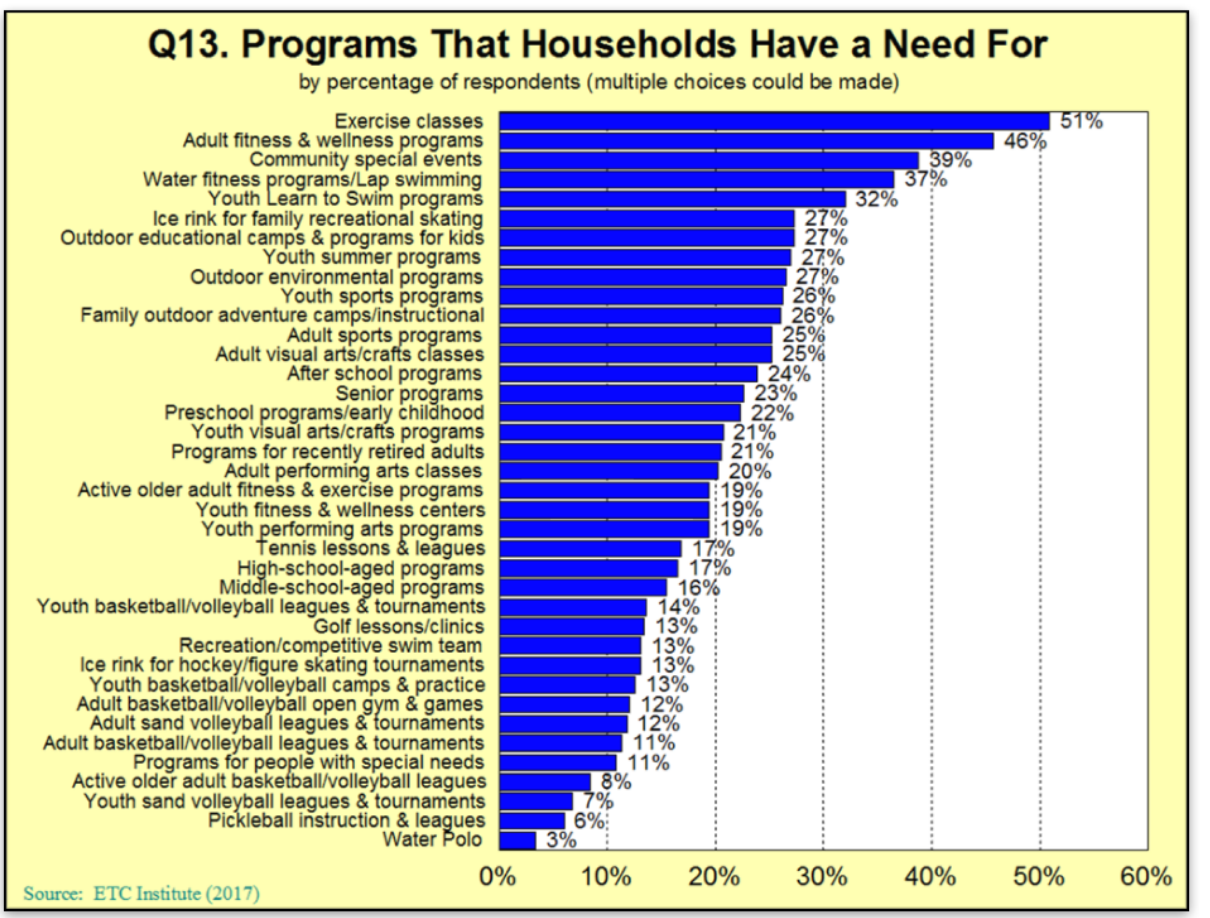
Program Needs:

- Fifty-one percent (51%) of households indicated a need for exercise programs.

Other most needed programs include:

- Adult fitness and wellness programs (46% of households).
- Community special events (39% of households).
- Water fitness programs (37% of households).
- Youth learn to swim programs (32% of households).

National benchmark for adult fitness and wellness programs is 46%.

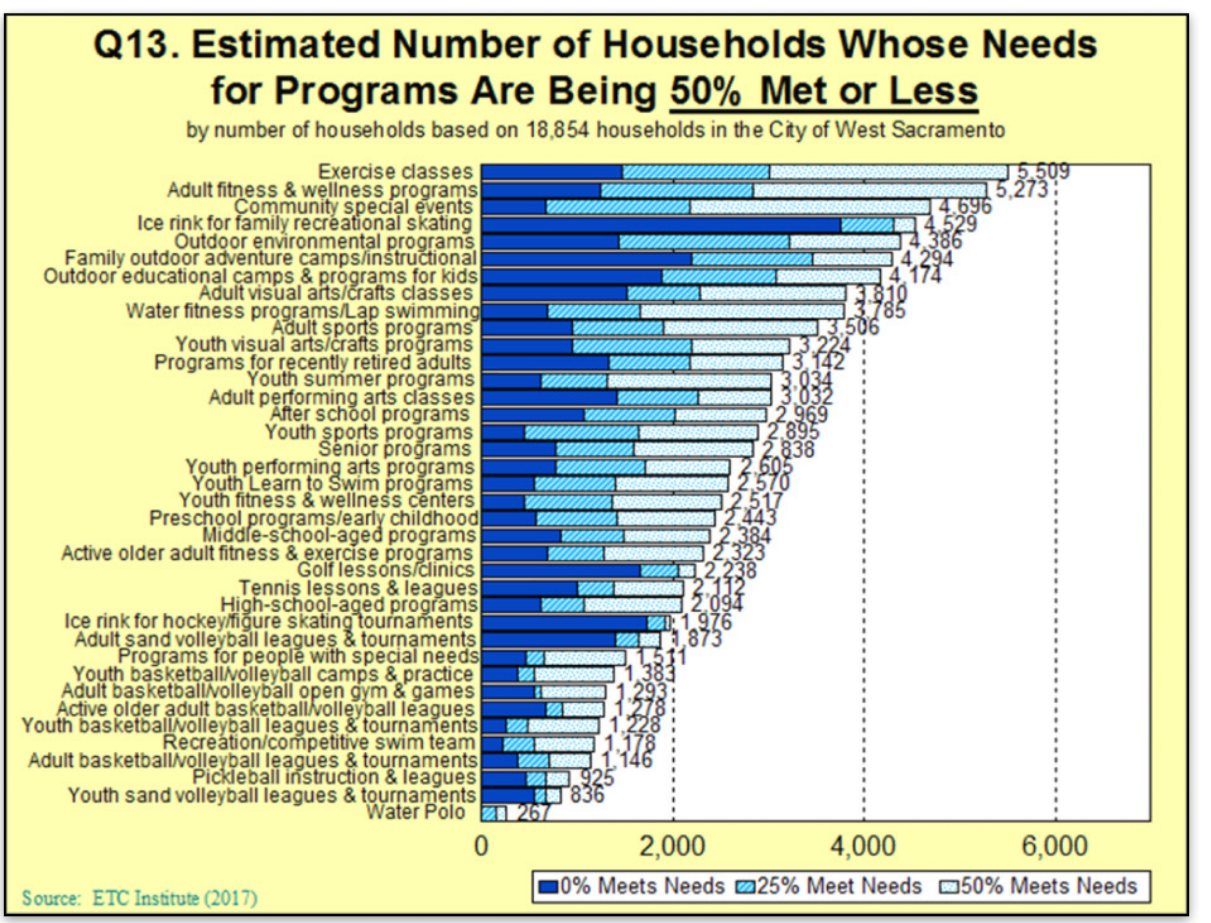


How Well Needs Are Being Met for Programs:

- Based on the number of households who indicated their needs were only being met 50% or less, 5,509 households responded that exercise programs had the greatest level of unmet need.

Other unmet needs include:

- Adult fitness & wellness programs (5,273 households).
- Community Special Events (4,696 households).
- Family recreational ice skating (4,529 households).
- Outdoor environmental programs (4,386 households).



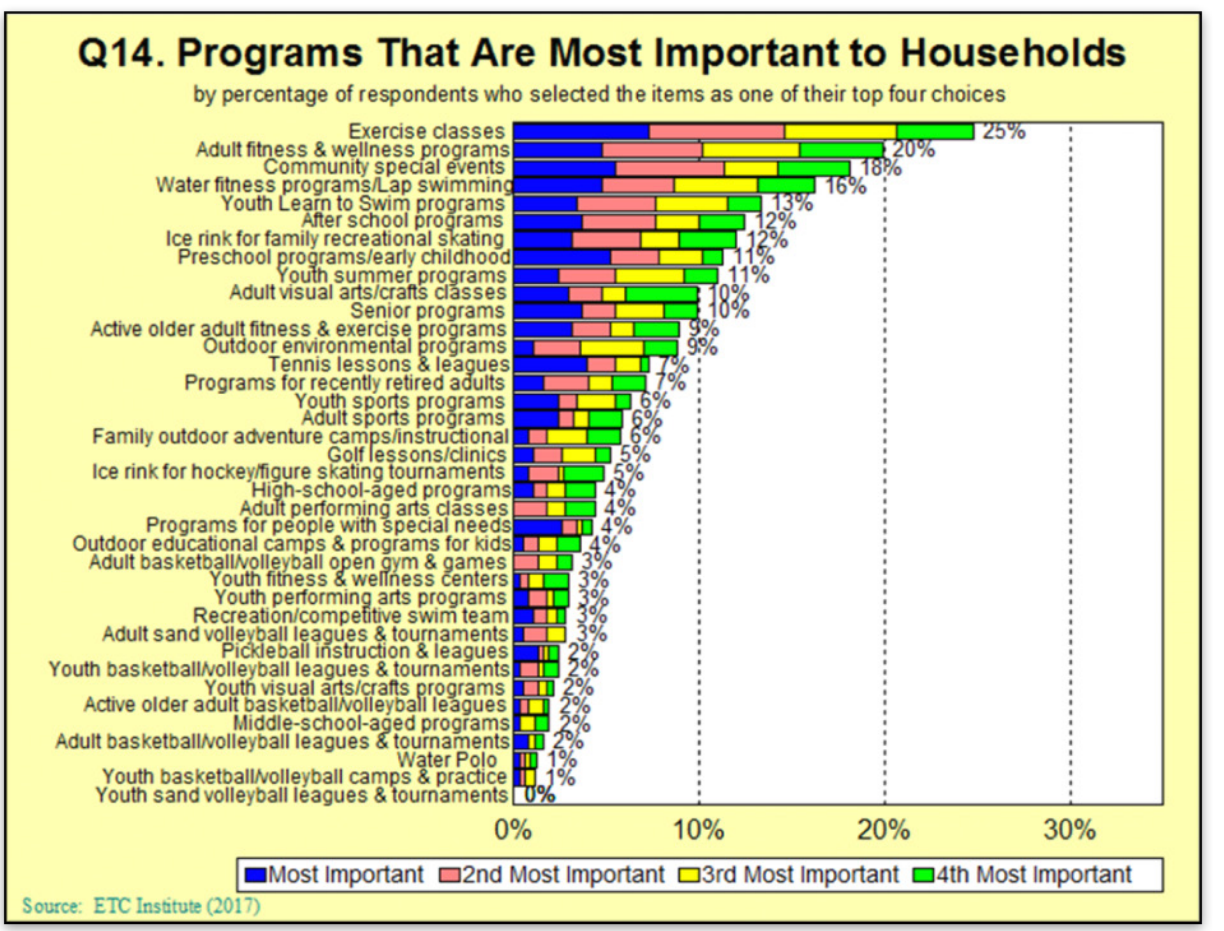
Program Importance:

Based on the percentage of households who indicated the program as one of their top four choices, 25% indicated exercise programs were the most important to their household.

Other most important programs include:

- Adult fitness and wellness programs (20%).
- Community special events (18%).
- Water fitness programs/lap swimming (16%).

National benchmark for adult fitness and wellness programs is 30%.

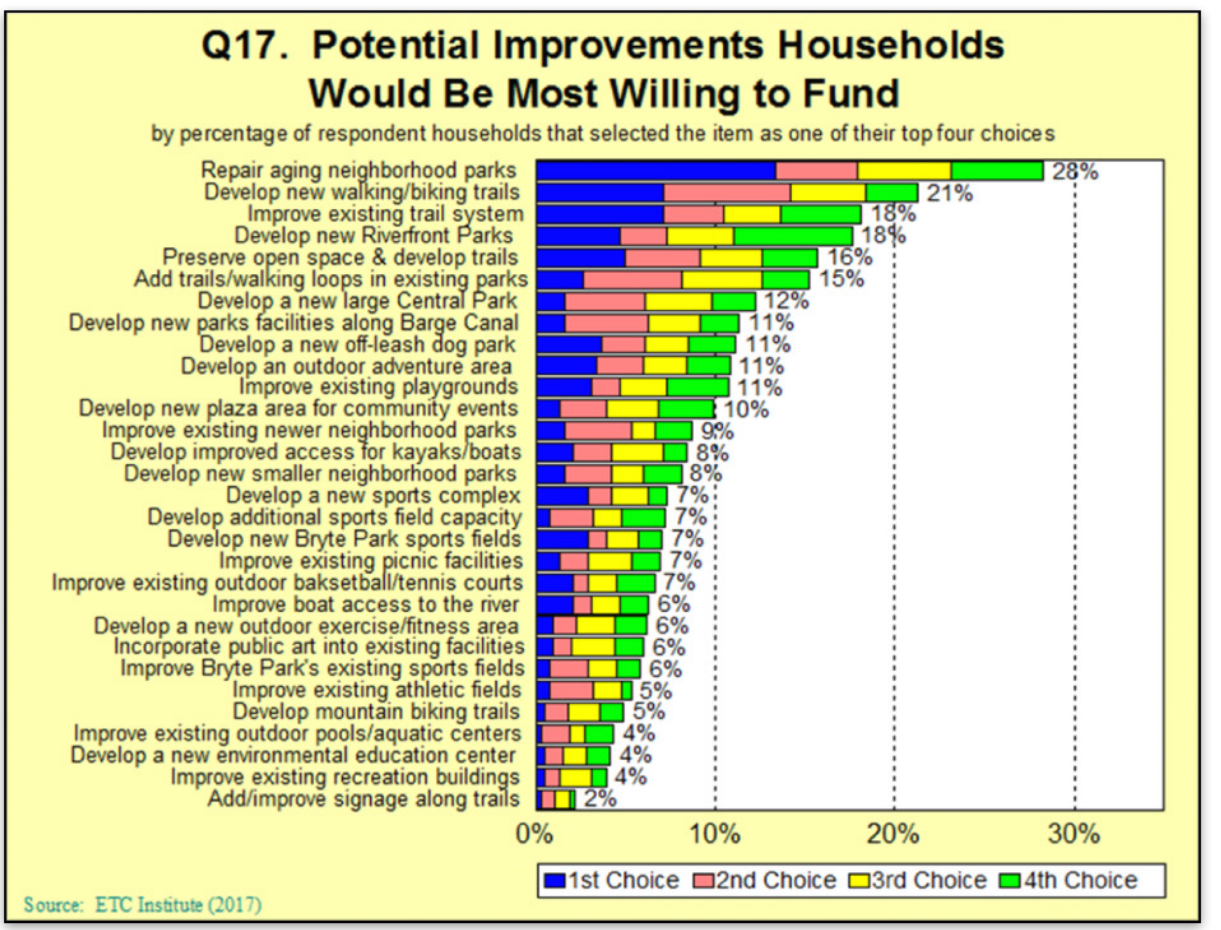


4.3.9 POTENTIAL IMPROVEMENTS MOST WILLING TO FUND

Respondents were asked to indicate their level of funding support for the improvements to the West Sacramento parks, trails, and recreation system. Based on the percentage of households who indicated support for improvements, 28% were most supportive of repairing aging neighborhood parks.

Other most supported actions include:

- Develop new walking/biking trails (21%).
- Improve existing trail system (18%).
- Develop new Riverfront Parks (18%).



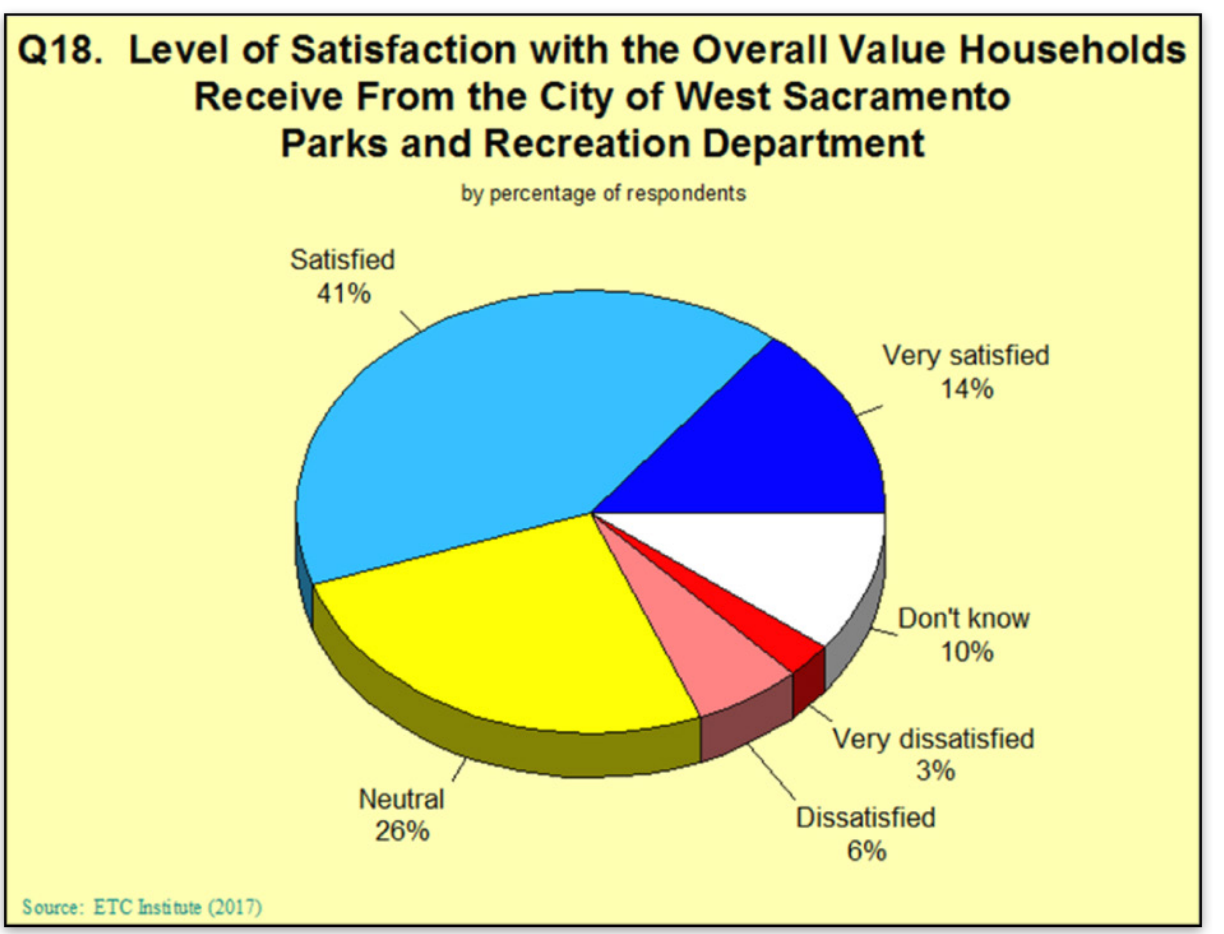
4.3.10 SATISFACTION WITH THE OVERALL VALUE RECEIVED

Fourteen percent (14%) of households were "very satisfied" with the overall value their household receives from the Park and Recreation Department.

Other levels of satisfaction include:

- Satisfied (41%).
- Neutral (26%).
- Dissatisfied (6%).
- Very dissatisfied (1%).

National benchmark for very satisfied is 27%.



4.4 NEEDS ASSESSMENT PRIORITY RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by West Sacramento Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- A weighted scoring system was used to determine the priorities for recreation programs.

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

4.4.1 PROGRAM RANKINGS - OVERALL

Further analysis of the program and service priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following charts identify program priorities by age/household type. **NOTE: The highest priorities of the community as a whole have been highlighted in the charts.**

OVERALL	
Program/Service	**Priority**
Community special events	High
Adult fitness and wellness programs	
Outdoor environmental programs	
Family recreational ice skating	
Water fitness programs/lap swimming	
Family outdoor adventure camps/programs	
Youth summer programs	
After school programs	
Youth learn-to-swim programs	
Golf lessons/clinics	
Senior Programs	
Youth Sports programs	Medium
Performing arts programs (dance)	
Adult sports programs	
Preschool programs/early childhood	
Visual arts/crafts programs	
Youth fitness and wellness classes	
Middle-school aged programs	
Tennis lessons and leagues	
High-school aged programs	
Ice hockey/figure skating competitions	
Sand volleyball leagues and tournaments	
Youth Basketball/volleyball	Low
Programs for people with special needs	
Adult basketball/volleyball	
Recreation/competitive swim team	
Active older adult (55-70) basketball/volleyball leagues	
Pickleball instruction and leagues	
Water polo	

4.4.2 PROGRAM RANKINGS – HOUSEHOLDS AGES 55+ WITH NO CHILDREN

HOUSEHOLDS - NO CHILDREN (ages 55+)	
Program/Service	**Priority**
Outdoor Environmental Programs	High
Golf lessons/clinics	
Family recreational ice skating	
Pickle Ball Instruction and Leagues	
Adult fitness & wellness programs	
Senior programs	
Tennis Lessons and Leagues	
Programs for people with special needs	
Visual Arts programs	
Water Fitness Programs/Lap Swimming	
Community Special Events	
Active older adult (55-70) basketball/volleyball leagues	Medium
Preschool/Early Childhood	
Performing Arts Programs	
Afterschool Programs	
Ice hockey/figure skating competitions	
Family outdoor adventure camps/programs	
Sand Volleyball Programs	
Youth Summer Programs	
Recreation Competitive Swim Team	
Youth Learn to Swim	
Adult sports programs	
Youth Basketball/volleyball	Low
Youth sports programs	
Adult basketball/volleyball	
High school aged programs	
Youth fitness & wellness classes	
Water Polo	
Middle school aged programs	

4.4.3 PROGRAM RANKINGS – HOUSEHOLDS AGES 20-54 WITH NO CHILDREN

HOUSEHOLDS - NO CHILDREN (ages 20-54)	
Program/Service	**Priority**
Family recreational ice skating	High
Outdoor Environmental Programs	
Golf lessons/clinics	
Sand Volleyball Programs	
Tennis Lessons and Leagues	
Adult sports programs	
Ice hockey/figure skating competitions	
Adult fitness & wellness programs	
Performing Arts Programs	
Senior programs	
Community Special Events	
Water Fitness Programs/Lap Swimming	Medium
High school aged programs	
Adult basketball/volleyball	
Water Polo	
Visual arts/crafts programs	
Youth sports programs	
Active older adult (55-70) basketball/volleyball leagues	
Family outdoor adventure camps/programs	
Programs for people with special needs	
Preschool/Early Childhood	
Youth Summer Programs	
Pickle Ball Instruction and Leagues	Low
Middle school aged programs	
Afterschool Programs	
Youth Learn to Swim	
Recreation Competitive Swim Team	
Youth fitness & wellness classes	
Youth Basketball/volleyball	

4.4.4 PROGRAM RANKINGS – HOUSEHOLDS WITH CHILDREN (AGES 11-19)

HOUSEHOLDS with CHILDREN (ages 11-19)	
Program/Service	**Priority**
Outdoor Environmental Programs	High
Golf lessons/clinics	
Community Special Events	
Family recreational ice skating	
Youth Summer Programs	
Programs for people with special needs	
Adult fitness & wellness programs	
Performing Arts Programs	
Middle school aged programs	
Water Fitness Programs/Lap Swimming	
Youth Basketball/volleyball	
High school aged programs	Medium
Senior programs	
Active older adult (55-70) basketball/volleyball leagues	
Adult sports programs	
Youth fitness & wellness classes	
Afterschool Programs	
Visual arts/crafts programs	
Sand Volleyball Programs	
Tennis Lessons and Leagues	
Family outdoor adventure camps/programs	
Youth Learn to Swim	
Adult basketball/volleyball	Low
Recreation Competitive Swim Team	
Preschool/Early Childhood	
Youth sports programs	
Water Polo	
Ice hockey/figure skating competitions	
Pickle Ball Instruction and Leagues	

4.4.5 PROGRAM RANKINGS – HOUSEHOLDS WITH CHILDREN (AGES 0-10)

HOUSEHOLDS with CHILDREN (ages 0-10)	
Program/Service	**Priority**
Family Outdoor adventure camps/programs	High
Family Recreational ice skating	
Afterschool Programs	
Ice Hockey/figure skating competitions	
Performing Arts Programs	
Outdoor Environmental Programs	
High school aged programs	
Youth fitness & wellness classes	
Pickle Ball Instruction and Leagues	
Community Special Events	
Youth Summer Programs	
Youth Sports programs	Medium
Preschool/Early Childhood	
Middle school aged programs	
Adult fitness & wellness programs	
Visual arts/crafts programs	
Golf lessons/clinics	
Youth Learn to Swim	
Adult sports programs	
Programs for people with special needs	
Sand Volleyball Programs	
Youth Basketball/volleyball	
Tennis Lessons and Leagues	Low
Water Fitness Programs/Lap Swimming	
Senior programs	
Water Polo	
Recreation Competitive Swim Team	
Adult basketball/volleyball	
Active older adult (55-70) basketball/volleyball leagues	

4.4.6 FACILITY RANKINGS - OVERALL

Further analysis of the facility and amenity priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following charts identify program priorities by age/household type. **NOTE: The highest priorities of the community as a whole have been highlighted in the charts.**

OVERALL	
Facility/Amenity	**Priority**
Walking and biking trails	**High**
Nature park/botanical garden	
Open space conservation areas with trails	
Swimming pools/water parks/splash pads	
Covered picnic areas	
Large community parks	
Shaded play areas	
Neighborhood Parks	**Medium**
Outdoor exercise/fitness areas	
Dog Parks	
Community gardens	
Water access/kayak/SUP areas	
Adventure Area (ropes courses, ziplines, etc.)	
Indoor exercise facility	
Outdoor basketball/volleyball courts	
Tennis courts	
Soccer / football / lacrosse fields	
Playgrounds	
Skateboarding parks	
Environmental education center	
Mountain biking trails	
Sports complex (many fields at one location)	
Youth baseball and softball fields	
Boat launching facilities	**Low**
Community Center space (classroom, rental space)	
Indoor basketball/volleyball courts	
Equestrian trails	
Pickleball courts	

4.4.7 FACILITY RANKINGS – HOUSEHOLDS AGES 55+ WITH NO CHILDREN

HOUSEHOLDS - NO CHILDREN (ages 55+)	
Facility/Amenity	**Priority**
Nature Park/Botanical Garden	High
Boat Launching Facilities	
Shaded Play Areas	
Pickleball Courts	
Open Space/Conservation Areas/Trails	
Covered picnic areas	
Walking and Biking Trails	
Adventure Area	Medium
Community Gardens	
Tennis Courts	
Environmental Education Center	
Water access/kayak/SUP areas	
Outdoor Exercise/Fitness Area	
Swimming Pools/Splashpads/Water Parks	
Neighborhood Parks	
Dog Parks	
Indoor Exercise Facility	
Playgrounds	
Sports Complex	
Large Community Parks	
Community Center Space	
Outdoor Basketball/Volleball Courts	
Mountain Biking Trails	
Equestrian Trails	Low
Multi-Purpose Fields	
Youth Baseball/softball Fields	
Indoor Basketball/Volleball Courts	
Skateboard parks	

4.4.8 FACILITY RANKINGS – HOUSEHOLDS AGES 20-54 WITH NO CHILDREN

HOUSEHOLDS - NO CHILDREN (ages 20-54)	
Facility/Amenity	**Priority**
Nature Park/Botanical Garden	High
Community Gardens	
Mountain Biking Trails	
Open Space/Conservation Areas/Trails	
Dog Parks	
Outdoor Exercise/Fitness Area	
Adventure Area	
Walking and Biking Trails	Medium
Tennis Courts	
Water access/kayak/SUP areas	
Environmental Education Center	
Covered picnic areas	
Large Community Parks	
Neighborhood Parks	
Pickleball Courts	
Sports Complex	
Boat Launching Facilities	
Indoor Exercise Facility	
Skateboard parks	
Outdoor Basketball/Volleball Courts	
Shaded Play Areas	
Swimming Pools/Splashpads/Water Parks	
Equestrian Trails	
Multi-Purpose Fields	Low
Indoor Basketball/Volleball Courts	
Community Center Space	
Playgrounds	
Youth Baseball/softball Fields	

4.4.9 FACILITY RANKINGS - HOUSEHOLDS WITH CHILDREN AGES (11-19)

HOUSEHOLDS with CHILDREN (ages 11-19)	
Facility/Amenity	**Priority**
Nature Park/Botanical Garden	High
Dog Parks	
Outdoor Basketball/Volleball Courts	
Covered picnic areas	
Shaded Play Areas	
Walking and Biking Trails	
Adventure Area	
Sports Complex	Medium
Tennis Courts	
Swimming Pools/Splashpads/Water Parks	
Neighborhood Parks	
Playgrounds	
Community Gardens	
Environmental Education Center	
Indoor Basketball/Volleball Courts	
Skateboard parks	
Equestrian Trails	
Mountain Biking Trails	
Multi-Purpose Fields	
Open Space/Conservation Areas/Trails	
Outdoor Exercise/Fitness Area	
Indoor Exercise Facility	
Large Community Parks	
Water access/kayak/SUP areas	Low
Youth Baseball/softball Fields	
Boat Launching Facilities	
Community Center Space	
Pickleball Courts	

4.4.10 FACILITY RANKINGS – HOUSEHOLDS WITH CHILDREN (AGES 0-10)

HOUSEHOLDS with CHILDREN (ages 0-10)	
Facility/Amenity	**Priority**
Shaded Play Areas	High
Community Gardens	
Adventure Area	
Covered picnic areas	
Nature Park/Botanical Garden	
Outdoor Basketball/Volleball Courts	
Walking and Biking Trails	
Large Community Parks	Medium
Outdoor Exercise/Fitness Area	
Playgrounds	
Neighborhood Parks	
Sports Complex	
Dog Parks	
Equestrian Trails	
Pickleball Courts	
Environmental Education Center	
Swimming Pools/Splashpads/Water Parks	
Mountain Biking Trails	
Multi-Purpose Fields	
Open Space/Conservation Areas/Trails	
Skateboard parks	
Water access/kayak/SUP areas	
Boat Launching Facilities	
Indoor Exercise Facility	Low
Tennis Courts	
Community Center Space	
Youth Baseball/softball Fields	
Indoor Basketball/Volleball Courts	

Chapter 5

PROGRAMS & SERVICES ASSESSMENT



5.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The West Sacramento Parks and Recreation Department has a professional staff that annually delivers a comprehensive parks and recreation program to West Sacramento residents. Department staff are responsible for the management and implementation of a diverse array recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, outdoor adventure, aquatics, sports, health, fitness, senior services and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, the Washington Unified School District, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier parks and recreation systems in the region providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as West Sacramento. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.

- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

5.1.1 WEST SACRAMENTO PARKS AND RECREATION CORE PROGRAM AREAS

The Department currently offers programs in 21 Core Program Areas. These core program areas are listed below:

PROGRAM DESCRIPTION	
Core Program Area	**Brief Description**
Active Aging Programs	Active Aging programs provide affordable recreational experiences that promote health and wellness and foster social, intellectual, physical and emotional development. Active Aging programs and events align with expectation set out in the AARP Age Friendly Action Plan.
Active Older Adults 55+	Programs to provide active older an avenue to participate that benefit their physical, mental and emotional health
Adaptive Recreation Programs	The Adaptive Recreation program is designed to provide residents with special needs the opportunity to participate in recreation and leisure activities designed for their needs and interests.
Adult Sports	League structured programs that provide opportunities for adults to gather friends to form a team to participate.
Aquatics	Programs to provide water safety instruction and certification opportunities for children/teens and fitness/outdoor recreation programs for adults and active older adults.
Early Learning	Provide safe, quality structured program for pre-school aged children and community resources for parents
Exercise and Wellness	Programs that provide adults and active older adults an avenue to participate in activities that benefit their physical, mental and emotional health.
Facility Rentals	Spaces are available to rent for parties, banquets, business meetings, and seminars.
Facility Rentals (Boathouse)	Provide rental amenity for community members and organizations at affordable rates.
Leisure Interest Classes	Leisure interest classes serving the needs of community members.
Performing Arts	Theater available for rent to serve a wide variety of events including, theatrical performances, concerts, award ceremonies, program recitals and banquets.
Seniors Services	Life enrichment programs to enhance emotional, social, physical, and spiritual wellness for aging seniors at risk for isolation.
Special Events	Special events offered for community member entertainment and enrichment.
Special Event Permitting	Park events coordinated by other organizations that bring people of all ages and families together.
Special Interest	Area that focuses on hobby based programming to fulfill interest based instruction or learning opportunities.
Visual Arts	Cultural enrichment for Community members. Art shows and receptions showcasing both local and regional art and artists. Partnership with the West Sacramento Art Guild. Art program and meeting / study space.
Volunteer Programs	*Teen Heroes- A mentoring program that provides participants with hands on job experiences while volunteering within Parks & Recreation programs. *Generation Bridge- Intergenerational program that focuses on paring the active aging community with our youth to provide a positive enriching experience.
Volunteer Services	To build advocacy and awareness for the Parks and Recreation Department and enhance the quality of the park system through community engagement and volunteer service programs.
Youth Camps	Provide safe, quality structured program for school aged children for all day care. Provide activities within the camps that separate our Dept. from other providers.
Youth Programs	Provide safe, quality structured programs for school aged children that support their academic, social, emotional, developmental, and recreational needs.
Youth Sports	Area that focuses on wide variety of different sports providing quality instructional programming and opportunities for more advanced athletes

5.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by West Sacramento currently appear to meet some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular basis to ensure that the offerings within each Core Program Area – and the Core Program Areas themselves – align with changing leisure trends, demographics, and needs of residents. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- Conceptual foundations of play, recreation, and leisure – Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.

- Organizational philosophy, mission, and vision – Programs and services should support the City's and the Department's vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.

- Constituent interests and desired needs – Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.

- Creation of a constituent-centered culture – Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.

- Experiences desirable for clientele – Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.

- Community opportunities – When planning programs and services, a Department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

5.1.3 COMMUNITY INPUT FINDINGS

The efforts in creating this Master Plan were based on an evaluation of existing resources and capacity, as well as community input. Thus, a key consideration to creating a roadmap for parks and recreation programming in West Sacramento is to understand current community values, needs, and interests. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via the project website input, a statistically valid survey, and reinforced thru intercept and electronic surveys. The program and service priority rankings resulting from this analysis are to the right.

OVERALL	
Program/Service	**Priority**
Community special events	**High**
Adult fitness and wellness programs	
Outdoor environmental programs	
Family recreational ice skating	
Water fitness programs/lap swimming	
Family outdoor adventure camps/programs	
Youth summer programs	
After school programs	
Youth learn-to-swim programs	
Golf lessons/clinics	
Senior Programs	
Youth Sports programs	**Medium**
Performing arts programs (dance)	
Adult sports programs	
Preschool programs/early childhood	
Visual arts/crafts programs	
Youth fitness and wellness classes	
Middle-school aged programs	
Tennis lessons and leagues	
High-school aged programs	
Ice hockey/figure skating competitions	
Sand volleyball leagues and tournaments	
Youth Basketball/volleyball	**Low**
Programs for people with special needs	
Adult basketball/volleyball	
Recreation/competitive swim team	
Active older adult (55-70) basketball/volleyball leagues	
Pickleball instruction and leagues	
Water polo	

5.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, Primary and secondary markets were identified.

AGES SERVED Primary Market or Secondary Market							
Core Program Area	**Preschool (5 and Under)**	**Elementary (K-5th Grade)**	**Tweens (6th - 10th Grade)**	**Teens (13 - 17)**	**Young Adult (18-34)**	**Adult (35-49)**	**Active Adult (50+)**
Active Aging Programs							Primary
Adaptive Recreation Programs				Primary	Primary	Primary	Primary
Adult Sports				Primary	Primary	Primary	Secondary
Aquatics	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Early Learning	Primary	Secondary					
Exercise & Wellness			Secondary	Primary	Primary	Primary	Primary
Facility Rentals Boat House					Primary	Primary	Primary
Facility Rentals Community Center	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Leisure Interest Classes	Primary	Primary	Primary	Primary	Secondary	Secondary	Secondary
Performing Arts	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Special Events	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Special Events	Primary	Primary	Primary	Primary	Primary	Primary	Secondary
Teen Programs & Youth Camps		Secondary	Primary				
Visual Arts	Primary	Primary	Primary	Primary	Primary	Primary	Primary
Volunteer Services		Primary	Primary	Primary			Primary
Youth Programs		Primary	Primary	Primary			
Youth Sports	Primary	Primary	Primary				

5.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments. All segments are targeted as a primary market for multiple programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 65-74 and 75+. These two sub-segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.

5.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of West Sacramento staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

System-wide: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	2%	2	39.7%	50-60%
Take-Off	2%	2		
Growth	36%	44		
Mature	51%	62	51.2%	40%
Saturated	7%	9	9.1%	0-10%
Decline	2%	2		
Total	100%	121		

This analysis is not based on strict quantitative data, but rather is based on staff's knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department's recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

5.3.1 RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION & RECOMMENDATIONS

Overall, the lifecycle analysis results indicate a slightly unbalanced distribution of all programs across the life cycle. A combined total of 39.7% of programs fall into the Introduction, Take-off and Growth stages.

While it is important to provide new programs to align with trends and help meet the evolving needs of the community, it is also important to have a stable core segment of programs that are in the Mature stage. Currently, the Department has 51.2% of their programs in this category. It is recommended that this be approximately 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community's needs.

A total of 9.1% of programs are saturated or declining. It is recommended keeping as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be "over-tweaking" their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

5.4 PARTICIPATION ANALYSIS

A participation analysis involves reviewing every program identified by staff to determine participation rates for each as a way of informing strategic decisions about the overall recreation program portfolio. The levels of program participation rates are as follows:

- 0% - indicates that program had no enrollment.
- 1-24% - indicates enrollment at the rate of 1-24% of the maximum enrollment for the program.
- 25-49% - indicates enrollment at the rate of 25-49% of the maximum enrollment for the program.
- *50-74% - Indicates enrollment at the rate of 50-74% of the maximum enrollment for the program.
- 75-99% - Indicates enrollment at the rate of 75-99% of the maximum enrollment for the program.
- 100+% - indicates enrollment at the rate of 100% or greater of the maximum enrollment for the program.

* Achieving 50% enrollment is typically viewed as the threshold in which a program will be held.

This analysis is based on strict quantitative data collected for program enrollment for the period of July 2016 - June 2017. The tables below show the distribution of the various program participation categories of the Department's recreation programs.

TOTAL PROGRAM PARTICIPATION OVERVIEW		
TOTAL POSSIBLE MAXIMUM ENROLLMENT	ACTUAL ENROLLMENT	PERECENTAGE OF ACTUAL ENROLLMENT TO MAX ENROLLMENT
192,969	119,904	**62%**

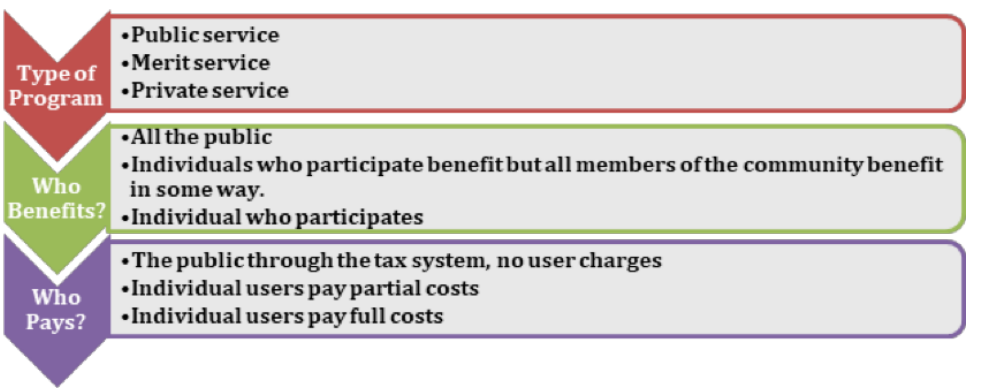
PERCENTAGE of Programs with 0% of Max enrollment	PERCENTAGE of Programs with 1-24% of Max Enrollment	PERCENTAGE of Programs with 25-49% of Max Enrollment	PERCENTAGE of Programs with 50-74% of Max Enrollment	PERCENTAGE of Programs with 75-99% of Max Enrollment	PERCENTAGE of Programs with 100+% of Max Enrollment
0.8%	0.8%	7.8%	34.1%	46.5%	10.1%

Recreation Program Participation Analysis - Current Distribution

With an overall participation rate of 62% coupled with 90.7% of all programs offered having at least 50% enrollment, the analysis results indicate a highly effective and efficient approach to delivering recreation programs to West Sacramento residents.

5.5 PROGRAM AND SERVICE CLASSIFICATION

The Parks and Recreation Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the concept detailed by Dr. John Crompton, Distinguished University Professor in the Recreation, Park and Tourism Sciences Department at Texas A&M University and Dr. Charles W. Lamb, Chair, Department of Information Systems and Supply Chain Management at Texas Christian University. In Marketing Government and Social Services, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below.



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted?
- For what purpose?
- For what benefits?
- For what cost?
- For what outcome?

5.5.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the City of West Sacramento Parks and Recreation Department. These systems need to reflect the statutory obligations of the City, the support functions performed, and the value-added programs that enrich both the customer's experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process are a summary of classification definitions and criteria, classification of programs within the City of West Sacramento Parks and Recreation Department and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program. These classifications need to be organized to correspond with cost recovery expectations defined for each category. For the Master Plan effort, each program area is assigned a specific cost recovery target that aligns to these expectations.

5.5.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the Department; the ability of the Department to meet public needs within the appropriate areas of service; and the mission and core values of City of West Sacramento's Parks and Recreation Department.

2. Develop criteria that can be used to evaluate each program and function within the Department and determine the classification that best fits.

5.5.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the Department staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a "Essential Public Service", "Important Public Service", and "Value Added Service" will provide the Department and its stakeholders a better understanding of why and how to manage each program area as it applies to public and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public and private benefit exists as they apply to each program area. Public benefit is described as, "everyone receives the same level of benefit with equal access". Private benefit is described as "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit".

PROGRAM CLASSIFICATIONS

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	• High public expectation	• High public expectation	• High individual and interest group expectation
Financial Sustainability	• Free, nominal or fee tailored to public needs • Requires public funding	• Fees cover some direct costs • Requires a balance of public funding and a cost recovery target	• Fees cover most direct and indirect costs • Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	• Substantial public benefit (negative consequence if not provided)	• Public and individual benefit	• Primarily individual benefit
Competition in the Market	• Limited or no alternative providers	• Alternative providers unable to meet demand or need	• Alternative providers readily available
Access	• Open access by all	• Open access • Limited access to users	• Limited access to users

5.5.4 CLASSIFICATION OF SERVICES - KEY RECOMMENDATIONS

The following recommendations should be considered to improve the fiscal performance and the delivery of programs and services.

Implement the Classification of Services and Cost Recovery Goals:

Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria identified in Section 5.5. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will typically fall within these ranges, although anomalies will exist:

- Core 0-35%.
- Important 35-75%.
- Value Added 75%+.

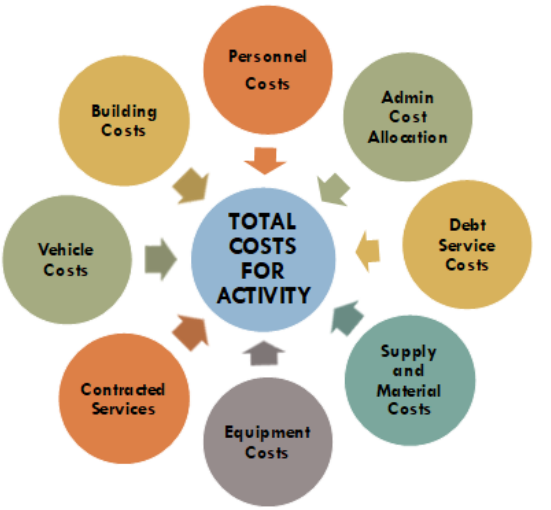
The table below represents a summary of programs and services, the classification of those programs, the current direct cost of service recovery goal and the recommended TOTAL cost of service recovery goals to be achieved within 5 years.

Core Program Area	Benefit Level	Classification	Pricing Strategy	Recommended TOTAL Cost Recovery Goal	Current Cost Recovery Goal
Active Aging Programs	Merit	Important	General Fund/User Fees	50%	75%
Active Older Adults 55+	Community	Essential	General Fund	up to 35%	100%
Adaptive Recreation Programs	Community	Essential	General Fund	up to 35%	50%
Adult Sports	Individual	Value Added	User Fees	100%	100% of Direct Cost
Aquatics	Merit	Important	General Fund/User Fees	50%	100% of Direct Cost
Early Learning	Community	Essential	General Fund	up to 35%	0%
Exercise and Wellness	Individual	Value Added	User Fees	100%	100% of Direct Cost
Facility Rentals	Individual	Value Added	Rental Fees	100%	100%
Facility Rentals (Boathouse)	Individual	Value Added	Rental Fees	100%	100% of Direct cost
Leisure Interest Classes	Merit	Important	General Fund/User Fees	50%	100% of Direct cost
Performing Arts	Merit	Important	General Fund/User Fees	50%	100% of Direct cost
Seniors Services	Community	Essential	General Fund	up to 35%	Depends on event
Special Events	Community	Essential	General Fund	up to 35%	0%
Special Event Permitting	Individual	Value Added	Permit/User Fees	100%	0%
Special Interest	Individual	Value Added	User Fees	100%	0%
Visual Arts	Community	Essential	Sponsorships/General Fund	up to 35%	100%
Volunteer Programs	Community	Essential	General Fund	0%	100%
Volunteer Services/Community Outreac	Community	Essential	General Fund	0%	0%
Youth Camps	Individual	Value Added	User Fees	100%	0%
Youth Programs	Merit	Important	General Fund/User Fees	50%	0%
Youth Sports	Merit	Important	General Fund/User Fees	50%	50% of Direct cost

5.6 UNDERSTANDING THE FULL COST OF SERVICE

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs. The figure to the right illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity.



Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants.
- Number of tasks performed.
- Number of consumable units.
- Number of service calls.
- Number of events.
- Required time for offering program/service.

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by West Sacramento between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

5.6.1 COST OF SERVICE RECOMMENDATIONS

Currently, the West Sacramento Parks and Recreation Department does track revenue, expenditures and cost recovery goals for each program, but is not consistent in doing so. To more accurately track cost of service and cost recovery, the following is recommended:

1. **Develop New Pricing Policy Based on Classification of Programs and Services:** Given the recommended shift in philosophical approach, it is important to refocus the Department on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

   The cost recovery goals are expected to be achieved over a 5-year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the completion of the Department's cost of service analysis will occur in 2019/2020. This process will have an impact on cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations and partnerships. Additionally, external factors such as

economic conditions and changes to the City's financial policies will have a bearing on achieving a cost recovery goal in which revenue offsets 50% of expenditures.

2. **Develop Pricing Strategies:** As the Parks and Recreation Department embarks on the implementation of a new pricing policy, it will be necessary to expand upon and implement pricing strategies that will not only increase sales but also maximize the utilization of the City's parks, programs and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. It is recommended that the Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• Primetime	• Incentive Pricing
• Non-primetime	• Length of Stay Pricing
• Season and Off-season Rates	• Cost Recovery Goal Pricing
• Multi-tiered Program Pricing	• Level of Exclusivity Pricing
• Group Discounting and Packaging	• Age Segment Pricing
• Volume Pricing	• Level of Private Gain Pricing

5.7 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- **Customer Satisfaction and Retention:** The Department currently tracks customer satisfaction ratings but not customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods in place.
- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming.
- **Marketing:** The Department utilizes a number of marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program.
- **Partnerships:** The Department utilizes a number of partner providers to deliver programs to West Sacramento residents and has developed a formal partnership policy.
- **Competition:** The Department has a general understanding of other service providers.

5.8 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in West Sacramento is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended.

5.9 PROGRAM PLAN SUMMARY

The Department is delivering quality programs, services and events to the community, ***however, does have opportunity for improvement.*** The chart below provides a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.



PROGRAM	ACTION	TIMELINE
HIGH PRIORITY		
Community special events	EXPAND	SHORT-TERM
Adult fitness and wellness programs	EXPAND at Community Center	SHORT-TERM
Outdoor environmental programs	IMPLEMENT	SHORT-TERM (partnershp)
Family recreational ice skating	EXPAND	LONG-TERM (with Central Park)
Water fitness programs/lap swimming	CONTINUE/EXPAND	IMMEDIATELY
Family outdoor adventure camps/programs	CONTINUE/EXPAND	SHORT-TERM
Youth summer programs	CONTINUE/EXPAND	SHORT-TERM
After school programs	CONTINUE	SHORT-TERM
Youth learn-to-swim programs	CONTINUE	IMMEDIATELY
Golf lessons/clinics	IMPLEMENT	LONG-TERM
Senior Programs	CONTINUE	SHORT-TERM
MEDIUM PRIORITY		
Youth Sports programs	CONTINUE	SHORT-TERM
Performing arts programs (dance)	CONTINUE	SHORT-TERM
Adult sports programs	CONTINUE	SHORT-TERM
Preschool programs/early childhood	CONTINUE	SHORT-TERM
Visual arts/crafts programs	CONTINUE	SHORT-TERM
Youth fitness and wellness classes	CONTINUE	SHORT-TERM
Middle-school aged programs	CONTINUE	SHORT-TERM
Tennis lessons and leagues	CONTINUE	SHORT-TERM
High-school aged programs	CONTINUE	SHORT-TERM
Ice hockey/figure skating competitions	CONTINUE	LONG-TERM
Sand volleyball leagues and tournaments	CONSIDER	LONG-TERM
LOW PRIORITY		
Youth Basketball/volleyball	CONTINUE	SHORT-TERM
Programs for people with special needs	CONTINUE	SHORT-TERM
Adult basketball/volleyball	CONTINUE	SHORT-TERM
Recreation/competitive swim team	CONTINUE	SHORT-TERM
Active older adult (55-70) basketball/volleyball leagues	CONSIDER	LONG-TERM
Pickleball instruction and leagues	IMPLEMENT	LONG- TERM
Water polo	CONSIDER	LONG- TERM

Chapter 6

FACILITY ASSESSMENTS & SERVICE LEVELS ANALYSIS





6.1 PARK CLASSIFICATION AND PARK DESIGN PRINCIPLES

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Every park, regardless of type, needs to have an established set of outcomes. Park planners and designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park.

PLEASE NOTE: All parks and recreation facilities and amenities are required, by federal law, to adhere to Americans with Disabilities Act (ADA) regulations.

6.1.1 TERMINOLOGY UTILIZED IN PARK DESIGN PRINCIPLES

- **Land Usage:** The percentage of space identified for either passive use or active use in a park. A Parks, Recreation and Open Space Master Plan should follow land usage recommendations.
- **Programming:** Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, disc golf, reading, or walking the dog.
- **Park/Facility Classifications:** Includes Pocket Park, Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Recreation/Special Use Park and Greenbelts and Conservation.
- **Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.
- **Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by the community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification are included in the following sections.

6.1.2 POCKET PARKS

A pocket park is a small outdoor space, usually less than 0.25 acres up to three acres, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small spaces that may serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful pocket parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces and inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

West Sacramento Pocket Parks		
Circle/Willie Deprato Park	Garden Park	Poquito Park
Classics Mini Park	Jerome D. Barry Park	Redwood Park
Eagle Point Park	Kinsington Pocket Park	Rotary Centennial Park
Fred and Leila Holmes Park	Lake View Park	Union Street Pocket Park
	Pheasant Hollow Park	

6.1.3 NEIGHBORHOOD PARK

A neighborhood park should be three to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking typically not provided for neighborhood parks less than 5 acres in size, but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- **Service radius:** 1.0-mile radius.
- **Site Selection:** On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- **Length of stay:** One-hour experience or less.
- **Amenities:** One signature amenity (e.g. playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12; no reservable shelters; loop trails; one type of sport court; benches, small picnic shelters next to play areas.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience.
- **Revenue facilities:** none.
- **Land usage:** 85 percent active/15 percent passive.
- **Programming:** Typically, none, but a signature amenity may be included which is programmed.
- **Maintenance Standards:** Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- **Signage:** Directional signage and facility/amenity regulations to enhance user experience.
- **Parking:** Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.

West Sacramento Neighborhood Parks		
Bridgeway Island Park	Linden Park	Southport Gateway Park
Delta Gardens Park	Linden South/Paik North	Sunset Vista Park
Elkhorn Park	Meadowdale Park	Touchstone Park
Emile Whitey Boisclair Park	Patwin Park	Westacre Park
Joey Lopes Park, incl garden	Sam Combs Park	Westfield Playground

6.1.4 COMMUNITY PARK

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, tennis courts, extreme sports amenity, loop trails, picnic areas, reservable picnic shelters, sports courts, restrooms with drinking fountains, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 75 acres depending on the community. Community parks serve a larger area – radius of one to three miles and contain more recreation amenities than a Neighborhood park.

- **Service radius:** One to three-mile radius.
- **Site Selection:** On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- **Length of stay:** Two to three hours experience.
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Sport Fields and Sport Complexes are typical at this park.
- **Revenue facilities:** One or more (e.g. pool, sports complex, pavilion).
- **Land usage:** 65 percent active and 35 percent passive.
- **Maintenance Standards:** Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- **Parking:** Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- **Lighting:** Amenity lighting includes sport field light standards.
- **Signage:** Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.

- **Other:** Strong appeal to surrounding neighborhoods; loop trail connectivity; linked to Regional Park, trail or recreation facility.
- **Size of park:** Typically, 10 to 75 acres.

West Sacramento Community Parks		
Alyce Norman Playfield	Bryte Park	Memorial Park
Bridgeway Lakes Community Park	Heritage Oaks Park	Summerfield Park

6.1.5 REGIONAL PARK

A regional park functions as a destination location that serves a large area of several communities, residents within a City, city or county, or across multiple counties. Depending on activities within a Regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 75 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- **Service radius:** Three mile or greater radius.
- **Site Selection:** Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- **Length of stay:** All or multiple day experience.
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/ extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park.
- **Revenue facilities:** Typically, park designed to produce revenue to offset operational costs.
- **Land usage:** Up to 50 percent active/50 percent passive.
- **Maintenance Standards:** Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.

- **Parking:** Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- **Lighting:** Amenity lighting includes sport field light standards.
- **Signage:** Directional signage and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- **Other:** Linked to major trails systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Wi-Fi and Telephone/Cable TV conduit.
- **Size of park:** Typically, 75 to 1,000 acres.

West Sacramento Regional Parks	
Barge Canal Recreational Access	River Walk Park

6.1.6 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community. Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between City and Schools and or sports associations and dependent upon adequate funding.

- **Service radius:** Determined by community demand.
- **Site Selection:** Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- **Length of stay:** Two to three hours experience for single activities. Can be all day for tournaments or special events.
- **Amenities:** Four to sixteen or more fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.
- **Revenue facilities:** Four or more (e.g. fields, concession stand, picnic pavilion).

- **Land usage:** 95 percent active and 5 percent passive.
- **Programming:** Focus on active programming of all amenities.
- **Parking:** Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- **Lighting:** Amenity lighting includes sport field light standards.
- **Signage:** Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.
- **Size of park:** Preferably 20 or more acres for stand-alone complexes.

The City of West Sacramento does not currently have any parks that fit the Sports Complex classification.

6.1.7 RECREATION/SPECIAL USE AREAS

Recreation/special use areas are those spaces that don't fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park. Special use facilities generally fall into four categories:

- **Cemeteries** - burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship. Cemeteries can be viewed as historic sites.
- **Historic/Cultural/Social Sites** – unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in community or regional parks. The Indian Heritage Museum site, currently being planned by the State, would fall into this category.
- **Golf Courses** – Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concession stands, driving range fees, earned income opportunities and sale of pro shop items.
- **Indoor Recreation Facilities** – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional Parks.
- **Outdoor Recreation Facilities** – Examples include baseball stadiums, aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be located in a park.

- **Size of park:** Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
- **Service radius:** Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
- **Site Selection:** Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
- **Length of stay:** varies by facility.
- **Amenities:** varies by facility.
- **Revenue facilities:** Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
- **Land usage:** varies by facility.
- **Programming:** varies by facility.
- **Maintenance Standards:** Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
- **Parking:** On-street or off-street parking is provided as appropriate. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- **Lighting:** Security or amenity only.
- **Signage:** Directional and regulation signage to enhance user experience.
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience.

West Sacramento Special Use Parks and Facilities		
Broderick Boat Ramp	Boathouse	Club West
Community Center	Galleria	Raley Field
Recreation Center	Roland Hensley Bike Park	

6.1.8 OPEN SPACE/NATURAL AREA PARKS

Open space/natural area parks are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space/natural area parks contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- **Amenities:** May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities.
- **Maintenance standards:** Demand-based maintenance with available funding. Biological management practices observed.
- **Lighting:** None.
- **Signage:** Interpretive kiosks as deemed appropriate.
- **Landscape Design:** Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

West Sacramento Open Space/Natural Area Parks		
Bees Lakes	Detention Basins	Main Drain Canal and Trail
Bridgeway Lakes Open Space and Lakes	Lake Washington Nature Area	Open Space along Trails

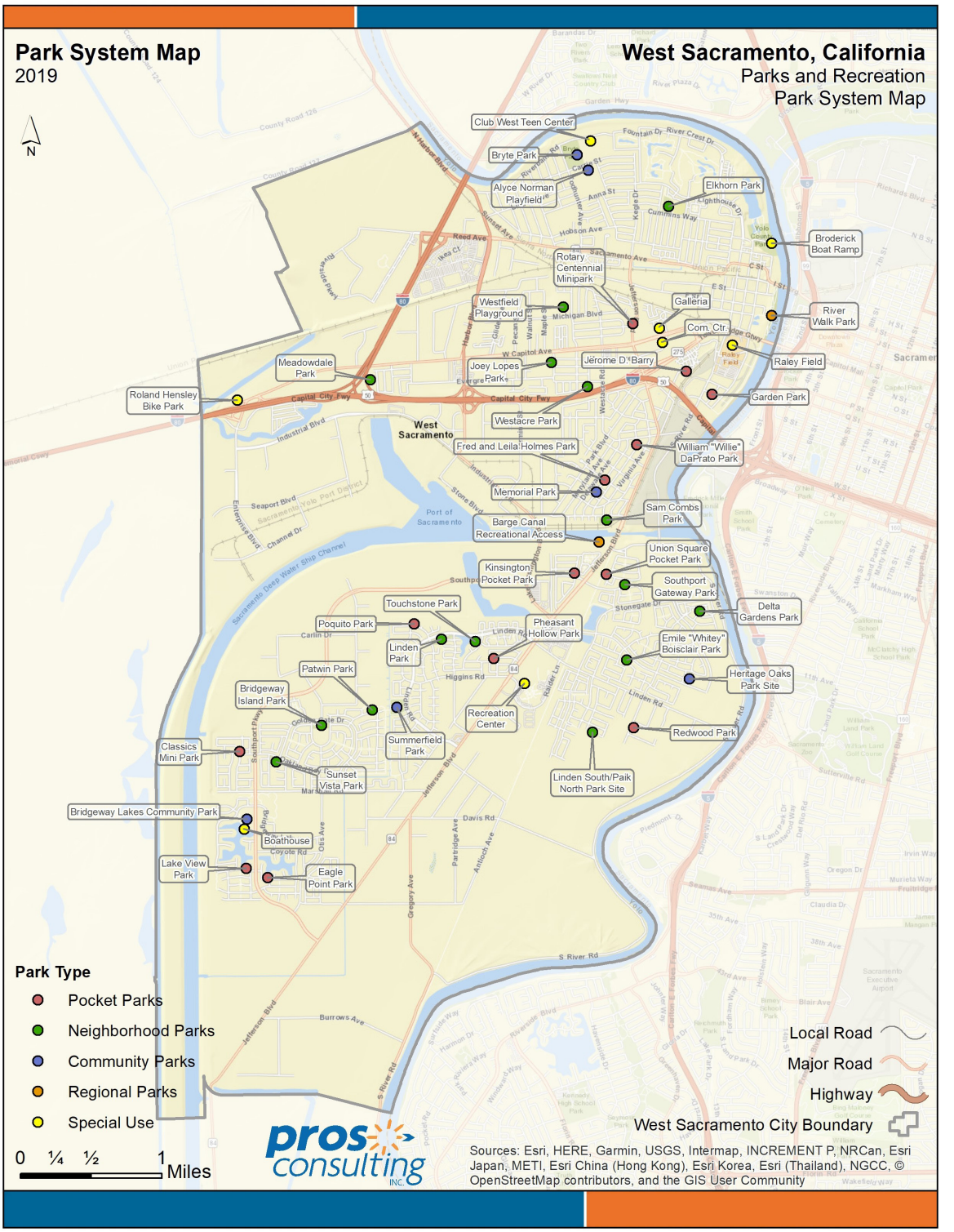
The map on the following page highlights the City's existing park system.

6.1.9 TRAILS/RECREATION CORRIDORS

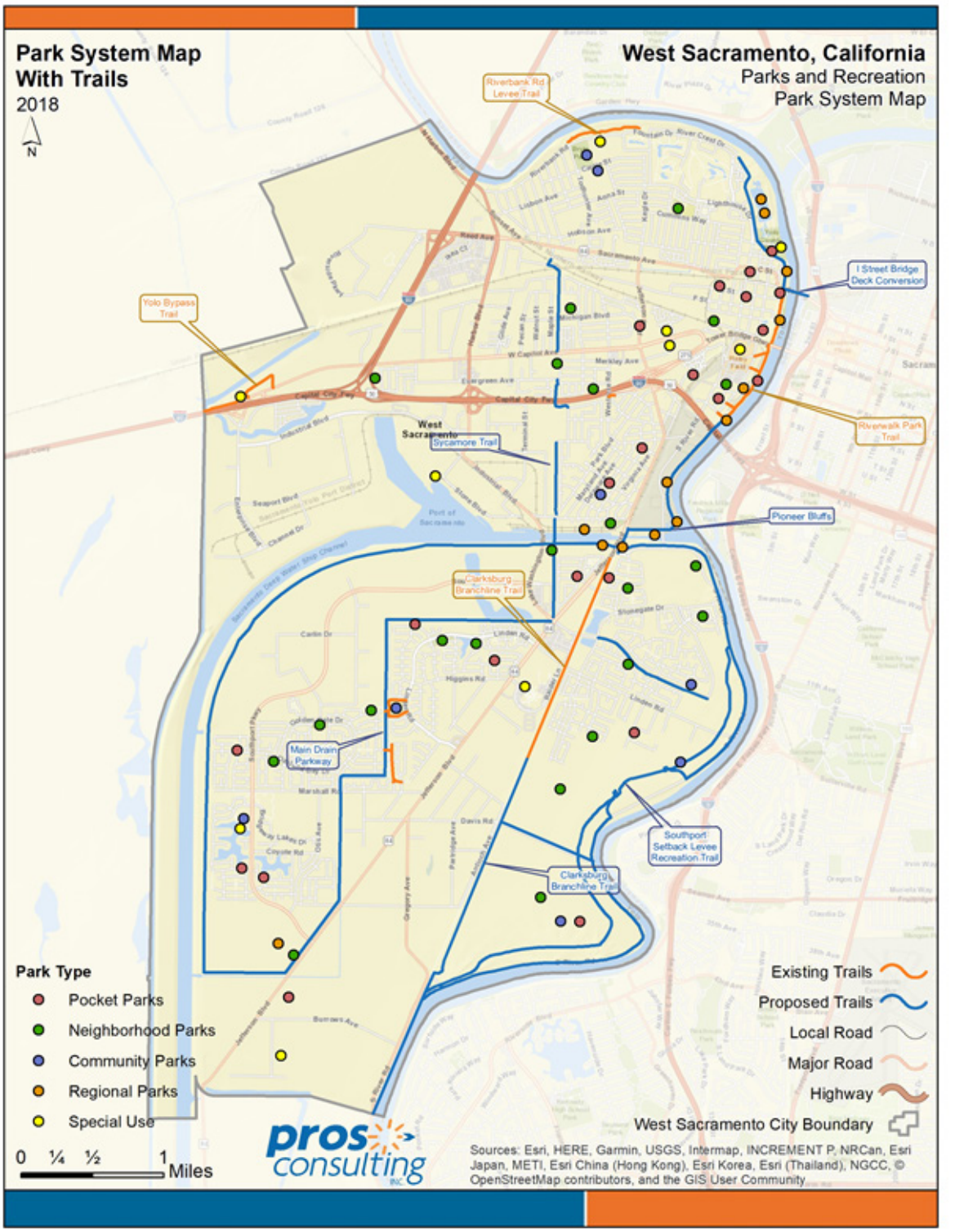
Trails/Recreation Corridors are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills three guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of active transportation, provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- **Site Selection:** Located consistent with approved Bicycle, Pedestrian and Trails Master Plan.
- **Amenities:** Parking and restrooms at major trailheads. May include small parks along the trail.
- **Maintenance standards:** Demand-based maintenance with available funding. Biological management practices observed.
- **Lighting:** Security lighting at trailheads and along trail is preferred.
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- **Landscape Design:** Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- **Other:** Connectivity to parks or other City attractions and facilities is desirable.

CITY OF WEST SACRAMENTO CURRENT PARK SYSTEM SUMMARY MAP



CITY OF WEST SACRAMENTO PARK SYSTEM WITH TRAILS



- **Size:** Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the City.

The map on the previous page identifies current and future trails/recreation corridors and the linkages that connect (or will connect) West Sacramento's parks with its neighborhoods and destination locations.

6.2 DEVELOPED PARK/FACILITY INVENTORY AND ASSESSMENT

An assessment and general onsite inspection of each park, facility and grounds property managed by the Department was completed utilizing the following asset condition rating system. An inventory and overall assessment for the entire system has been provided as separate stand-alone documents.

A = Excellent: Looks new and is in excellent mechanical and aesthetic condition.

B = Very Good: Has minor mechanical & equipment defects but is in excellent mechanical & aesthetic condition.

C = Good: Has some repairable mechanical and equipment defects and is free of major problems.

D = Fair: Has some mechanical and equipment defects that require major repair and/or replacement.

F = Poor: Has major defects and requires significant lifecycle replacement.

In addition to conducting an overall assessment of each park, a determination was made on the lifecycle stage of the assets of each park. Lifecycle stage was identified as:

1 = Beginning: Assets are at the beginning of its lifecycle.

2 = Middle: Assets are in the middle of its lifecycle.

3 = End: Assets are at the end of its lifecycle.

The table on the following page summarizes the assessment of the City's parks system.

6.2.1 PARK AND FACILITY ASSESSMENT AND LIFECYCLE RATINGS

ASSET CONDITION AND LIFECYCLE RATINGS

EXISTING PARKS

Park	Park Classification	Acreage	Condition Rating	Lifecycle Tier
Alyce Norman Playfield	Community	16.9	C	3
Barge Canal Recreational Access	Regional	8.9	B	2
Bridgeway Island Park	Neighborhood	4.2	B	2
Bridgeway Lakes Community Park	Community	10.6	A	1
Broderick Boat Ramp	Special Use	8.9	B-C	2
Bryte Park	Community	25.4	C	3
Circle/Willie Deprato Park	Pocket	0.2	B	1
Classics Mini Park	Pocket	0.5	B	2
Delta Gardens Park	Neighborhood	3.3	A	1
Eagle Point Park	Pocket	1.1	B	1
Elkhorn Park	Neighborhood	4.6	B	1
Emile Whitey Boisclair Park	Neighborhood	2.7	A	1
Fred and Leila Holmes Park	Pocket	0.6	B	1
Garden Park	Pocket	0.6	A	1
Heritage Oaks Park	Community	9.1	NA	NA
Jerome D. Barry Park	Pocket	2.1	A-B	1
Joey Lopes Park, incl garden	Neighborhood	4.3	B	1
Kinsington Pocket Park	Pocket	0.1	NA	NA
Lake View Park	Pocket	0.7	B	1
Linden Park	Neighborhood	4	B	2
Linden South/Paik North	Neighborhood	1.7	A	1
Meadowdale Park	Neighborhood	3.8	C	3
Memorial Park	Community	4.1	C	3
Patwin Park	Neighborhood	4.6	C	2
Pheasant Hollow Park	Pocket	0.6	B	1
Poquito Park	Pocket	0.2	B	2
Redwood Park	Pocket	0.5	B-C	3
River Walk Park	Regional	9.7	A-C	2
Roland Hensley Bike Park	Special Use	1.9	B	1
Rotary Centennial Park	Pocket	0.2	B	1
Sam Combs Park	Neighborhood	4.3	C	2
Southport Gateway Park	Neighborhood	2.2	B	2
Summerfield Park	Community	8	C	2
Sunset Vista Park	Neighborhood	4.3	A	1
Touchstone Park	Neighborhood	1.8	B	2
Union Street Pocket Park	Pocket	0.2	NA	NA
Westacre Park	Neighborhood	3.4	C	2
Westfield Playground	Neighborhood	3.4	B	1

EXISTING RECREATION FACILITIES

Facility	Facility Classification	Square Footage	Condition Rating	Lifecycle Tier
Boathouse	Neighborhood	8,000	A	1
Club West	Youth Center	4,215	D	3
Community Center	Community	21,000	A	1
Galleria	Event Space	5,340	A	1
Recreation Center	Recreation	37,699	A-B	2

N/A = Parks not yet fully developed

6.3 LEVEL OF SERVICE STANDARDS - CURRENT

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so.

The consultant team evaluated LOS standards using a combination of local, regional and national resources, including:

- General Plan 2035 Policy Document; Parks and Recreation Element.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports.
- Fitness, and Leisure Participation as it applies to activities that occur in the United States and West Sacramento area.
- Community and stakeholder input and general observations. This information allowed standards to be customized to the West Sacramento Parks and Recreation system.

These resources provide LOS guidelines based on population to inform and support investment decisions related to parks, facilities and amenities. When coupled with local input on the needs of the West Sacramento community, these standards help to identify park and facility/amenity gaps and surpluses. The findings of the LOS standards analysis are summarized below:

- West Sacramento currently provides a total LOS of **3.68 acres of developed parks per 1,000 residents** based on the City's current population. When compared to the General Plan 2035 targeted LOS standards for developed parks at **5.0 acres per 1,000 residents**, the City is currently **deficient by 72 acres**.
- To keep up with the projected population growth and to **meet the General Plan 2035 recommended LOS standards**, the City will need to **add a total of 110 developed park acres to the system by 2028**. Additional park acreage is needed in every park classification.
- Trails were evaluated and found to meet the City's target of **0.5 linear miles per 1,000 residents**. However, connectivity to destination locations, including parks, are a critical element of a successful trails network. The trail improvements identified in this plan improve connectivity and are consistent with the City's 2018 Bicycle, Pedestrian and Trails Master Plan.
- The City currently meets 2028 standards for several amenities including: cricket fields, outdoor basketball courts, outdoor aquatic centers and skate parks, but is deficient in rectangular fields, tennis courts, baseball/softball diamonds and a variety of other park amenities.

West Sacramento Level of Service Standards

Recreation Component	2018 Inventory (Acres)			Service Levels						2028 Standards		
	City-owned	Other-owned	Total Inventory	Current Service Level based upon City Population*			GP 2035/Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS AND SPECIAL USE FACILITIES												
Pocket Parks	7.08	-	7.08	0.13	acres per	1,000	0.20	acres per	1,000	Need Exists	5	Acre(s)
Neighborhood Parks	36.80	17.12	53.92	1.00	acres per	1,000	1.80	acres per	1,000	Need Exists	57	Acre(s)
Community Parks	53.11	42.26	95.37	1.76	acres per	1,000	2.00	acres per	1,000	Need Exists	28	Acre(s)
Regional Parks	9.71	8.85	18.56	0.34	acres per	1,000	0.50	acres per	1,000	Need Exists	12	Acre(s)
Special Use Parks/Facilities	10.89	13.49	24.38	0.45	acres per	1,000	0.50	acres per	1,000	Need Exists	7	Acre(s)
Total	**117.59**	**81.72**	**199.31**	**3.68**	**acres per**	**1,000**	**5.00**	acres per	**1,000**	**Need Exists**	**110**	**Acre(s)**
GREENBELTS AND OPEN SPACE/NATURE AREAS												
Greenbelt and Open/Space Conservation Parks	414.68	(376.67)	38.01	0.70	acres per	1,000	16.50	acres per	1,000	Need Exists	983	Acre(s)
OUTDOOR AMENITIES												
Diamond, Baseball (Teen/Adult)	1.00	1.00	2.00	1.00	field per	27,088	1.00	field per	12,000	Need Exists	3	Field
Diamond, Girls Fast Pitch Softball	4.00		4.00	1.00	field per	13,544	1.00	field per	10,000	Need Exists	2	Field
Diamond, Little League	9.00		9.00	1.00	field per	6,020	1.00	field per	5,000	Need Exists	3	Field
Diamond, Softball (Adult)	2.00		2.00	1.00	field per	27,088	1.00	field per	15,000	Need Exists	2	Field
Rectangle Fields	7.00		7.00	1.00	field per	7,739	1.00	field per	5,000	Need Exists	5	Field
Cricket Field - Summerfield	1.00	-	1.00	1.00	field per	54,176	1.00	field per	75,000	Meets Standard	-	Field
Disc Golf Course (18 hole)	-		-	NA	course per	NA	1.00	course per	100,000	Need Exists	1	Course
Playground	17.00	1.00	18.00	1.00	site per	3,010	1.00	site per	3,000	Need Exists	3	Site
Dog Park	1.00	1.00	2.00	1.00	site per	27,088	1.00	site per	20,000	Need Exists	1	Site
Tennis Court (publicly accessible)	-		-	NA	court per	NA	1.00	court per	7,500	Need Exists	8	Court
Outdoor Basketball Court	9.00		9.00	1.00	court per	6,020	1.00	court per	8,000	Meets Standard	-	Court
Sand Volleyball Court	-		-	NA	court per	NA	1.00	court per	30,000	Need Exists	2	Court
Reservable Picnic Shelters	8.00		8.00	1.00	site per	6,772	1.00	site per	5,000	Need Exists	4	Site
Outdoor Aquatic Center	1.00		1.00	1.00	pool per	54,176	1.00	pool per	65,000	Meets Standard	-	Pool
Skate Park	1.00		1.00	1.00	site per	54,176	1.00	site per	65,000	Meets Standard	-	Site
RECREATION CORRIDORS	32.02		32.02	0.59	acres per	1,000	0.50	linear miles per	1,000	Meets Standard	-	Acre(s)
INDOOR FACILITIES												
Club West (Square Feet)	4,215		4,215	0.08	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Boathouse (Square Feet)	8,000		8,000	0.15	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Galleria (Square Feet)	5,340		5,340	0.10	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Recreation Center (Square Feet)	37,699		37,699	0.70	SF per	person		SF per	Person	Meets Standard	-	Square Feet
Community Center (Square Feet)	21,000		21,000	0.39	SF per	person		SF per	Person	Meets Standard	-	Square Feet
GRAND TOTAL	**76,254**		**76,254**	**1.41**	SF per	person	1	SF per	Person	Meets Standard	-	Square Feet

Based on a thorough review of the parks and recreation system and public input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the High Priority Program and Facility Rankings and address the gaps per park type to increase the current level of service standard for the projected population in 2028.

The table on the previous page details the current and recommended LOS for the West Sacramento Parks and Recreation System.

6.4 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

6.4.1 SERVICE AREA EQUITY MAPPING – CURRENT INVENTORY

The West Sacramento Parks and Recreation system has evolved over time and distribution of sites and facilities throughout the community is reflected in the current site locations. Parks developed prior 1987 were originally part of the Yolo County Parks System and inherited by the City when it was incorporated. To further illustrate the distribution of current park types and amenities in the City, an equity-mapping analysis was conducted to show the service areas and the gaps in service of the current inventory of park types and amenities based on the recommended LOS standard. The recommended standard established per 1,000 residents per acre of park type or number of residents per type of amenity are also indicated in the map title.

The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

Although there are occasions when the service area may extend beyond the City's borders, only West Sacramento's population was utilized for calculating service area standards in this analysis.

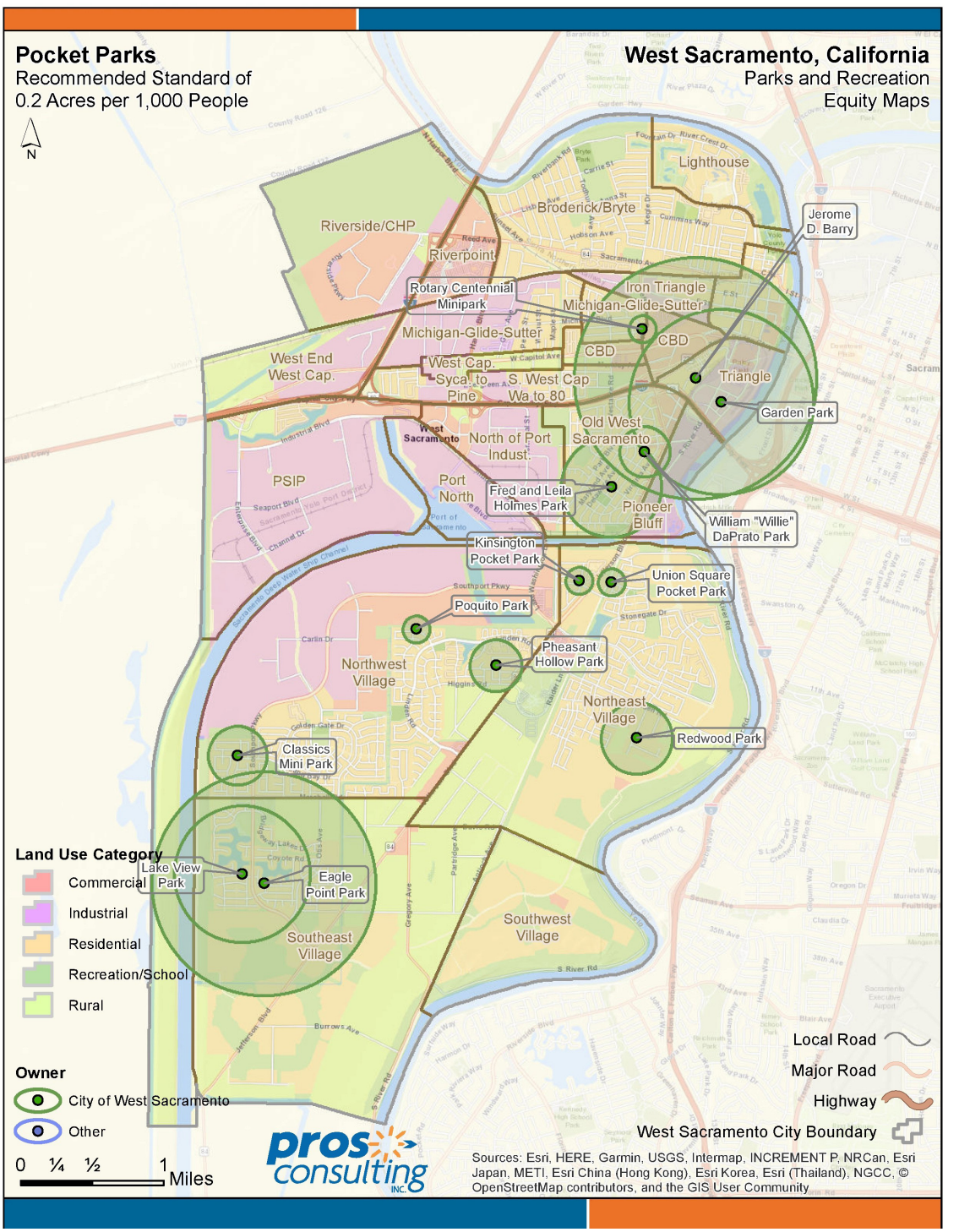
Community-wide maps of existing park types or classifications identified in this Master Plan, as well as major park amenities, are provided in the pages that follow. The maps on the following pages identify existing:

- Pocket Parks
- Neighborhood Parks
- Community Parks
- Regional Parks
- Special Use Parks
- Ball Diamond Fields – Teen/Adult
- Ball Diamond Fields – Girls Fast Pitch Softball
- Ball Diamond Fields – Little League
- Softball Fields - Adult
- Rectangular Fields – Soccer, Lacrosse, Football
- Playgrounds
- Dog Park
- Outdoor Basketball Courts
- Reservable Picnic Shelters
- Skate Park
- Indoor Recreation Centers

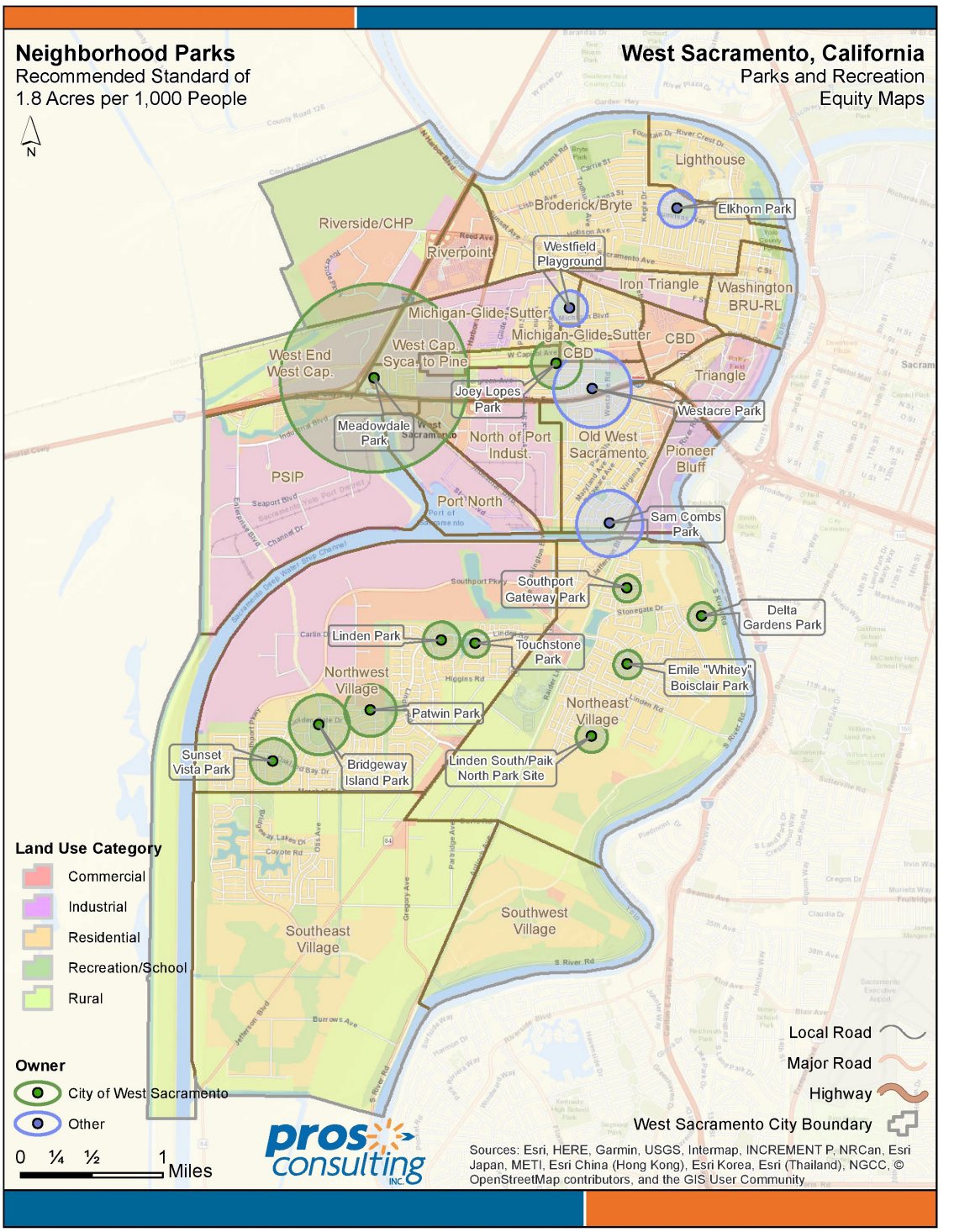




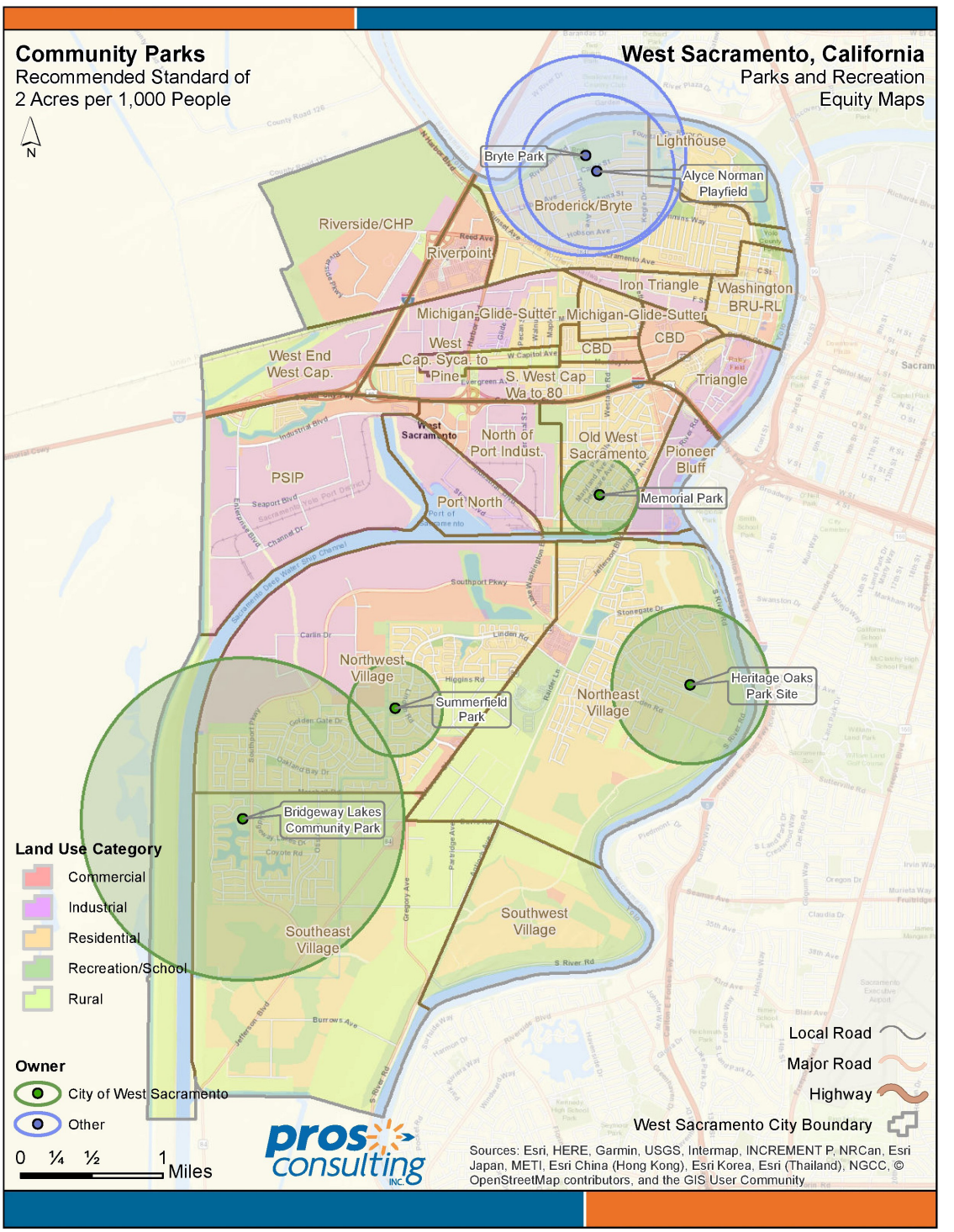
Pocket Parks – Opportunities exist to develop pocket or urban parks as part of special planning areas, as well as new growth areas of the community.



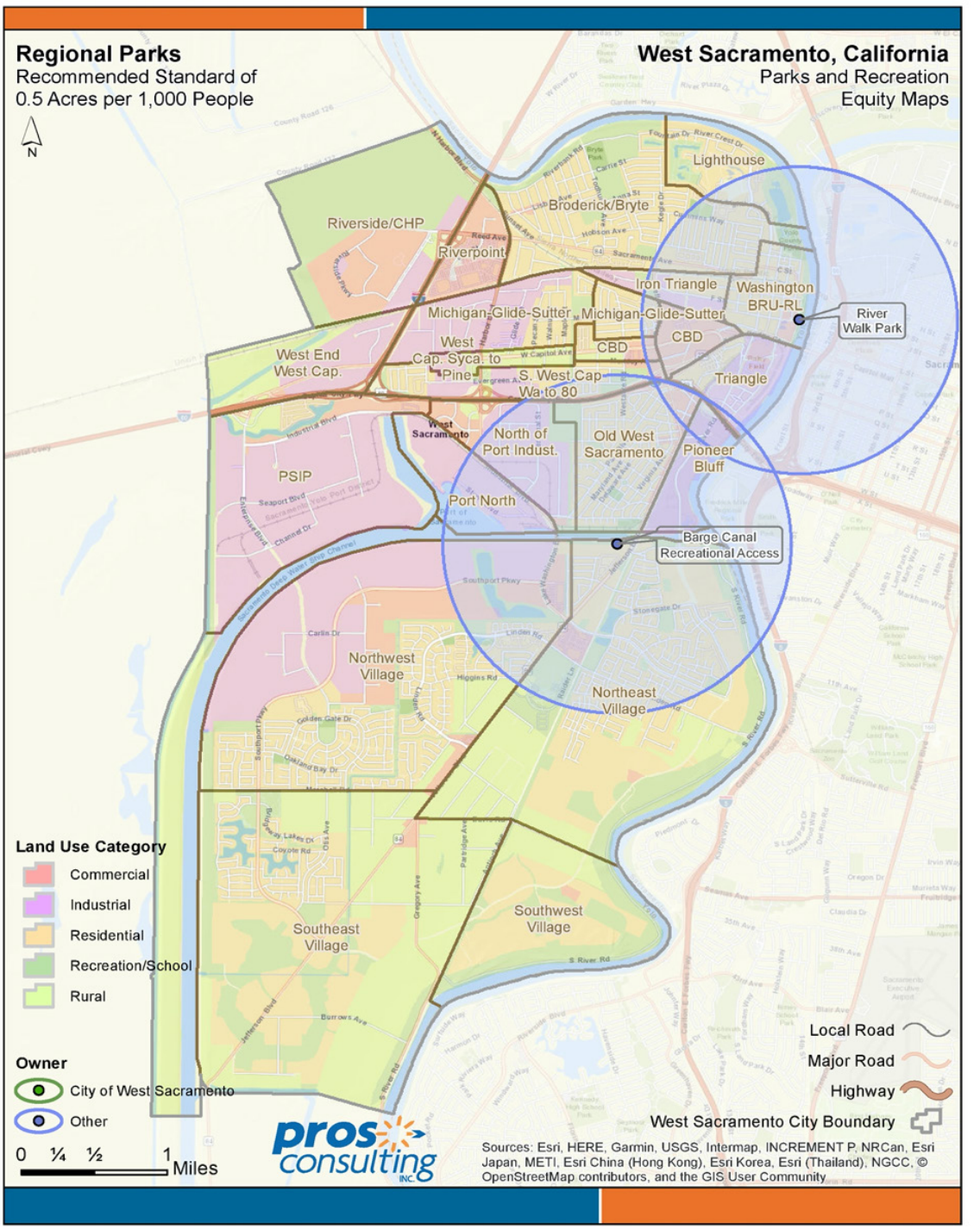
Neighborhood Parks – Opportunities exist to develop neighborhood parks as part of special planning areas of the City, in partnership with Washington Unified School District (WUSD) and in new growth areas of the community.



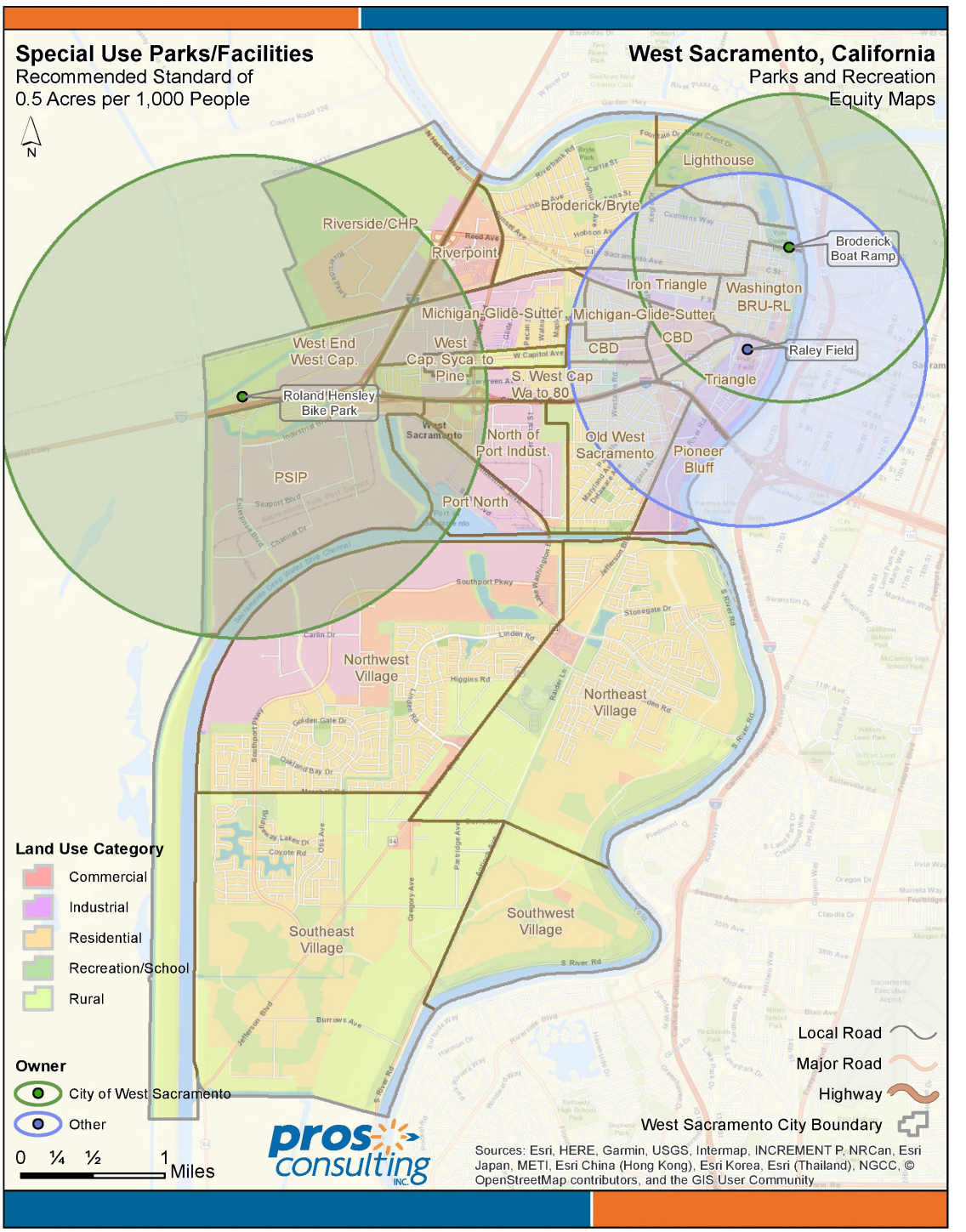
Community Parks - Opportunities exist to develop community parks in the growing areas of the City through new development, as well as potential partnerships with WUSD.



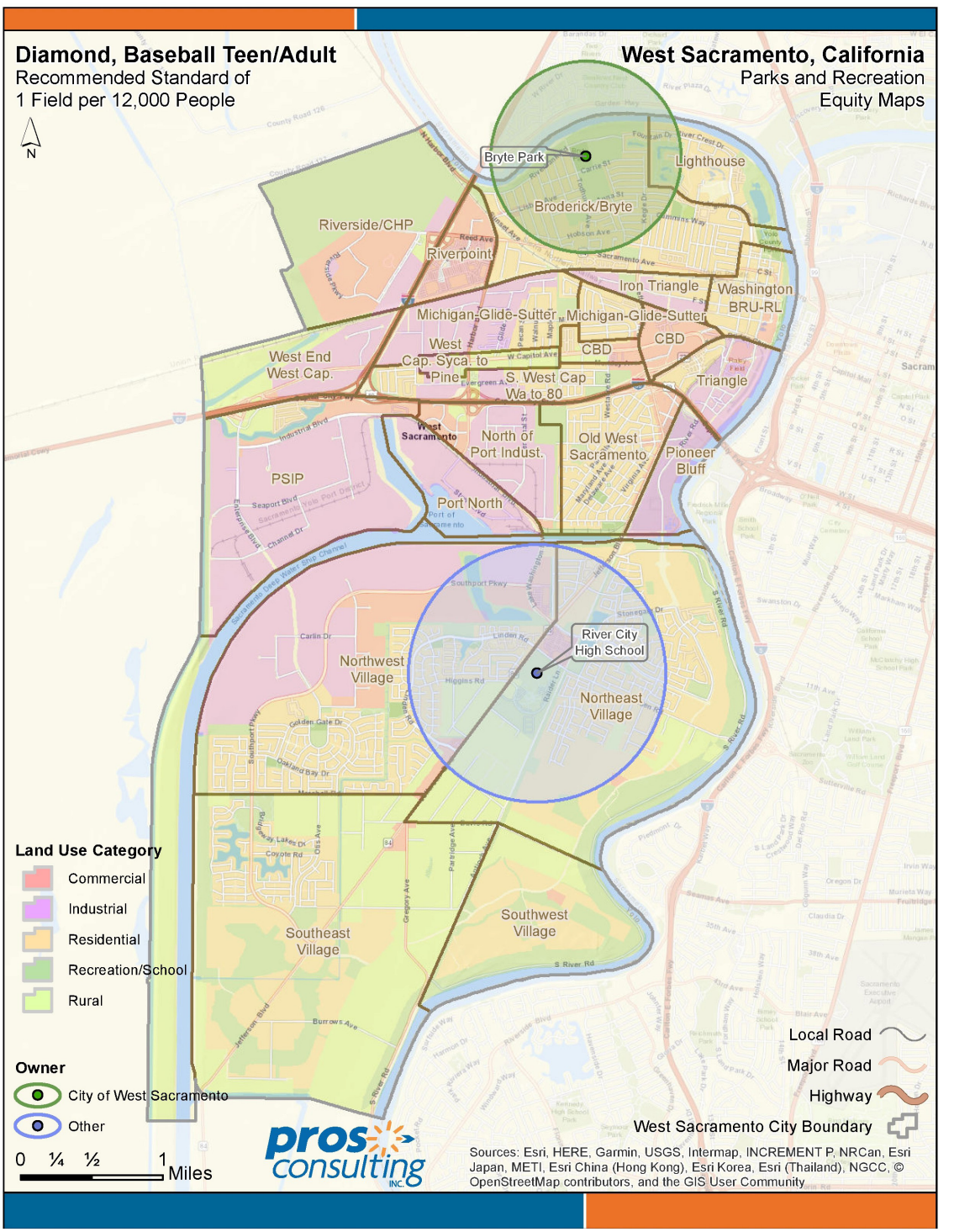
Regional Parks - River Walk Park and the Barge Canal Recreational Access Areas provide for significant equity in the center and northern portions of the City.



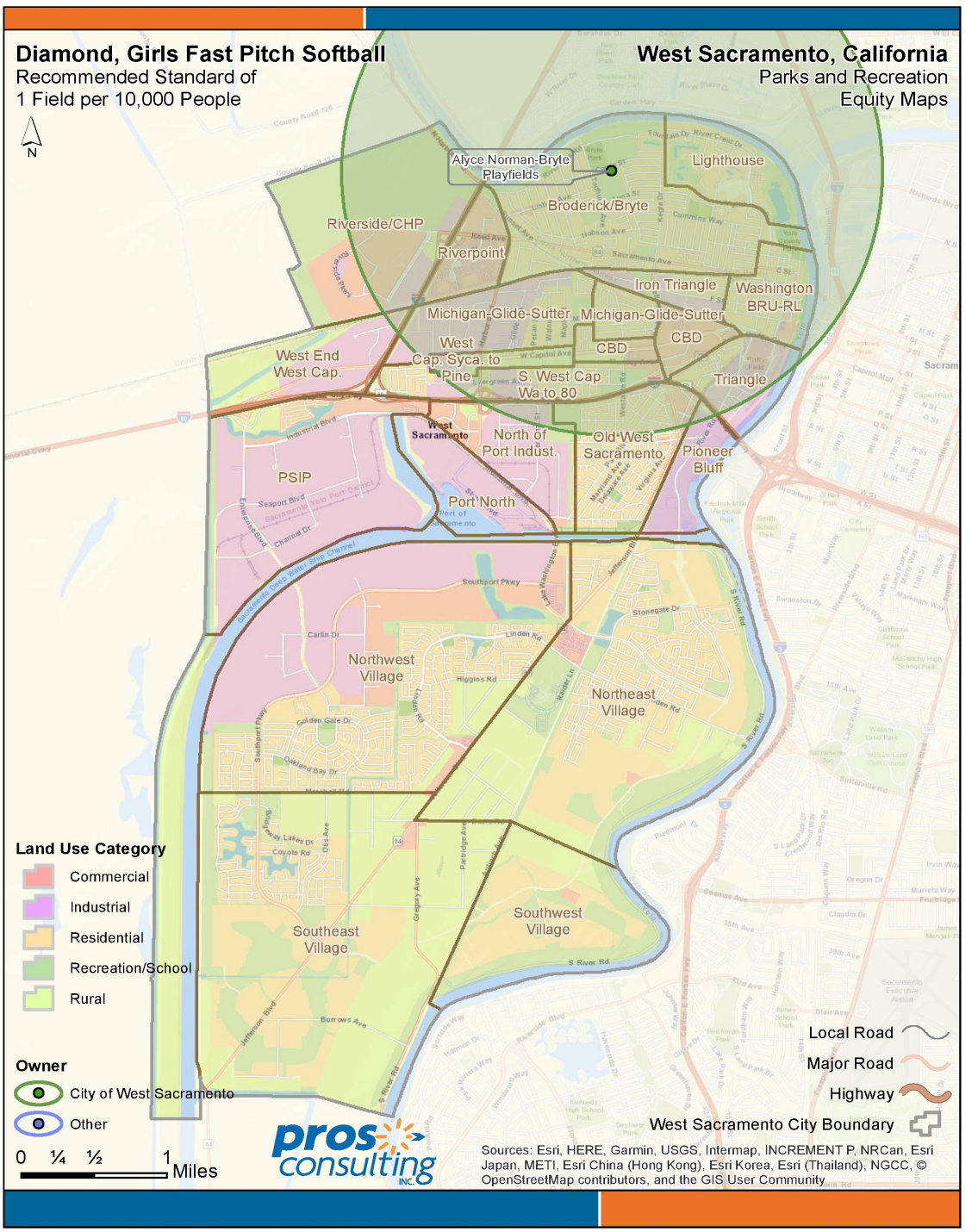
Special Use Parks - Raley Field, Roland Hensley Bike Park and Broderick Boat Ramp provide unique opportunities and significant equity in the center and northern portions of the City.



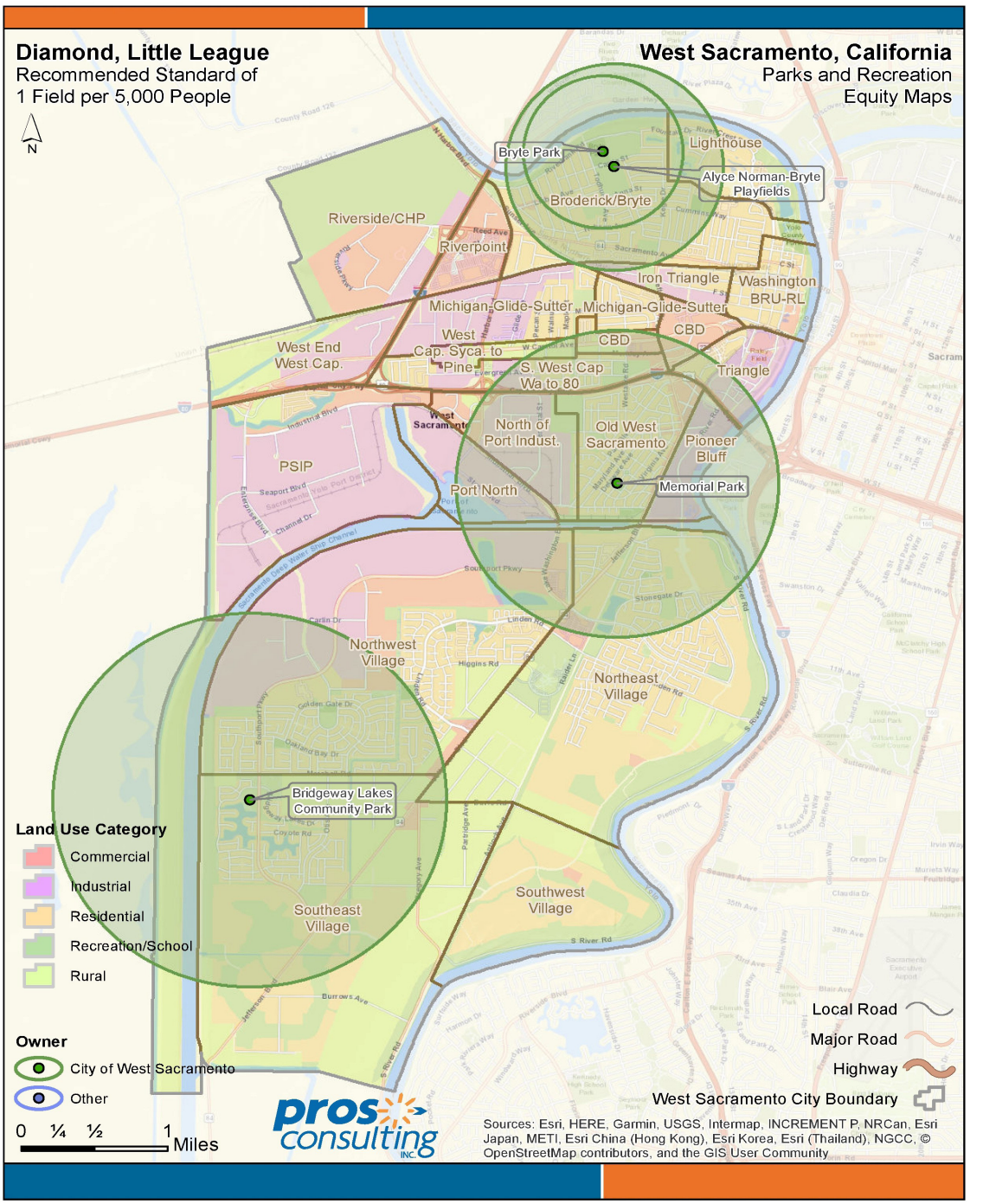
Ball Diamond Fields – Teen/Adult – Existing ball diamond fields for teens and adults provide adequate equity in the central part of the community but opportunities exist to add fields in northern and southern areas of the City.



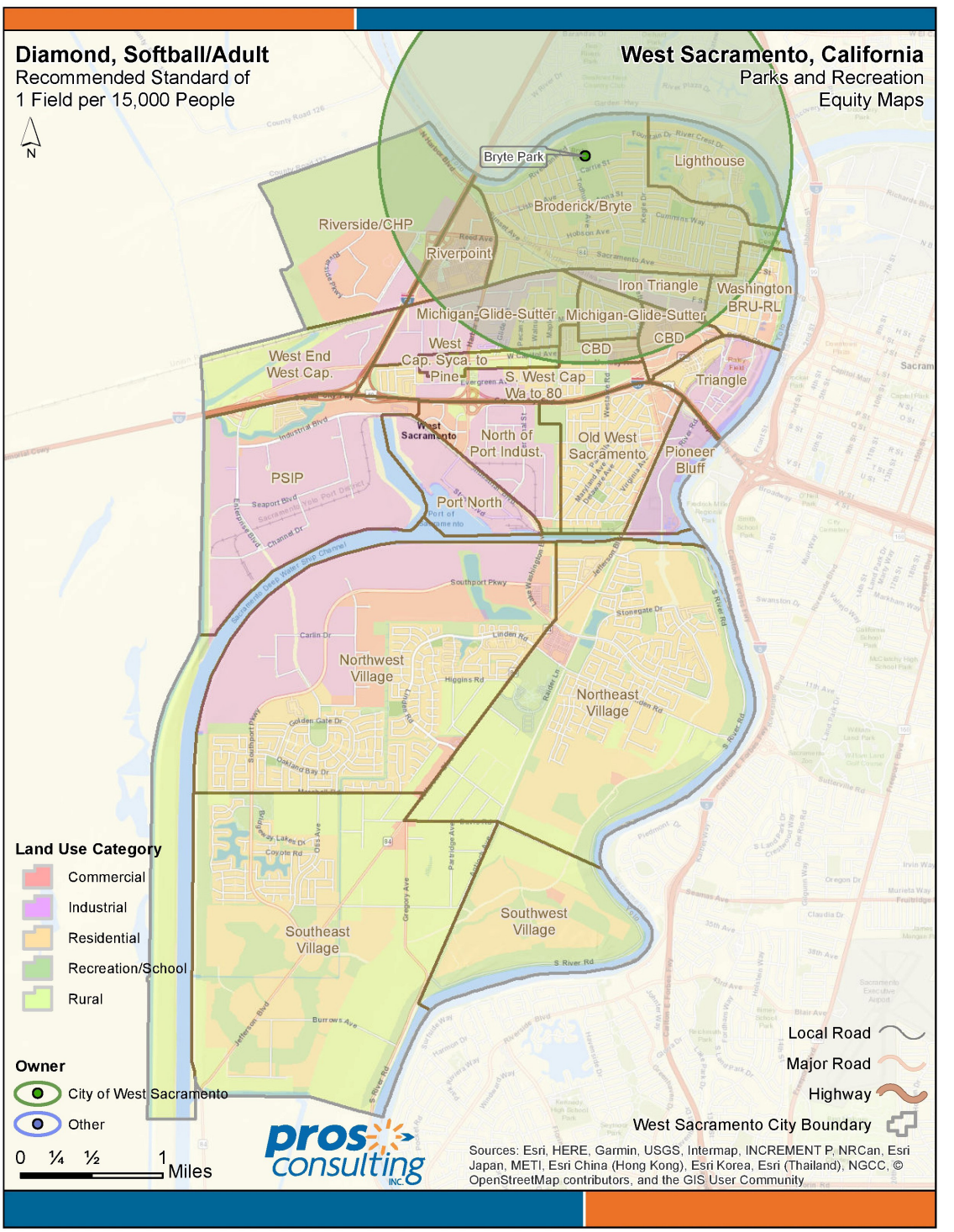
Ball Diamond Fields – Girl's Fast Pitch Softball – Existing ball diamond fields for girl's fast pitch softball are lacking central and southern parts of the City.



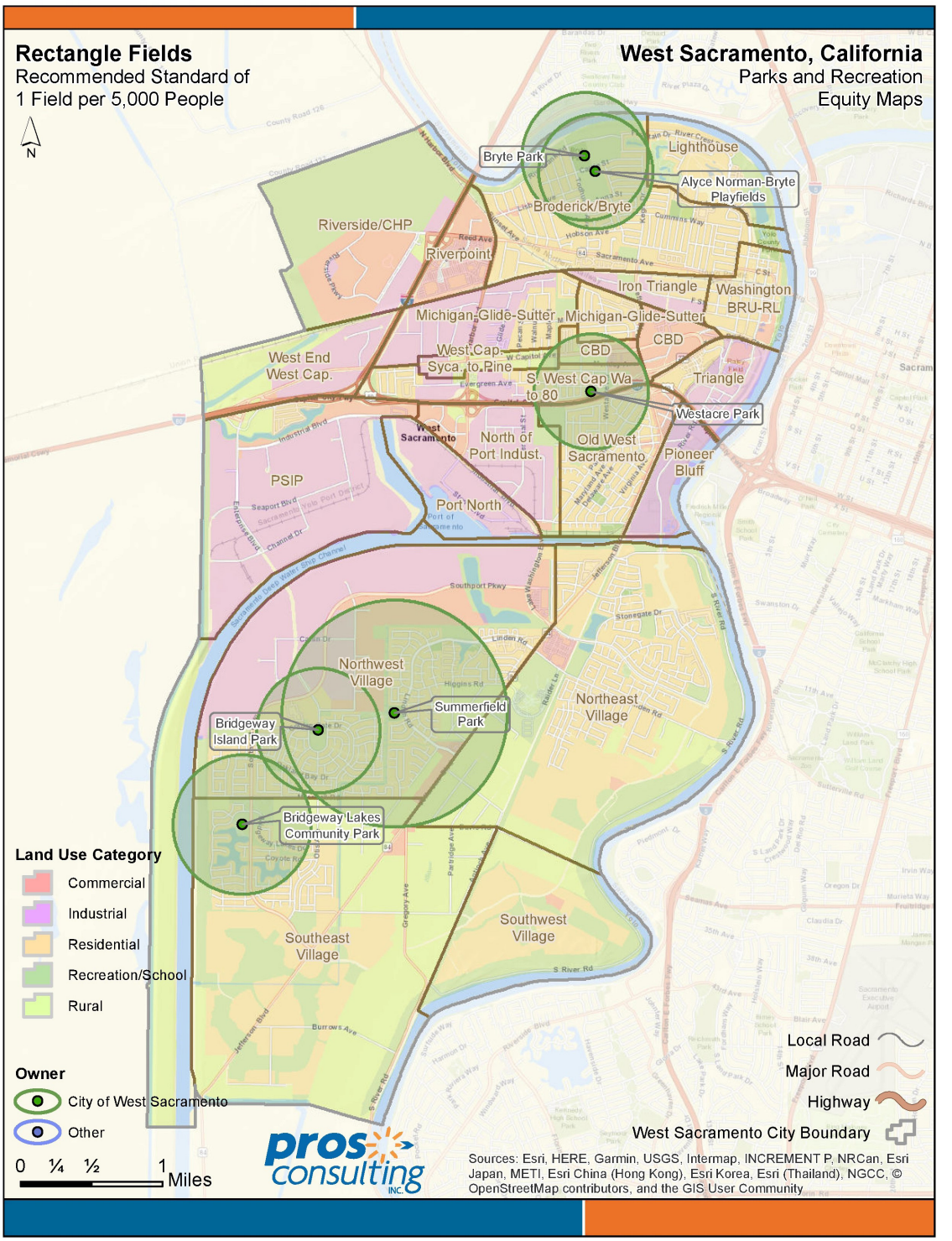
Ball Diamond Fields – Little League – Existing Little League ball diamond fields provide for adequate equity throughout the City.



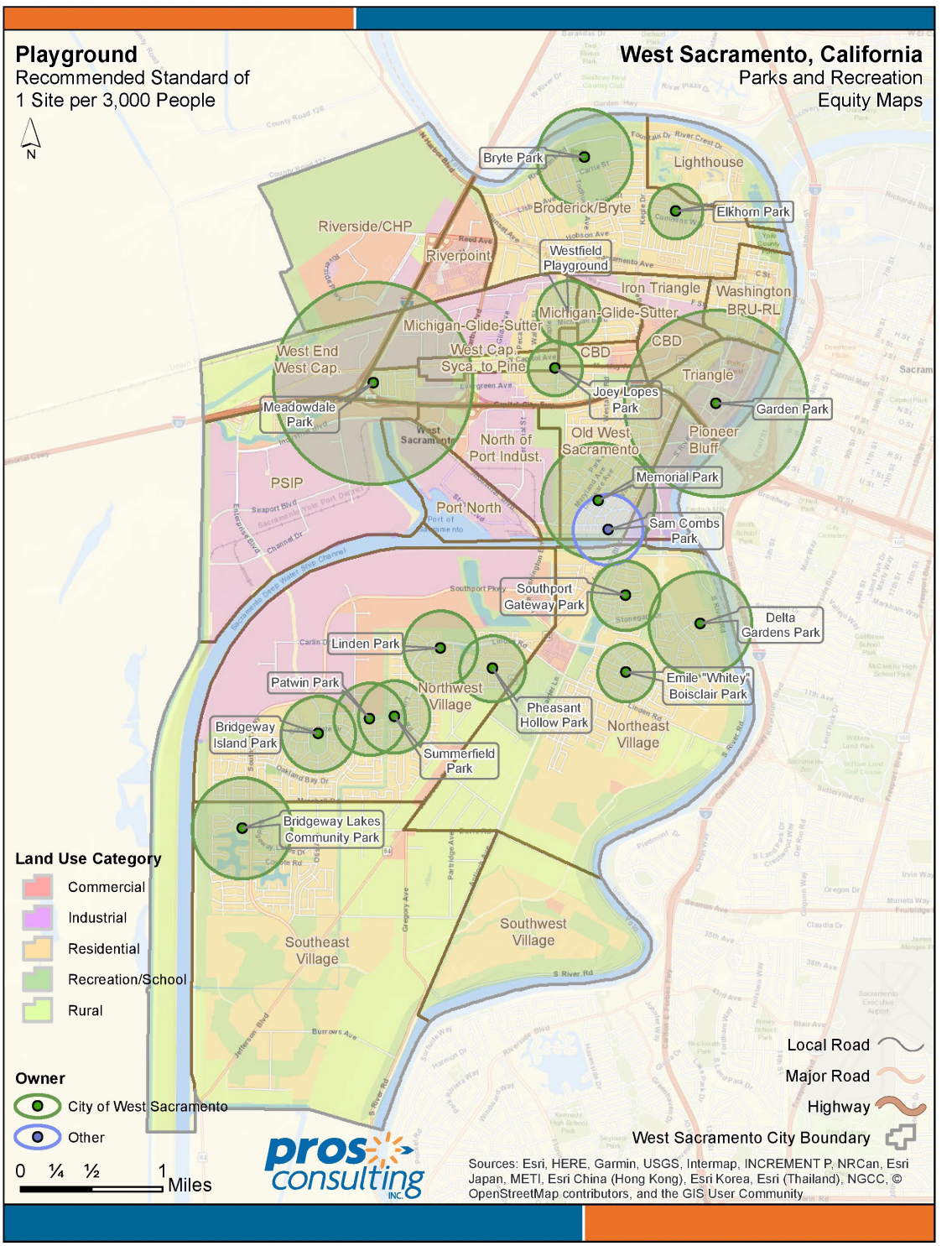
Ball Diamond Fields – Adult Softball - Existing adult softball diamond fields are only found in the northern part of the City.



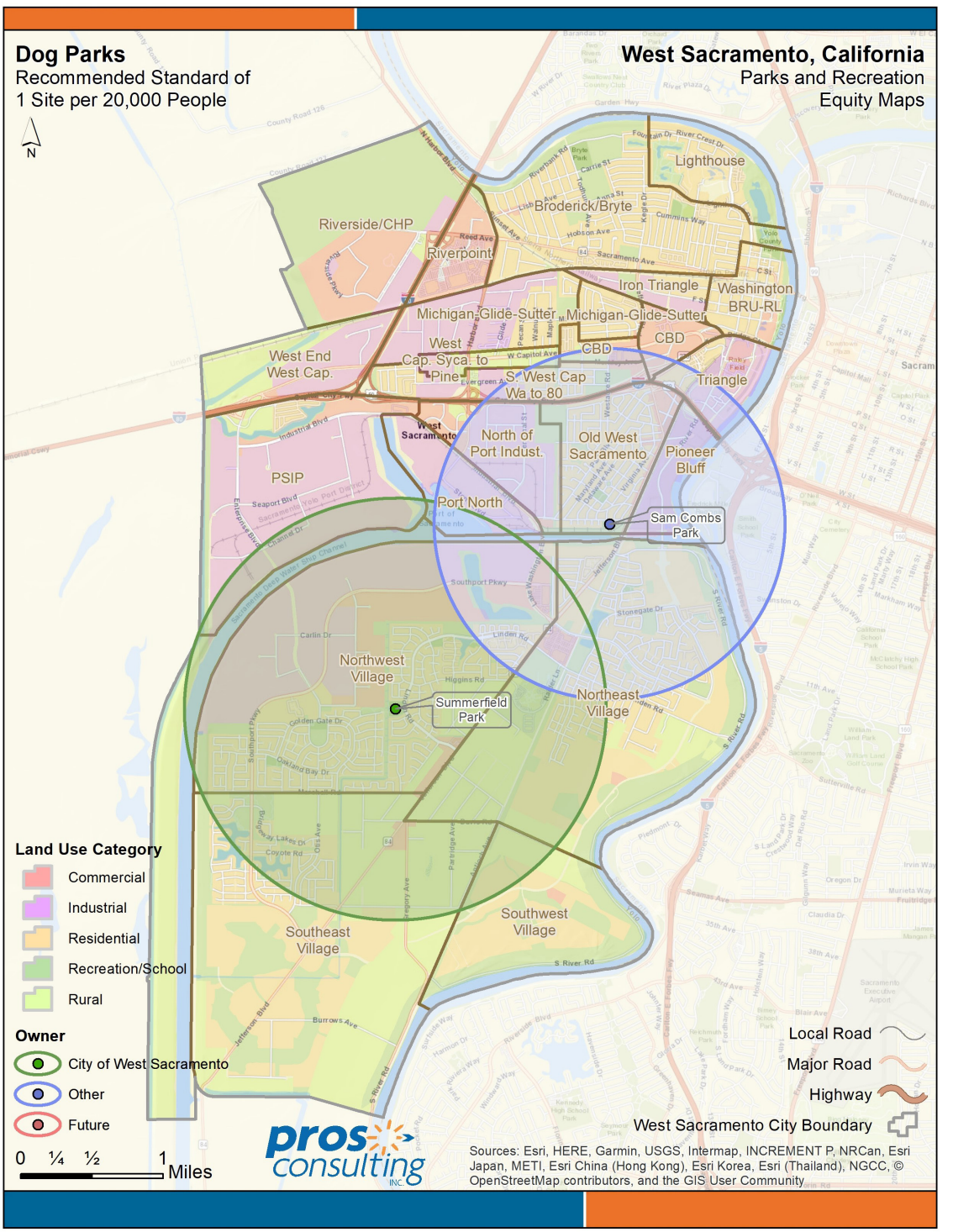
Rectangle Fields – Opportunity exists to add rectangle fields for soccer, lacrosse and football in the central part of the City.



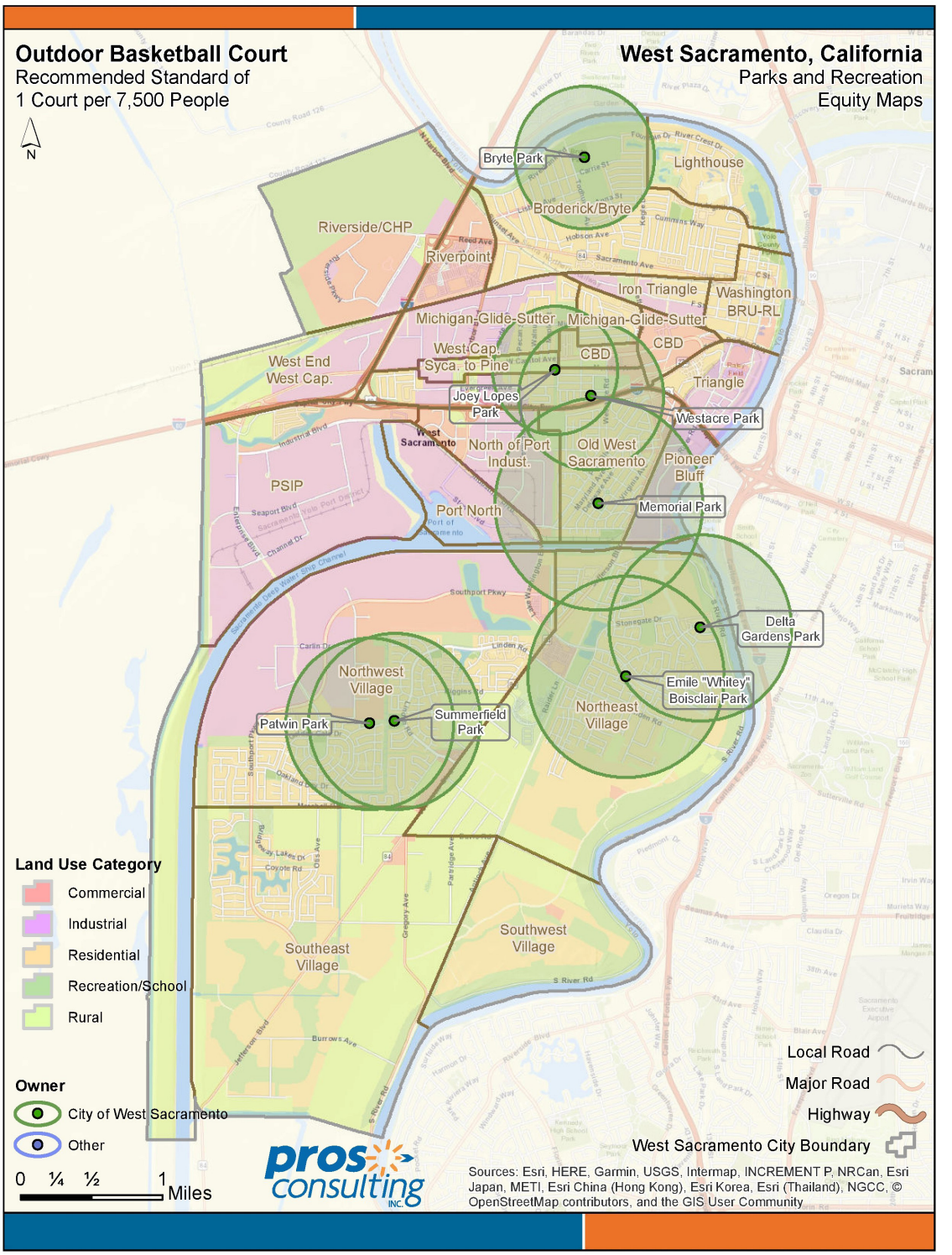
Playgrounds – Opportunities exist to add playgrounds to the parks and recreation system as neighborhood and community parks are developed.



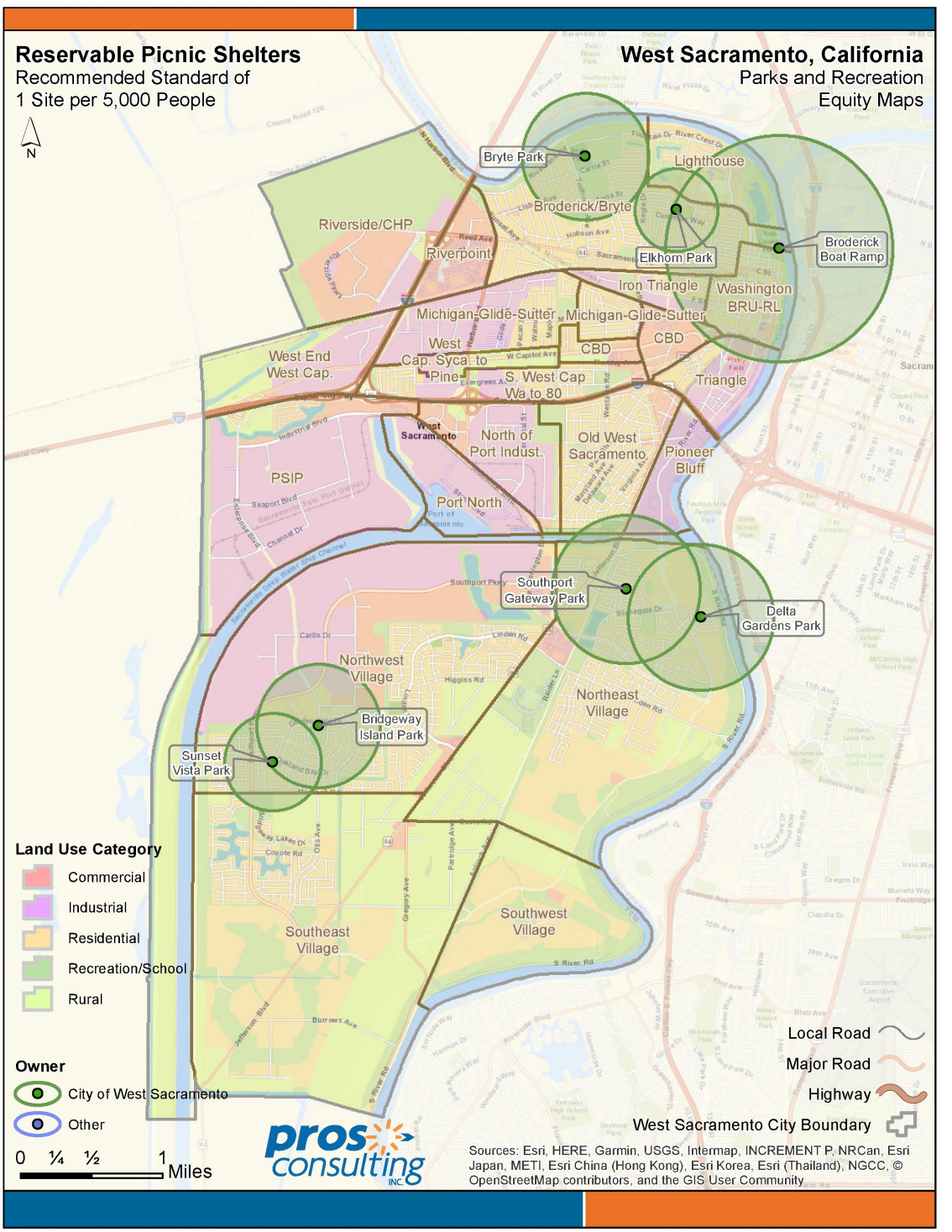
Dog Parks – Opportunity exists to develop an additional dog park in the northern part of the City, consistent with the Washington Realized Plan and Bryte Park Master Plan improvements.



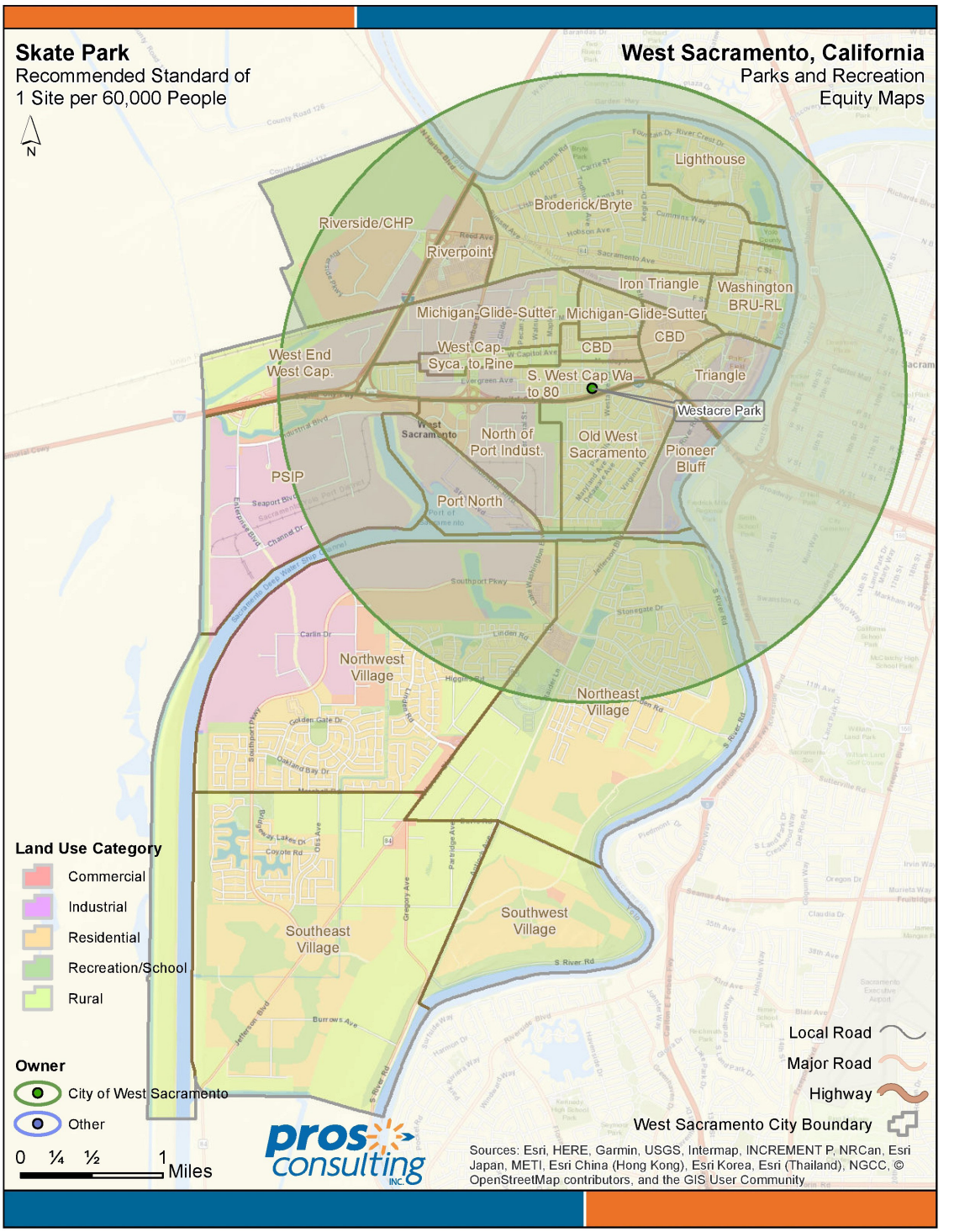
Outdoor Basketball Courts - Existing basketball courts provide for significant equity throughout the City's developed areas.



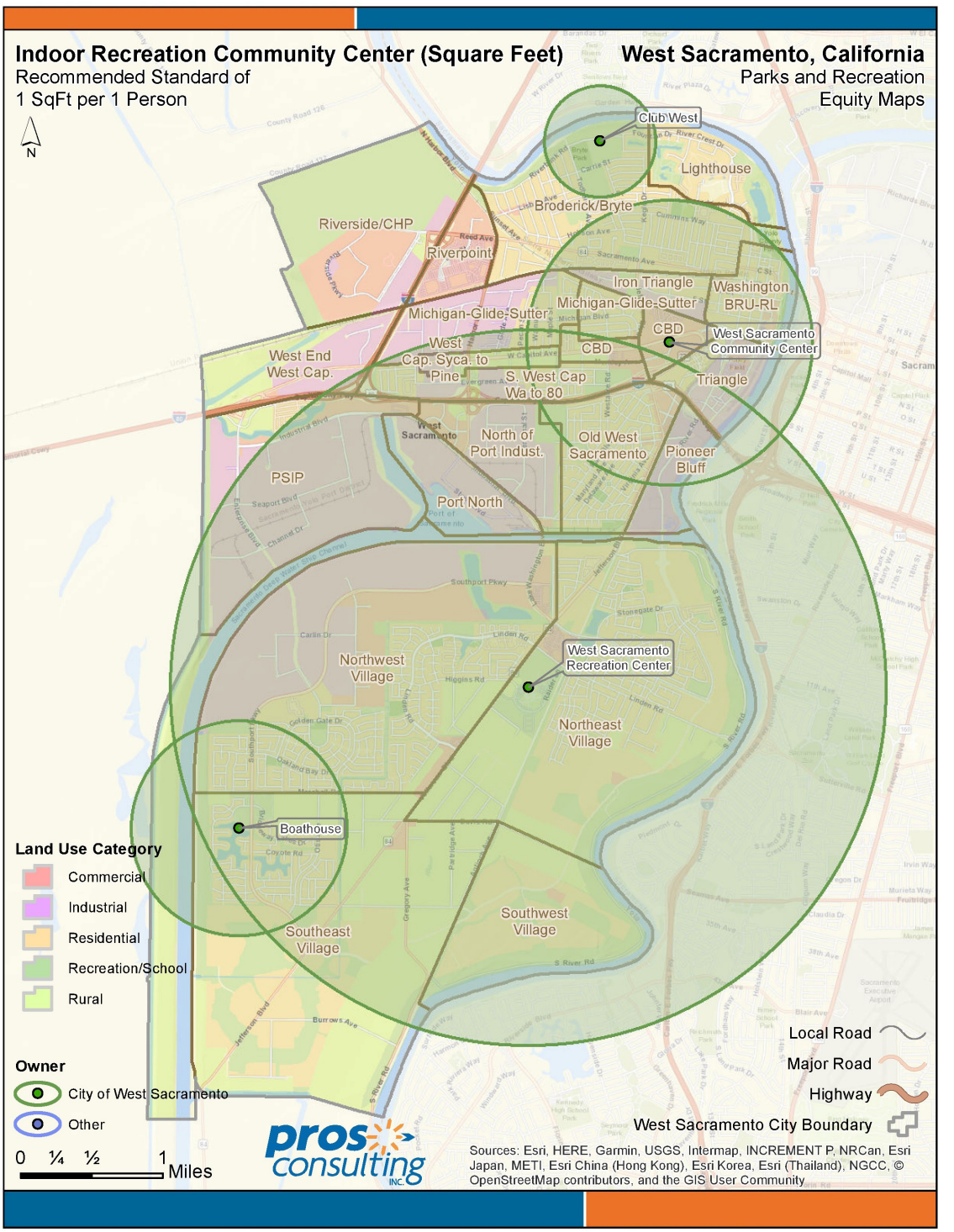
Reservable Picnic Shelters - Opportunities exist to add reservable shelters to the parks and recreation system in regional parks and as community parks are developed.



Skate Park – Opportunity exists to add a skatepark in the southern part of the City to provide better equity and access.



Indoor Recreation/Community Centers – Significant equitable distribution is provided by the existing Recreation Center and Community Center throughout the City.



6.5 LEVEL OF SERVICE STANDARDS - FUTURE

As West Sacramento has developed over the last decade, a number of future parks have been identified. In working with Parks and Recreation, Community Development and Economic Development staff, a number of planned, but not yet developed, park projects were identified as follows:

Recreation Component	FUTURE PLANNED PARKS
PARKS AND SPECIAL USE FACILITIES	
Pocket Parks	5.80
Neighborhood Parks	45.83
Community Parks	24.90
Regional/Central Parks	190.80
Special Use Parks/Facilities	204.87
Total	472.20

The above table identifies an additional 472.20 acres that, when developed, will be added to the City's parks system.

6.5.1 PLANNED FUTURE PARKS IMPACT ON LEVEL OF SERVICE NEEDS

To understand the impact that the future parks will have on the City's ability to meet the LOS standard needs shown on the previous table, a comparative level of service table was developed as shown below.

West Sacramento Level of Service Standards - Existing Plus Future Park Development

	2018 + Future Inventory				Service Levels			2028 Standards (BEFORE)			2028 Standards (AFTER)		
Recreation Component	City-owned	Other-owned	FUTURE PLANNED PARKS	Total Inventory	GP 2035/Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS AND SPECIAL USE FACILITIES													
Pocket Parks	7.08	-	5.80	12.88	0.20	acres per	1,000	Need Exists	5	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks	36.80	17.12	45.83	99.75	1.80	acres per	1,000	Need Exists	57	Acre(s)	Need Exists	12	Acre(s)
Community Parks	53.11	42.26	24.90	120.27	2.00	acres per	1,000	Need Exists	28	Acre(s)	Need Exists	3	Acre(s)
Regional/Central Parks	9.71	8.85	190.80	209.36	0.50	acres per	1,000	Need Exists	12	Acre(s)	Meets Standard	-	Acre(s)
Special Use Parks/Facilities	10.89	13.49	204.87	229.25	0.50	acres per	1,000	Need Exists	7	Acre(s)	Meets Standard	-	Acre(s)
Total	117.59	81.72	472.20	671.51	5.00	acres per	1,000	Need Exists	110	Acre(s)	Need Exists	15	Acre(s)

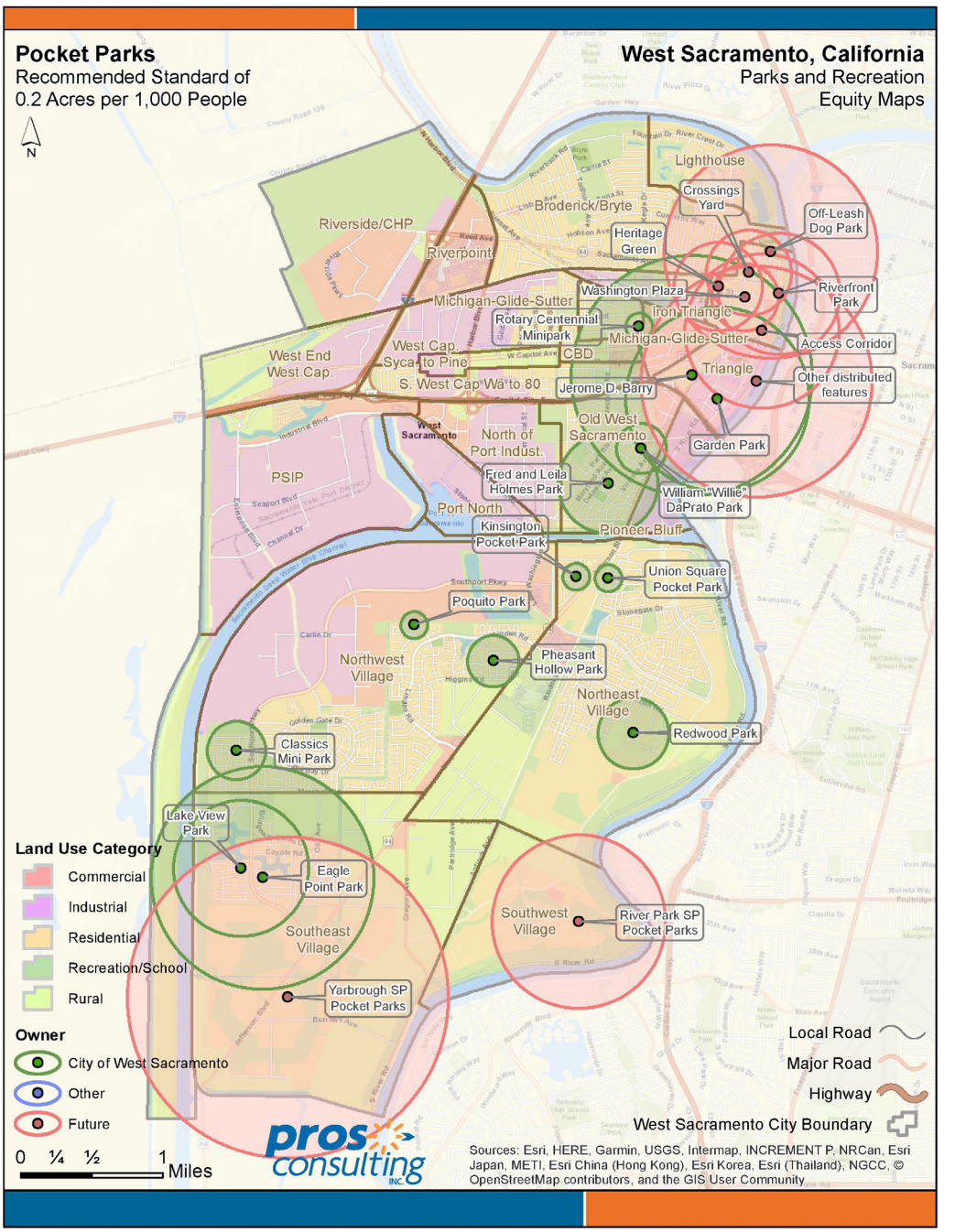
The development of the future parks has an impact on five park classification categories and is summarized as follows:

- **Pocket Parks:** The development of 5.8 acres of future pocket parks will fully satisfy the City's 2028 pocket park acreage needs
- **Neighborhood Parks:** The development of 45.83 neighborhood park acres will reduce the City's neighborhood park acreage needs in 2028 by 79% - from 57 acres needed to 12 acres needed.
- **Community Parks:** The development of 24.9 acres of future community parks will reduce the City's community park acreage needs in 2028 by 56% from 45 acres needed to 3 acres needed.
- **Regional Parks:** The development of 190.8 acres of future regional parks will fully satisfy the City's 2028 regional park acreage needs.
- **Special Use Parks:** The development of 204.87 acres of future special use parks will fully satisfy the City's 2028 special use park needs.

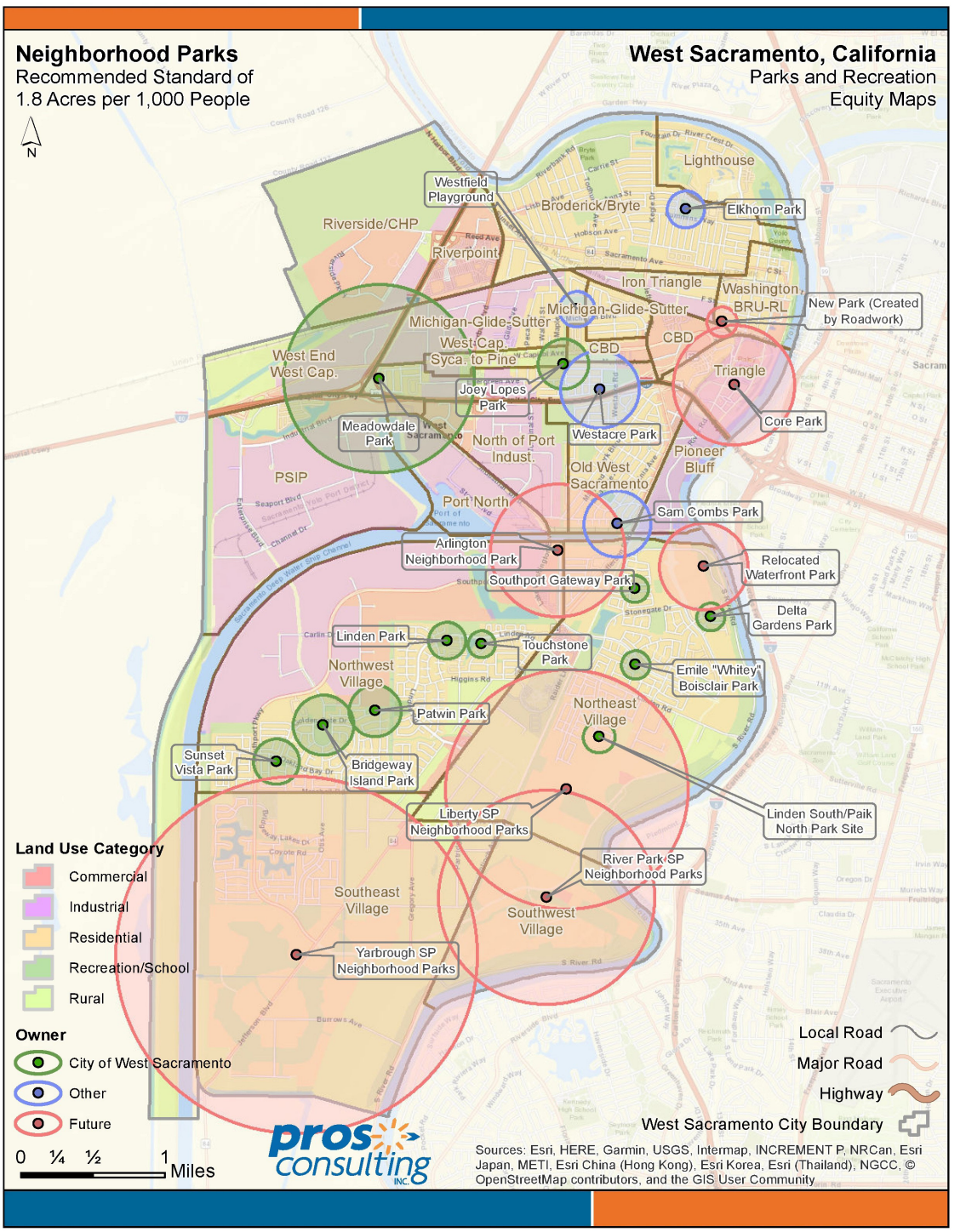
6.5.2 SERVICE EQUITY MAPPING – CURRENT AND FUTURE INVENTORY

To further illustrate the impact that the planned future parks will have on the City of West Sacramento Parks and Recreation System, additional service area equity maps were produced.

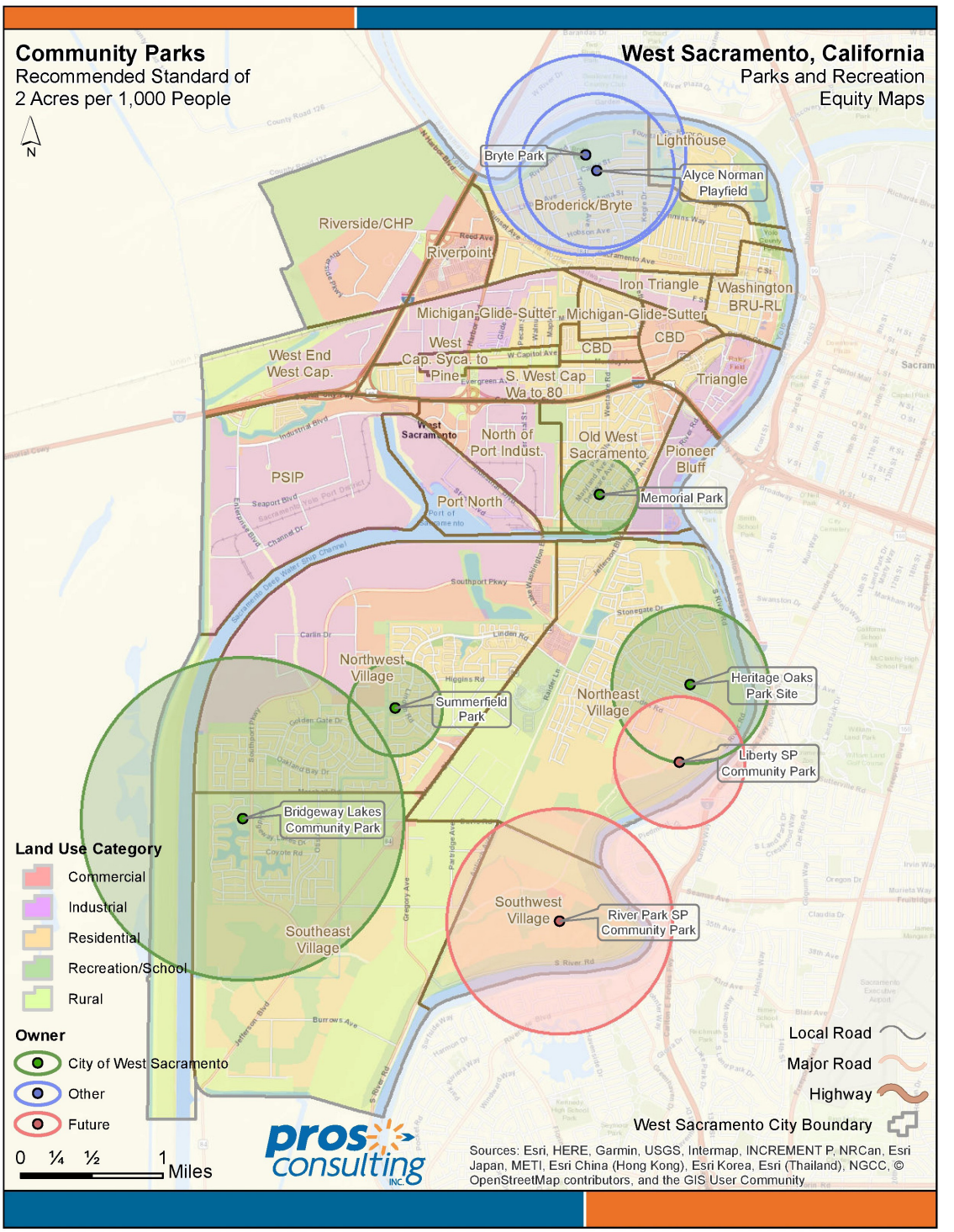
Pocket Parks (Existing and Future) – The development of planned pocket/urban parks will close equity distribution gaps in the northern and southern parts of the City.



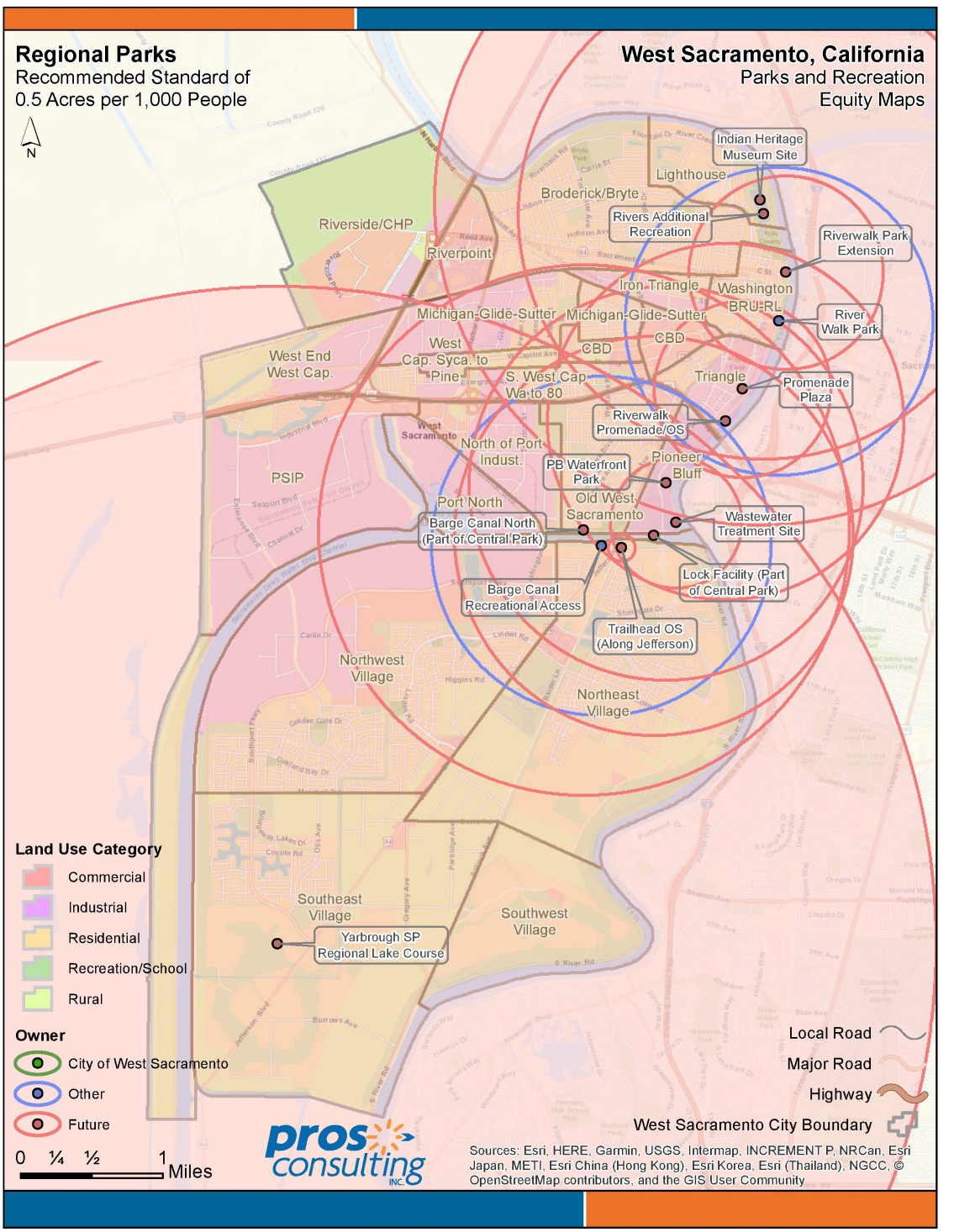
Neighborhood Parks (Existing and Future) – The development of future neighborhood parks will close equity distribution gaps in the central and southern parts of the City.



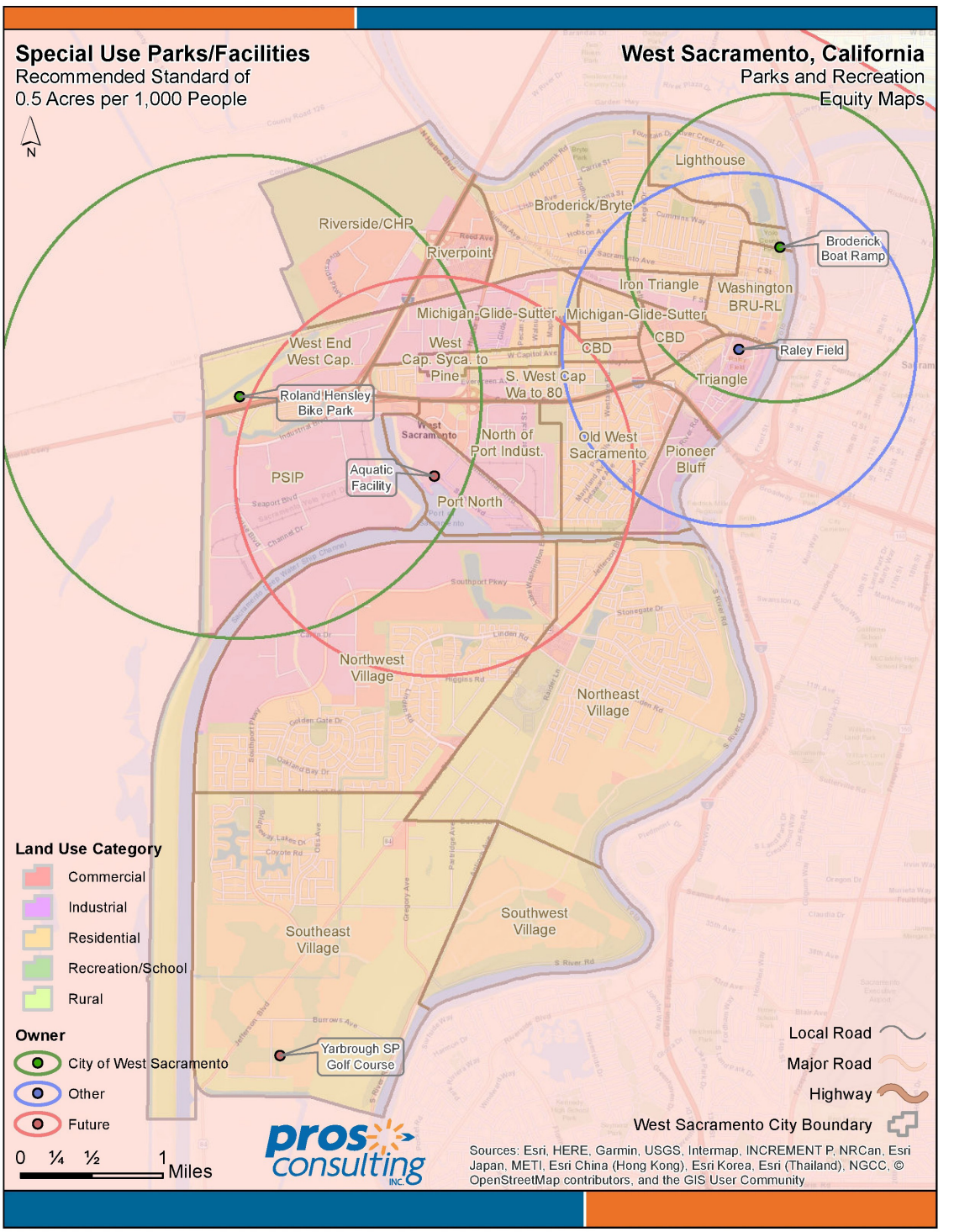
Community Parks (Existing and Future) - The development of the two community parks will close equity distribution gaps in the southern part of the city.



Regional Parks (Existing and Future) - The development of the numerous regional parks in conjunction with economic development activities and the development community will close the equity distribution gaps throughout the City.



Special Use Parks (existing and future) - The planned development of special use parks will close the equity distribution gaps throughout the City.



Chapter 7

10-YEAR CAPITAL IMPROVEMENT PLAN



7.1 CAPITAL IMPROVEMENT METHODOLOGY

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the City's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as playfields, shade structures, adult fitness equipment, covered picnic shelters, and trail loops. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development, such as the remaining Bryte Pak Master Plan improvements, the re-envisioned Central Park, a new sports complex, and major trail developments. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development. 10-Year Capital Improvement Plan Development – General Assumptions

The following are the general assumptions utilized in the development of the recommended 10-year capital improvement plan:

- All projects must be financially viable.
- Only projects likely to be implemented within 10-year plan period are included in the plan.
- Projects must be consistent with other planning efforts, where applicable.
- A 5% cost escalator has been applied for each year, to estimate total costs of the CIP.

7.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

SUSTAINABLE PROJECTS (Repair Existing)		
EXISTING PARKS		
Asset	**Brief Description**	**Estimated Total Project Cost**
Alyce Norman Playfield	Furniture Fixture Equipment (FFE) Replacement, Playground Replacement, Playfield Turf Repairs, ADA Improvements	$644,400
Barge Canal Recreational Access	Parking Lot Paving, FFE Replacement, Boat Ramp Replacement	$690,000
Bridgeway Island Park	FFE Replacement, Playground Replacement	$144,000
Bridgeway Lakes Community Park	Splash Park Replacement	$1,150,000
Broderick Boat Ramp	Building Repairs, Boat Ramp Replacement, FFE Replacement	$265,000
Bryte Park	FFE Replacement, Restroom Replacement, Playfield Turf Repairs, ADA Improvements	$2,451,520
Circle/Willie Deprato Park	New Park Sign	$2,500
Classics Mini Park	Park Sign, FFE Replacement	$7,010
Delta Gardens Park	Picnic Shade Structure Fabric Replacement, FFE Replacement	$43,340
Eagle Point Park	Landscaping/Tree Care, FFE Replacement	$23,580
Elkhorn Park	Picnic Table Replacement	$21,000
Emile Whitey Boisclair Park	FFE Replacement; Playground/Shade Structure Replacement	$111,560
Fred and Leila Holmes Park	Bollard Removal	$2,500
Garden Park	FFE Replacement	$9,600
Heritage Oaks Park	Covered Picnic Shelter, FFE Replacement	$285,000
Jerome D. Barry Park	FFE Replacement	$11,040
Joey Lopes Park, incl garden	FFE Replacement	$19,800
Kinsington Pocket Park	Disposal of Property	($16,100)
Lake View Park	FFE Replacement	$23,520
Linden Park	Playground Replacement, FFE Replacement	$111,838
Linden South/Paik North	No Improvements Anticipated	$0
Meadowdale Park	Playground Replacement, FFE Replacement, Parking Lot Resurfacing	$99,040
Memorial Park	Playground Replacement, FFE Replacement, ADA Improvements	$1,958,400
Misc System-Wide Parks to Turf Improvements	General Turf Improvements - System-Wide	$150,000
Patwin Park	Playground Replacement, FFE Replacement	$13,800
Pheasant Hollow Park	Playground Replacement, FFE Replacement	$69,480
Poquito Park	ADA Improvements, FFE Replacement	$32,880
Redwood Park	FFE Replacement	$5,760
River Walk Park	Restroom Replacement, FFE Improvements	$253,000
Roland Hensley Bike Park	FFE Replacement, Asphalt Resurfacing	$68,260
Rotary Centennial Park	FFE Replacement	$2,880
Sam Combs Park	Playground Replacement, FFE Replacement, ADA Improvements	$213,000
Southport Gateway Park	FFE Replacement, Playground/Shade Structure Replacement	$214,873
Summerfield Park	Asphalt Improvements, Playfield Turf Repair	$181,500
Sunset Vista Park	FFE Replacement	$11,040
Touchstone Park	No Improvements Anticipated	$0
Union Street Pocket Park	FFE Replacement	$2,520
Westacre Park	Playground Replacement, FFE Replacement	$81,051
Westfield Playground	No Improvements Anticipated	$0
	SUBTOTAL EXISTING PARKS	**$9,358,591**

SUSTAINABLE PROJECTS (Repair Existing)		
EXISTING RECREATION FACILITIES		
Asset	**Brief Description**	**Estimated Total Project Cost**
Boathouse	Storage Facility	$15,000
Club West	Trash Enclosure, Roof Repair, HVAC Repair, Sewer Repair, Parking Lot Resurfacing/Lighting	$168,750
Community Center	Interior Painting	$15,000
Recreation Center	General Lifecycle Replacement, Fitness Equipment Replacement, Pool Deck Resurfacing, Debt Service	$11,050,000
	SUBTOTAL EXISTING RECREATION FACILITIES	**$11,248,750**
NEW PARK DEVELOPMENT/PLANNING		
Asset	**Brief Description**	**Estimated Total Project Cost**
Bees Lake	Habitat Restoration Plan	$600,000
	SUBTOTAL NEW PARK DEVELOPMENT	**$600,000**
ADMINISTRATIVE PROJECTS		
Asset	**Brief Description**	**Estimated Total Project Cost**
Park Credit Balance Repayment	Repayment to Developers for Park Improvements	$211,977
Parks Master Plan Update 2038	Update Parks Master Plan in 2038 (10 Year Update	$350,000
Repay Measure G for POSMP Update	Repayment of Measure G for 2019 Master Plan	$223,860
Urban Forest Management Plan	Develop an Urban Forest Management Plan	$200,000
	SUBTOTAL ADMINISTRATIVE PROJECTS	**$985,837**
	TOTAL SUSTAINABLE PROJECTS	**$22,193,178**

7.2.1 SUSTAINABLE PROJECT HIGHLIGHTS

$9.3 Million or 42%: Existing Park Improvements including, but not limited to, major ADA upgrades, the lifecycle replacement of irrigation systems, playgrounds, benches, signage, parking lots, and restrooms.

- **$11.2 Million or 51%: Existing Facility Improvements** including $10 million for Recreation Center debt service, fitness equipment replacement, HVAC repair, painting and pool deck resurfacing.
- **$600,000 or 3%: Bees Lake Habitat Restoration.**
- **$985,000 or 4%: Administrative Projects** including future Master Plan update, development of an Urban Forest Management Plan, and repayments to developers for past park improvements.

7.3 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the expanded service options.

EXPANDED SERVICE PROJECTS (Upgrade and Renovation)		
EXISTING PARKS		
Asset	**Brief Description**	**Estimated Total Project Cost**
Alyce Norman Playfield	Pave Parking Lot, Add Shade Structure	$308,250
Barge Canal Recreational Access	ADA Improvements, Pave Parking Lot, Develop Sycamore Trailhead	$1,406,250
Bridgeway Island Park	Add Shade Structure, Develop Internal Loop Trail	$115,500
Bridgeway Lakes Community Park	Develop Site Specific Master Plan (Athletic Fields, Amphitheater, Parking)	$90,000
Broderick Boat Ramp	No Improvements Anticipated	$0
Bryte Park	No Improvements Anticipated	$0
Circle/Willie Deprato Park	No Improvements Anticipated	$0
Classics Mini Park	Add Covered Picnic Shelter, Add BBQ Grills, Add Drinking Fountain	$96,400
Delta Gardens Park	Add Shade Structure over Playstructure	$61,600
Eagle Point Park	Add Playstructure with Shade	$94,500
Elkhorn Park	Relocate Fencing to Extend Park, Add Sand Volleyball Court	$225,000
Emile Whitey Boisclair Park	Add Landscaping, Add Basketball Court, Add Natural Playground	$99,000
Fred and Leila Holmes Park	No Improvements Anticipated	$0
Garden Park	No Improvements Anticipated	$0
Heritage Oaks Park	No Improvements Anticipated	$0
Jerome D. Barry Park	Add Shade Structure	$46,000
Joey Lopes Park, incl garden	No Improvements Anticipated	$0
Kinsington Pocket Park	No Improvements Anticipated	$0
Lake View Park	Add Trees, Add Bench	$9,000
Linden Park	Update Master Plan, Add Covered Picnic Shelter *(may be applied to another site)*	$257,500
Linden South/Paik North	No Improvements Anticipated	$0
Meadowdale Park	Update Master Plan, Add Shade Structure	$56,250
Memorial Park	Add Shade Structure	$86,800
Patwin Park	Update Master Plan Park (Playfields, Covered Picnic Shelter), Add Shade Structure	$120,000
Pheasant Hollow Park	Add Shade Structure, Add Drinking Fountain	$32,250
Poquito Park	Install Drinking Fountain	$6,000
Redwood Park	No Improvements Anticipated	$0
River Walk Park	Expanded Pedestrian Connections to Water/Boat Ramp, Riverfront Dock Improvements	$2,710,000
Roland Hensley Bike Park	No Improvements Anticipated	$0
Rotary Centennial Park	No Improvements Anticipated	$0
Sam Combs Park	Add Shade Structure	$43,500
Southport Gateway Park	No Improvements Anticipated	$0
Summerfield Park	Add Dog Park Shade, Add Picnic Tables, Add Shade Structure for Play Area	$132,500
Sunset Vista Park	Add Shade Structure, Add Benches along Path	$59,800
Touchstone Park	No Improvements Anticipated	$0
Union Street Pocket Park	Fencing, Pave Path from Sidewalk to CBLT, Install Irrigation, Landscaping, Benches, Signage	$141,225
Westacre Park	Master Plan for WUSD parcel, Add Tennis Courts, Add Restroom, Rebuild Skatepark	$1,466,250
Westfield Playground	Add Shade Structure	$145,000
	SUBTOTAL EXISTING PARKS	**$7,808,575**

EXPANDED SERVICE PROJECTS (Upgrade and Renovation)		
EXISTING RECREATION FACILITIES		
Asset	**Brief Description**	**Estimated Total Project Cost**
Boathouse	No Improvements Anticipated	$0
Club West	No Improvements Anticipated	$0
Community Center	No Improvements Anticipated	$0
Recreation Center	Add Tennis Court Lighting, Add Shade Structure on Pool Deck	$332,500
	SUBTOTAL EXISTING RECREATION FACILITIES	**$332,500**
TRAIL FACILITIES		
Asset	**Brief Description**	**Estimated Total Project Cost**
Clarksburg Branch line Trail	CBLT Enhancements to Existing Trail, CBLT Trail Extension 2.2 Miles	$2,881,218
Davis Road	No Improvements Anticipated	$0
Lake Washington	No Improvements Anticipated	$0
Linden Road Trailhead	Linden Road Trailhead	$290,000
Main Drain Paving w/bridges	No Improvements Anticipated	$0
Pioneer Bluff Trail	No Improvements Anticipated	$0
River Walk Trail North	River Walk Trail North	$649,750
Southport Setback Levee Trail	Southport Setback Levee Trail Paving	$2,187,500
Sycamore Trail Phases 3/4/5	Improve Phase 3	$1,365,000
Trail Under Tower Bridge	No Improvements Anticipated	$0
	SUBTOTAL TRAIL FACILITIES	**$7,373,468**
NEW PARK DEVELOPMENT		
Asset	**Brief Description**	**Estimated Total Project Cost**
Bees Lake	Public Access/Passive Recreation Improvements	$1,290,000
	SUBTOTAL NEW PARK DEVELOPMENT	**$1,290,000**
	TOTAL EXPANDED SERVICE PROJECTS	**$16,804,543**

7.3.1 EXPANDED SERVICE PROJECT HIGHLIGHTS

- **$7.8 Million or 46%: Existing Park Improvements** including, but not limited to, reconstructing major features, the addition of shade structures, picnic shelters and internal walking trails.
- **$332,500 or 2%: Existing Facility Improvements** including tennis court lights and pool deck shading.
- **$7.4 Million or 44%: Existing Trail Expansion/Improvements** including Clarksburg Ranch Trail, Southport Setback Levee Trail, Riverwalk Trail North and Sycamore Trail Phase 3.
- **$1.3 Million or 8%: Bees Lake Enhancements** based on outcomes of current habitat restoration planning effort.

7.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the City's focus because they feature a high probability of success.

VISIONARY PROJECTS (New/Major Upgrade)

EXISTING PARKS

Asset	Brief Description	Estimated Total Project Cost
Alyce Norman Playfield	No Improvements Anticipated	$0
Barge Canal Recreational Access	Development of Arlington Neighborhood Park	$2,100,000
Bridgeway Island Park	No Improvements Anticipated	$0
Bridgeway Lakes Community Park	No Improvements Anticipated	$0
Broderick Boat Ramp	Potential Acquisition of Additional Property to Expand Park Amenities	$250,000
Bryte Park	Implement Master Plan	$20,400,000
Circle/Willie Deprato Park	No Improvements Anticipated	$0
Classics Mini Park	No Improvements Anticipated	$0
Delta Gardens Park	No Improvements Anticipated	$0
Eagle Point Park	No Improvements Anticipated	$0
Elkhorn Park	No Improvements Anticipated	$0
Emile Whitey Boisclair Park	No Improvements Anticipated	$0
Fred and Leila Holmes Park	No Improvements Anticipated	$0
Garden Park	No Improvements Anticipated	$0
Heritage Oaks Park	Implement Master Plan	$3,471,950
Jerome D. Barry Park	No Improvements Anticipated	$0
Joey Lopes Park, incl garden	No Improvements Anticipated	$0
Kinsington Pocket Park	No Improvements Anticipated	$0
Lake View Park	No Improvements Anticipated	$0
Linden Park	Implement Master Plan (Adult Fitness, Loop Trail)	$312,500
Linden South/Paik North	No Improvements Anticipated	$0
Meadowdale Park	No Improvements Anticipated	$0
Memorial Park	No Improvements Anticipated	$0
Patwin Park	No Improvements Anticipated	$0
Pheasant Hollow Park	No Improvements Anticipated	$0
Poquito Park	No Improvements Anticipated	$0
Redwood Park	New Master Plan	$60,000
River Walk Park	No Improvements Anticipated	$0
Roland Hensley Bike Park	No Improvements Anticipated	$0
Rotary Centennial Park	No Improvements Anticipated	$0
Sam Combs Park	No Improvements Anticipated	$0
Southport Gateway Park	No Improvements Anticipated	$0
Summerfield Park	No Improvements Anticipated	$0
Sunset Vista Park	No Improvements Anticipated	$0
Touchstone Park	No Improvements Anticipated	$0
Union Street Pocket Park	No Improvements Anticipated	$0
Westacre Park	No Improvements Anticipated	$0
Westfield Playground	No Improvements Anticipated	$0
	SUBTOTAL EXISTING PARKS	**$26,594,450**

VISIONARY PROJECTS (New/Major Upgrade)		
EXISTING RECREATION FACILITIES		
Asset	**Brief Description**	**Estimated Total Project Cost**
Boathouse	No Improvements Anticipated	$0
Club West	No Improvements Anticipated	$0
Community Center	No Improvements Anticipated	$0
Recreation Center	Fitness Center Renovation/Future Enhancemnts	$625,000
	SUBTOTAL EXISTING RECREATION FACILITIES	**$625,000**
TRAIL FACILITIES		
Asset	**Brief Description**	**Estimated Total Project Cost**
Clarksburg Branch line Trail	No Improvements Anticipated	$0
Davis Road	Davis Road Ped/Bike/Equestrian Trail	$1,250,000
Lake Washington	Lake Washington Bike Trail	$2,250,000
Linden Road Trailhead	Linden Road Trailhead Construction	$921,000
Main Drain Trail	Main Drain Trail Paving and Pedestrian Bridges	$5,625,000
Pioneer Bluff Trail	Pioneer Bluff Riverfront Trail (pending early development opportunity)	$2,500,000
River Walk Trail North	No Improvements Anticipated	$0
Southport Setback Levee Trail	No Improvements Anticipated	$0
Sycamore Trail Phases 4/5	Construction Phases 4 and 5	$16,250,000
Trail Under Tower Bridge	Trail Under Tower Bridge	$806,250
	SUBTOTAL TRAIL FACILITIES	**$29,602,250**
NEW PARK DEVELOPMENT		
Asset	**Brief Description**	**Estimated Total Project Cost**
Bees Lakes	No Improvements Anticipated	$0
Charter School/States Streets Neighborhood Park	Dependent Upon WUSD Partnership	$0
Liberty	Neighborhood Parks (6.5 acres @$500k/ac), Community/Sports Park (9 acres @ $1m/ac)	$19,187,500
River Park	No Development Anticipated	$0
Stone Lock/Pioneer Bluffs	Stone Lock Plaza, Sacramento River Parkway	$5,674,925
The Bridge District	Promenade Plaza Public Portion, Other Distributed Park Features	$6,125,000
Washington Realized	Riverfront Park, Heritage Green, Access Corridor	$5,183,668
Westmore Oaks	Dependent Upon WUSD Partnership	$0
Yarbrough	Regional Lake Park - 55-acre park (assumes 75% or 41 acres is park land), Neighborhood Parks - 1/2 of parks built (12.6 acres)	$46,900,000
	SUBTOTAL NEW PARK DEVELOPMENT	**$83,071,093**
	TOTAL VISIONARY PROJECTS	**$139,892,793**

7.4.1 VISIONARY PROJECT HIGHLIGHTS

$26.6 Million or 19%: Existing Parks Improvements including the implementation of the Bryte Park Master Plan and Heritage Oaks Phase 2.

- **$625,000 or 0.4%: Existing Facility Development** including the expansion of fitness facilities at the Recreation Center.
- **$29.6 Million or 21.2%: New Trail Development** including, but not limited to, Sycamore Trail Phases 4 and 5, Main Drain Trail Paving and Bridges, Davis Road Bike/Pedestrian/Equestrian Trail.
- **$83.1 Million or 59.4%: New Park Development** including, but not limited to, Yarbrough and Liberty housing development parks, Stone Lock/Pioneer Bluff (Central Park) and Bridge District parks.

7.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

The following table summarizes the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	$22.2M
Expanded Service Projects	$16.8M
Visionary Projects	$140M
TOTAL	**$179M**

7.6 CAPITAL IMPROVEMENT SUMMARY BY PROJECT TYPE AND TIMELINE

The following table summarizes the capital improvement plan associated with the Master Plan by project type and timeline.

SUMMARY BY PROJECT TYPE and TIMELINE			
Project Type	**Estimated Total Project Cost**	**Estimated Project Cost Years 1-5**	**Estimated Project Cost Years 6-10**
Park Improvements	**$43.8M**	$40M	$3.8M
Recreation Facility Improvements	**$12.2M**	$5.8M	$6.4M
Trail Improvements	**$37M**	$3.7M	$33.3M
New Park Development	**$85M**	$1.9M	$83.1M
Administrative Projects	**$1M**	$0	$1M
TOTAL	**$179M**	**$51.4M**	**$127.6M**

7.6.1 YEARS 1-5 HIGHLIGHTS

Park Improvements: Projects include, but not limited to, the lifecycle replacement of irrigation systems, playgrounds, benches, signage, parking lots, and restrooms, completion of Bryte Park and Memorial Park projects and improvements to Barge Canal Recreational Access.

- **Recreation Facility Improvements:** Projects include, but not limited to, Recreation Center debt service, interior painting of the Community Center and minimal improvements to Boathouse and Club West.
- **Trail Improvements:** Projects include constructing the Sycamore Trail Phase 3, Southport Levee Trailhead, Clarksburg Branch Line Trail amenities and River Walk Trail North construction.
- **New Park Development:** Bees Lake Habitat Restoration project.
- **Administrative Projects:** Urban Forest Management Plan project.

7.6.2 YEARS 6-10 HIGHLIGHTS

- **Park Improvements:** Projects include, but not limited to, continued improvements to Barge Canal Recreational Access, continued lifecycle replacement throughout the parks system and improvements to Westacre Park.
- **Recreation Facility Improvements:** Projects include, but not limited to, Recreation Center debt service and Club West lifecycle replacement.
- **Trail Improvements:** Projects include, but not limited to, Sycamore Trail Phases 4 and 5, Main Drain Trail improvement and paving Southport Setback Levee Trail.
- **New Park Development:** Projects include the development of new parks associated with growth in the community, including, Yarbrough, Liberty and Stone Lock/Pioneer Bluffs.



7.7 PROJECT PRIORITIZATION CRITERIA

In order to help prioritize projects based on limited funding sources, staff developed draft criteria for evaluating a project's ability to meet a variety of park and recreation needs and provide additional benefits. The criteria are shown in the table on the following page and focus on the following:

- **Financial Viability** – All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The City should not take on a project that it cannot afford to maintain.
- **Immediate Projects** - Projects needed due to health, safety, legal and/or ADA issues, as well as to protect the City's current investment in facilities.
- **Benefit-Driven Projects** - Projects that meet the park land and amenity needs of the community, complete a partially-developed project and/or serve as a potential catalyst for economic development.
- **Opportunity-Driven Projects** - Projects that leverage resources and offer partnership opportunities, are located on a significant site and/or promote economic development opportunities.

City of West Sacramento
Parks and Open Space Master Plan Update
Project Prioritization Criteria

	Category	Description	Project Examples
For All Projects	**1. Financial Viability**	All projects must demonstrate that funding is available for capital AND long-term operation/maintenance costs.	• Installation/eventual replacement of park furniture, fixtures and equipment (i.e. play structures, shade structures, benches, etc.)
Immediate	**2. Health/Safety/ Legal/ADA**	Immediate health & safety risk, ADA improvements, settlement requirements.	• Memorial Park ADA • Bryte Park ADA & athletic field safety improvements
	3. Taking Care of Existing Investments	Lifecycle replacement and enhancement of existing parks, trails and building facilities.	• Equipment replacement/repairs at existing parks and facilities • Trail lighting, signage
Benefit-Driven	**4. High Unmet Need**	Development of amenities based on unmet needs identified in the Level of Service (LOS) analysis.	• Formalize/add playfields at multiple park sites • Complete Bryte Park Master Plan • Westmore Oaks Playfields • Westacre Park expansion • More covered picnic shelters
	5. Parkland Deficiency	Land/project is located in a park-poor area (deficient in meeting 5 acres of parkland/ per 1,000 residents and/or contributes park land needed based on the LOS analysis.	• Park improvements in northern portion of City: – Washington Realized – Westmore Oaks Playfields – Westacre Park expansion – Other neighborhood park opportunities
	6. Completeness	Site or trail is partially improved. Benefits are limited until site is fully developed.	• Complete Heritage Oaks Park site • Complete Bryte Park Master Plan • Extend Clarksburg Branch Line Trail • Extend Sycamore Trail
	7. Economic Revitalization	Potential for project to serve as a catalyst for other investment.	• Central Park • Waterfront parks and trails • Amenities to support private investment • Regional recreation tourism activities
Opportunity-Driven	**8. Ability to Leverage Resources**	Are other projects occurring on or near the site or are there other funding sources available?	• Bryte Park • Westmore Oaks site • Trail improvements • ADA upgrade projects
	9. Partnership Opportunities	Partnership will help fund improvements and/or long-term operation/maintenance costs.	• Shade Structures/West Sac Plays • WUSD properties • Heritage Oaks/Ropes course
	10. Site Significance	Site has been identified as a public priority.	• Waterfront improvements • Partnership projects • Trails

Chapter 8

CAPITAL IMPROVEMENT PLAN FUNDING



In order to continue to build and maintain the parks and recreation system, a sound and strategic funding strategy was developed for the capital improvement projects presented in this plan.
Fiscally sustainable and realistic funding sources are essential to implementing a capital improvement plan. There is significant opportunity within existing funding sources to fully fund the capital improvement plan presented in this plan. The following describes the process undertaken to identify and allocate funding resources for the 10-year capital improvement plan.

8.1 FUNDING STRATEGY APPROACH

A desired outcome for the funding of the Master Plan's capital improvement plan is to minimize the burden that the City of West Sacramento's Park Impact Fee must carry to fund the 10-year CIP. To accomplish this, the following strategic approach was developed to create an implementable funding plan for the CIP:

1. Development of a comprehensive list of CIP projects and cost estimates (Chapter 7).
2. Identified all potential funding sources and for each source:
   - Confirmed current funding policy as it relates to park and recreation projects; or
   - Proposed new funding policy as it relates to park and recreation projects.
3. Identified geographical constraints to the funding of park and recreation projects.
4. Estimated 10-year revenue for each funding source to ensure capacity and appropriateness of potential funding allocations.
5. Determined the balance of park and recreation improvements that cannot be funded with other funding sources and therefore must be funded by Park Impact Fees.



8.2 FUNDING SOURCE IDENTIFICATION

The first step in the process of creating a financially implementable capital improvement plan is to identify potential funding sources available to fund the plan. The following table summarizes the potential funding sources identified and allocation recommendations:

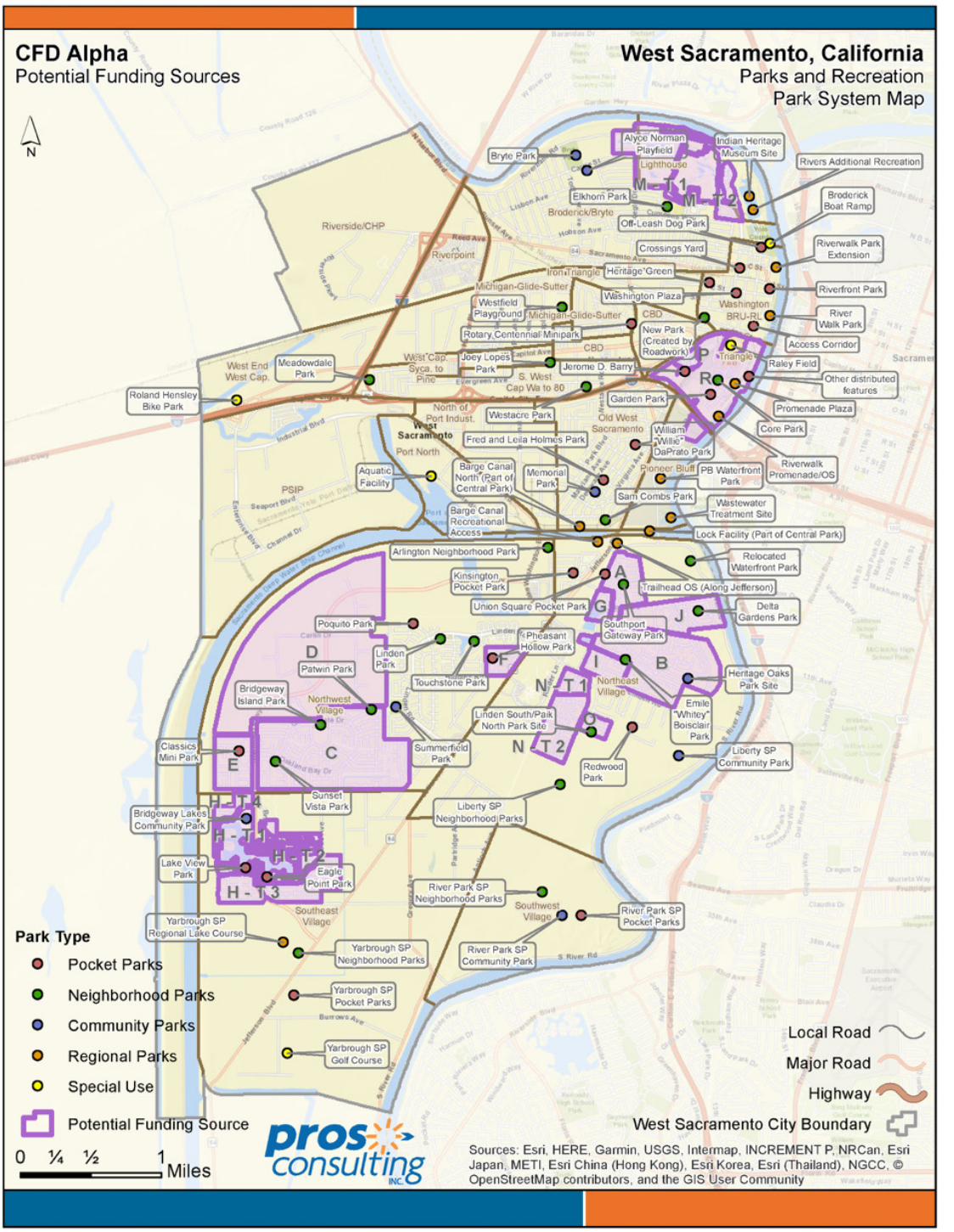
Funding Source Identification and Allocation Recommendation

Funding Source	Allocation Recommendation
General Fund ADA Fund	Continue to allocate funds for ADA improvements to City-owned/managed parks and facilities
General Fund Facilities Fund	Continue to allocate funds for City-owned/managed building facility improvements (Galleria rental space, Community Center, Boathouse and Club West), as well as ADA improvements.
Measure E	Continue to fund trail improvements/enhancements, including trail extensions, lighting, drinking fountains, signage, etc. and new trail development and amenities, as well as trail maintenance.
Community Investment Fund	Park and recreation projects that promote economic development and provide community-wide benefits, including the Central Park, waterfront recreation and a community sports complex.
Measure K	Continue to allocate funds for projects that directly benefit children, including new and replacement play/shade structures, as well as the Recreation Center debt service payments.
Measure N (if available)	Funding for park improvements that have community-wide benefit and support inclusive economic development efforts.
Enhanced Infrastructure Financing District	Park and recreation projects that promote economic development and provide community-wide benefits, including the Central Park, waterfront recreation and a community sports complex.
Community Facility Districts	Lifecycle replacement, landscaping and maintenance costs associated with parks and trails that are located in CFDs.
Bridge District	Funding for park and recreation improvements in The Bridge District only.
Grant Funding (Parks and Recreation, Cap and Trade, Environmental)	Aggressively pursue grant funding for new park development, park renovations, nature areas that provide environmental and educational benefits, trail improvements and trail support amenities, including trailheads, parking and lighting.
West Riverview Settlement Funds	Focus on projects that improve access to recreation opportunities in the northern portion of the City where many other funding sources are not available. Funding shall be used to leverage other public and private funding, including serving as match funding for grant opportunities.
Public/Private Partnerships	Funds provided by other public or private entities or generated by a project will be used to develop new and/or enhance existing improvements.
Development Agreement Funds	Funding for park and recreation improvements as defined by specific development agreements (i.e., The Bridge District, River Park and Yarbrough) but typically includes localized funding of Park Impact Fee funds.
Transportation Impact Fee	Funding for all eligible trail improvements that serve as transportation facilities that reduce Vehicle and Motorized Transportation (VMT), including existing trail enhancements and new trail development.
Park Impact Fee	Funding for balance of park and recreation improvements that cannot be funded with other funding sources.

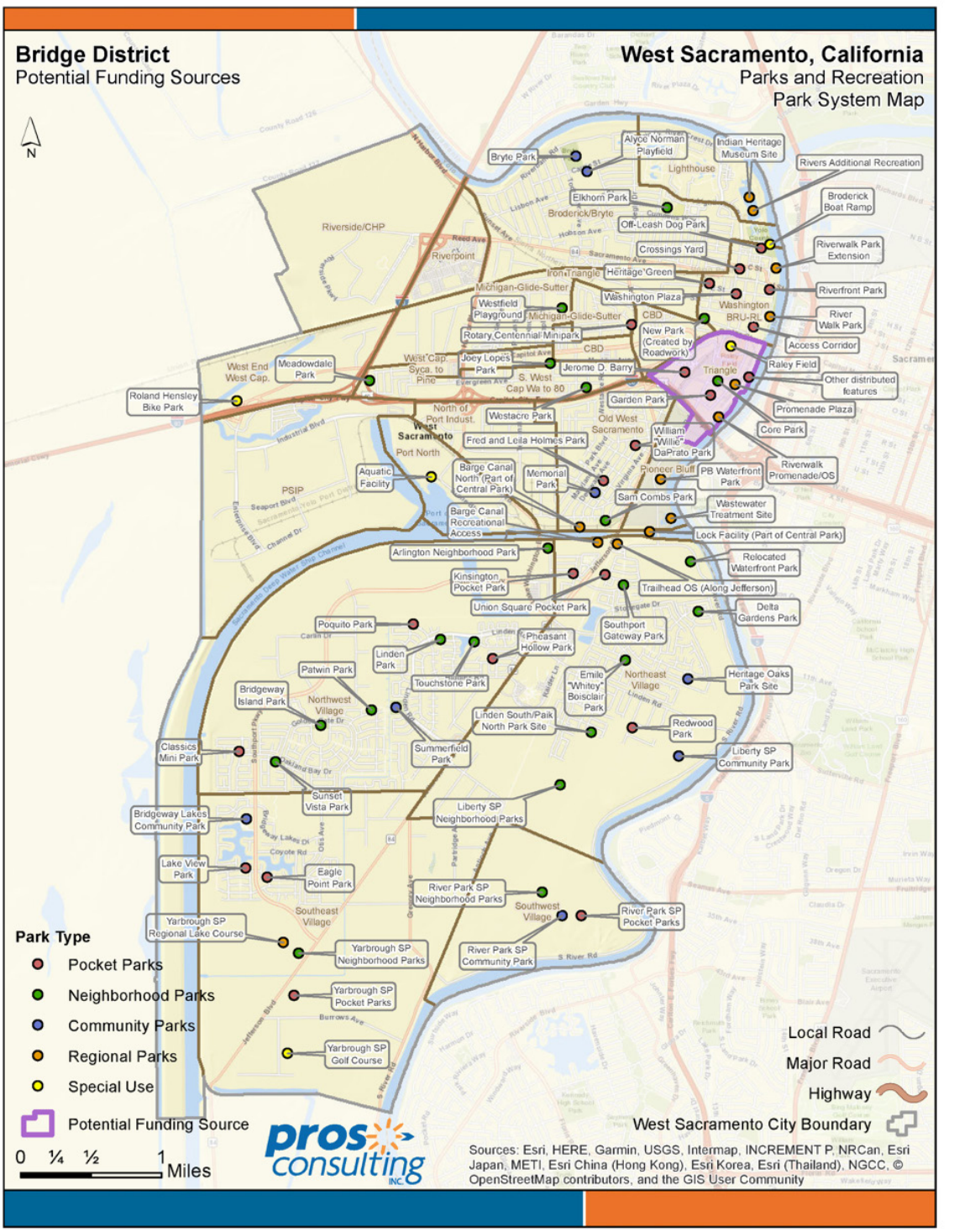
8.3 FUNDING SOURCE GEOGRAPHICAL RESTRICTIONS

As part of a thorough review of the eligibility of funding sources, it was determined that certain funding options carried geographical restrictions and thereby could only be utilized for capital improvement projects in parks within those restricted areas. A mapping exercise was completed to ground truth to these restrictions. The results of that mapping exercise are as follows:

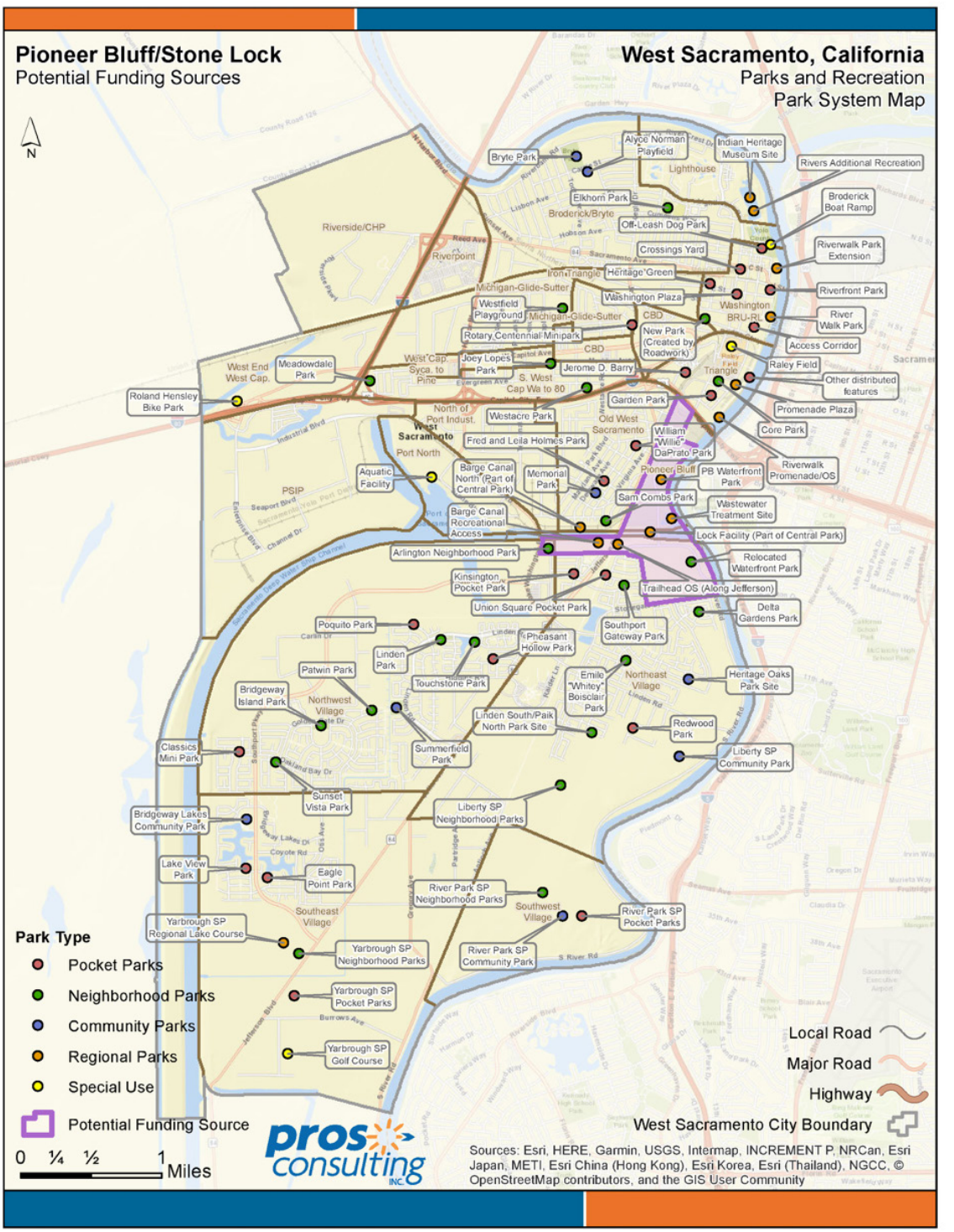
Community Facility Districts: Only parks located within the geographical boundaries identified are eligible for capital improvement funding, provided funds are available.



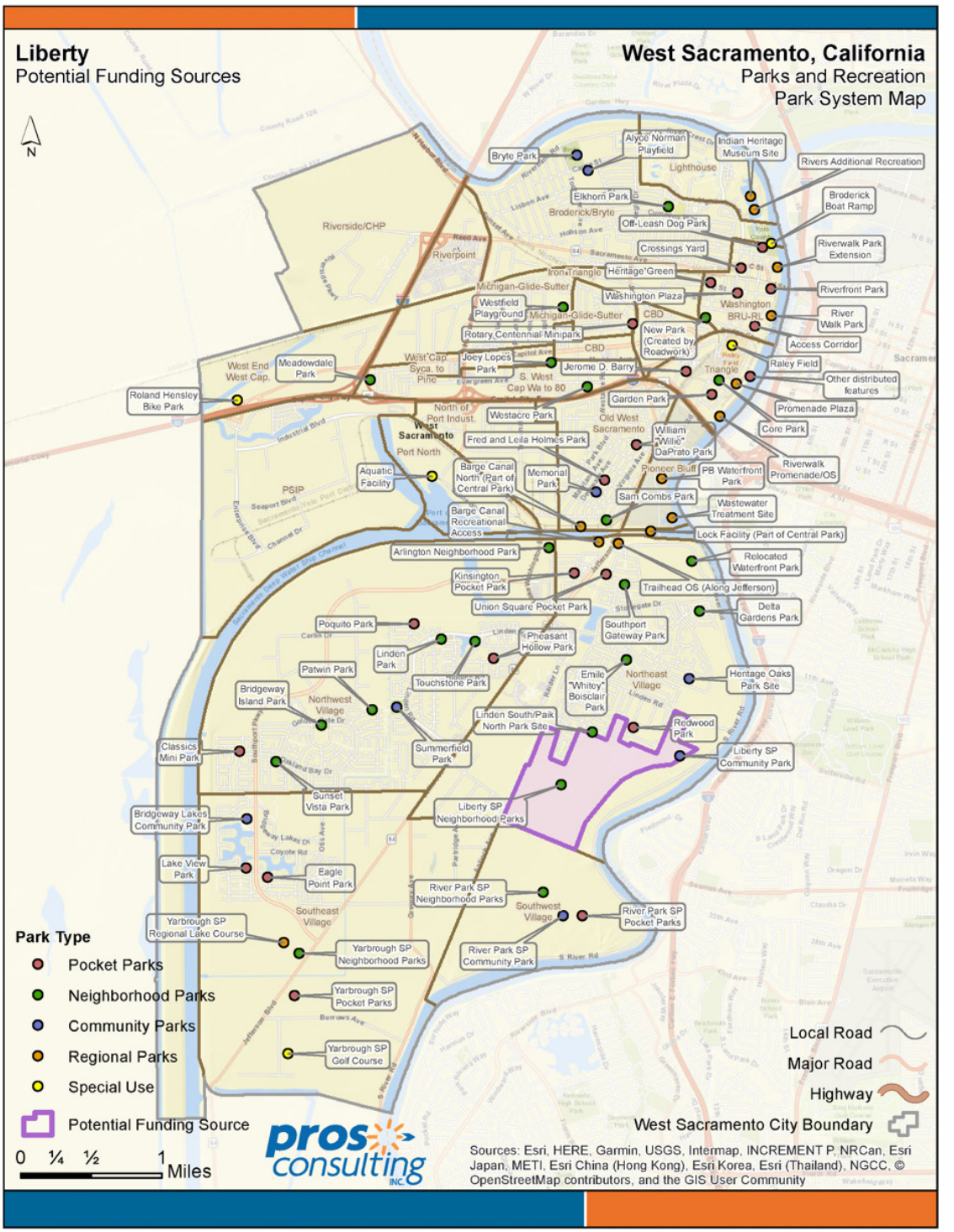
Bridge District: Only parks located within the geographical boundaries identified are eligible for capital improvement funding, provided funds are available.



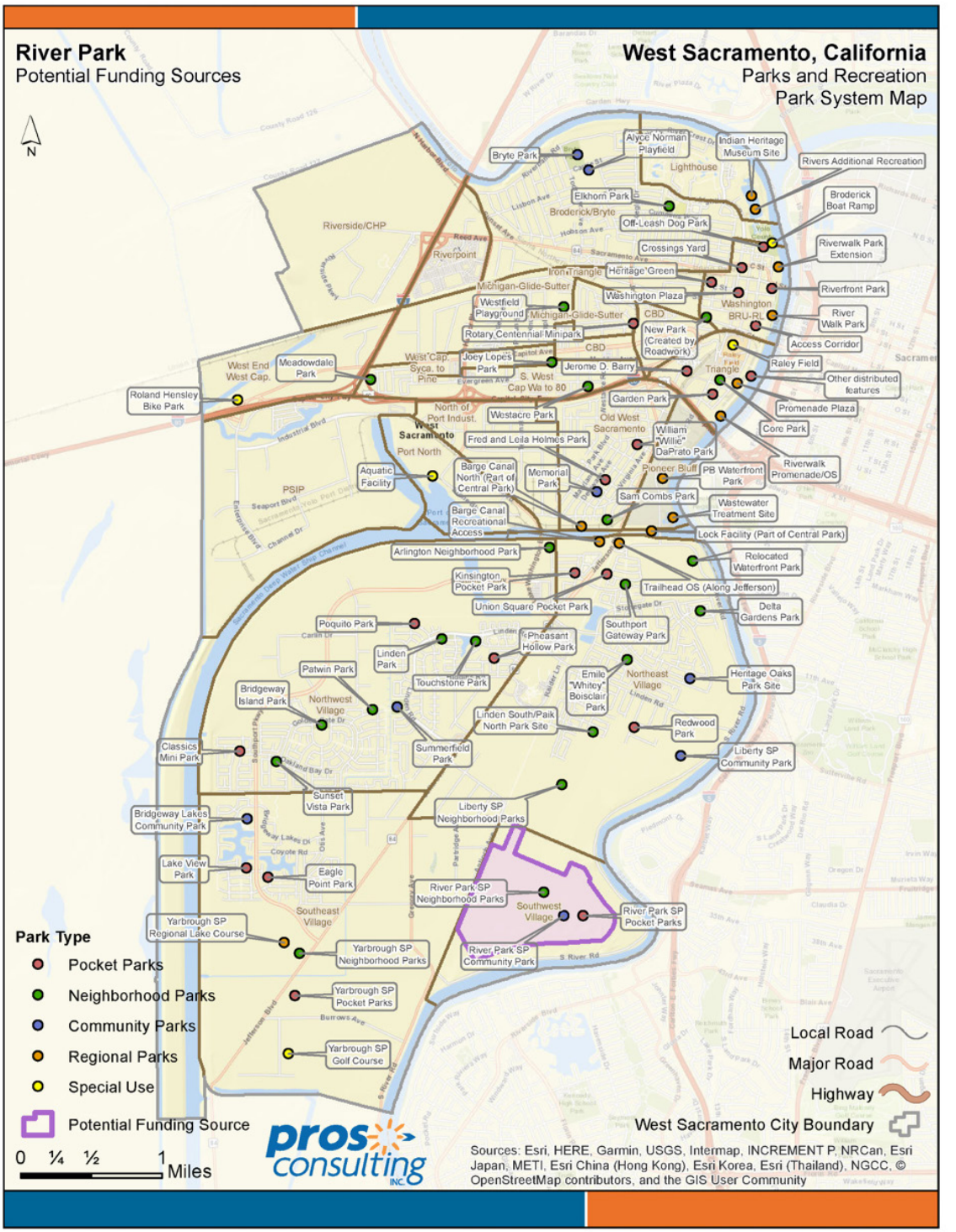
Pioneer Bluff/Stone Lock (Future): Although this area does not have a specific plan yet, it is anticipated that one will be developed and include payment terms for park facilities. Only parks located within the geographical boundaries identified will be eligible for available capital improvement funding.



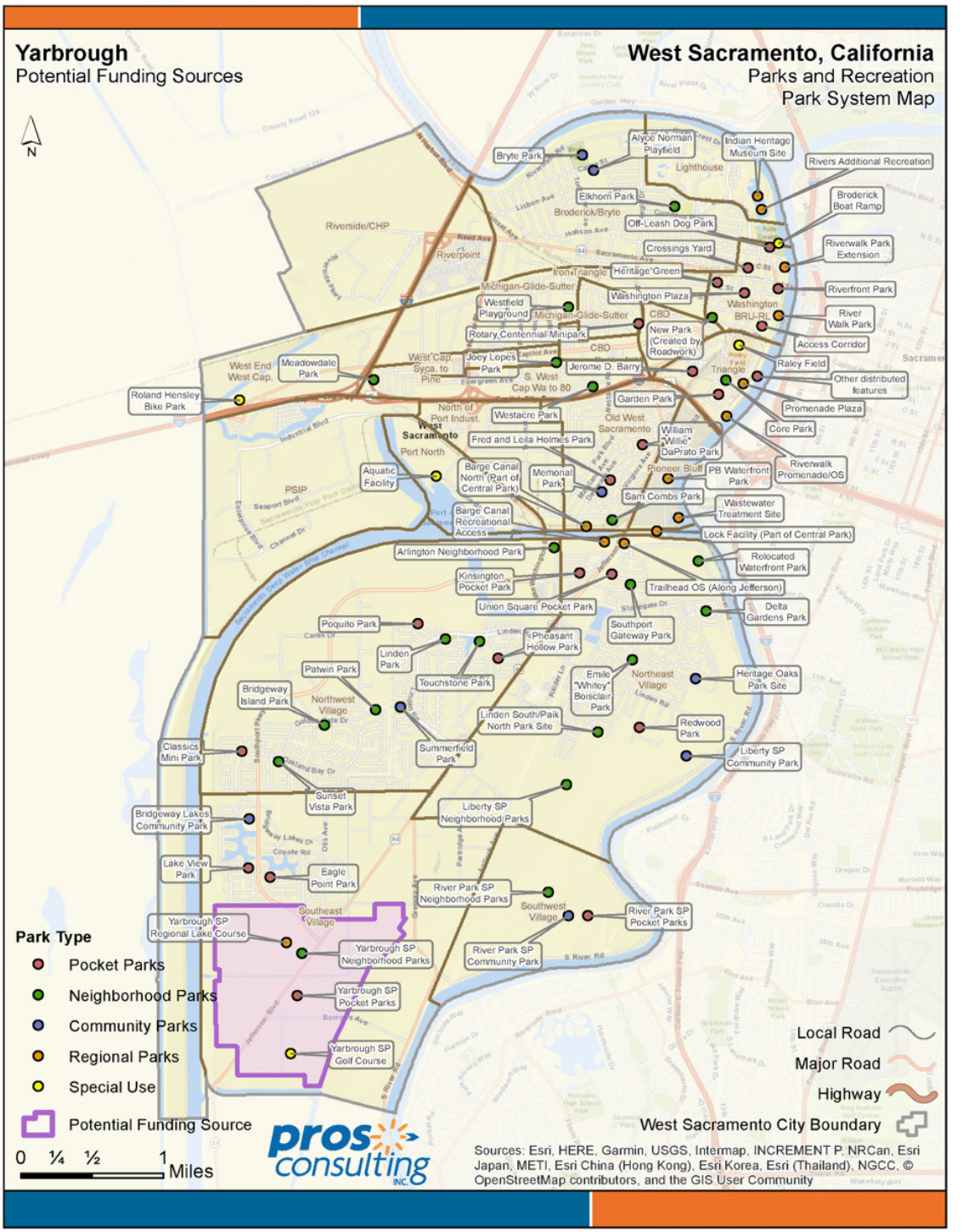
Liberty Master Planned Community (Future): A development agreement is currently being negotiated for the Liberty development. It is anticipated that only parks located within the geographical boundaries identified are eligible for capital improvement funding, provided funds are available.



River Park Subdivision (Future): Only parks located within the geographical boundaries identified are eligible for capital improvement funding, provided funds are available.

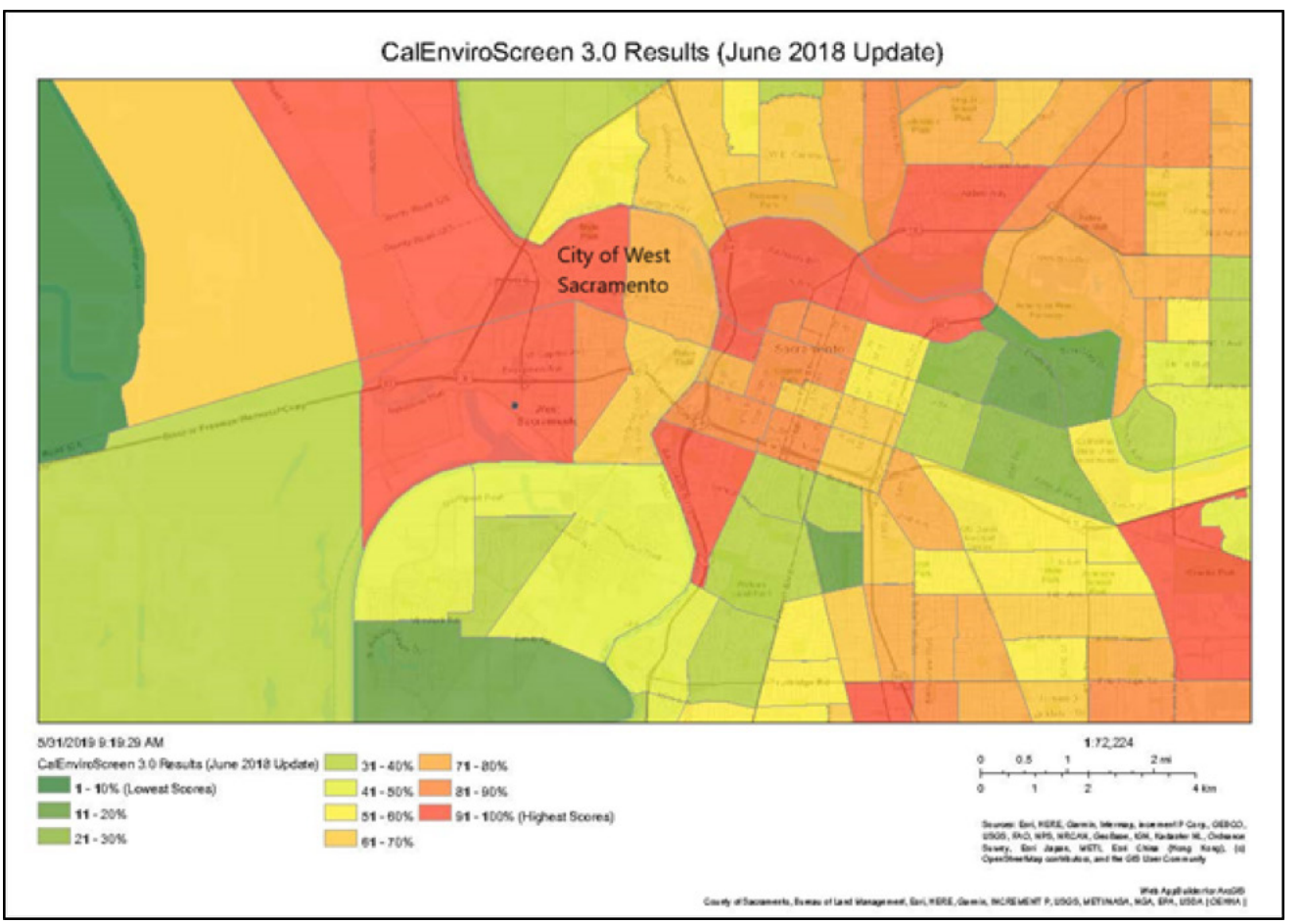


Yarbrough Subdivision (Future): Only parks located within the geographical boundaries identified are eligible for capital improvement funding, provided funds are available



Disadvantaged Community Designation: Disadvantaged communities in California are specifically targeted for investment of proceeds from the State's cap-and-trade program. These investments are aimed at improving public health, quality of life and economic opportunity in California's most burdened communities at the same time reducing pollution that causes climate change.

CalEnviroScreen identifies California communities by census tract that are disproportionately burdened by, and vulnerable to, multiple sources of pollution. The map below, updated in June 2018, identifies the areas of West Sacramento that are most eligible for numerous State of California granting programs.



City-Wide Funding Sources: The following funding sources do not have restrictions associated with funding capital improvement projects citywide, but use of these funds are guided by established policies and/or criteria and may be limited based on other citywide funding priorities, as follows:

- **Community Investment Fund** – Limited to projects that promote economic development in designated areas of the City.
- **General Fund set aside for Americans with Disabilities Act improvements** – limited to areas of the City requiring ADA improvements to meet litigation and/or public safety and access needs.
- **Enhanced Infrastructure Financing District** – limited to projects that provide benefits to the community-wide and the District.
- **General Fund Facilities Fund** – limited to existing City buildings, including the Community Center, Recreation Center, Boathouse and Club West facilities.
- **Grant Programs** – Dependent on grant program specific eligibility criteria.
- **Measure E** – Only a portion of Measure E funds may be used to support road and trail improvements, including trail amenities.
- **Measure K** – Only a portion of Measure K funding may be used to support capital improvement projects that support child development.
- **Measure N** - (dependent upon policy development)
- **Park Impact Fees** – Limited to new development or major upgrades to existing facilities.
- **Public/Private Partnerships** – Limited to those projects served by the partnerships.
- **West Riverview Settlement Funds** – Limited to projects in the northern portion of the City that leverage public funds.



8.4 10-YEAR PROJECTIONS FOR OTHER FUNDING SOURCES

Upon completion of the geographical restriction exercise, it was necessary to provide a 10-year funding projection for each of the potential sources identified previously. This analysis was completed to ensure that:

1. Sufficient levels of funding were available to fund the park capital improvement plan.
2. Funding allocations from each source against the park capital improvement plan did not exceed the 10-year funding projections.
3. Funding allocations from each funding source against the park capital improvement plan did not overextend each funding source and hamstring the City's ability to fund other non-park eligible projects.

Funding Source Projections

Funding Source	Projected 10 Year Funding Level
ADA Fund	$4M
General Fund Facilities Fund	$8.1M
Measure E	$36.1M
Measure G	$49.6M
Measure K	$36.1M
Measure N (if available)	$36.1M
Enhanced Infrastructure Financing District	$16.4M
Community Facility Districts	$16.4M
Bridge District*	$35.4M
Grant Funding	$21.3M
West Riverview Settlement Funds	$2M
Public/Private Partnerships	$800K
Development Agreement Funds	$72.5M
Transportation Impact Fee	$59.7M
TOTAL	**$389.7M**

* = All funding sources of Bridge District

8.5 POTENTIAL ALLOCATION OF OTHER FUNDING SOURCES

The following table summarizes the potential allocation of funding sources sans the Park Impact Fee for the implementation of the CIP against the 10-year projections. The analysis indicates that the desired outcomes for the utilization of these funding sources for the park capital improvement plans are potentially fully met.

Funding Source Projections and Potential Allocation			
Funding Source	**Projected 10 Year Funding Level**	**Funding Allocated to 10 Year Parks Master Plan CIP**	**% of Total Funding Allocated to Parks**
ADA Fund	$4M	$600K	15%
General Fund Facilities Fund	$8.1M	$2.7M	33%
Measure E	$36.1M	$3.7M	10%
Measure G	$49.6M	$1.1M	2%
Measure K	$36.1M	$13.6M	38%
Measure N (if available)	$36.1M	$0	0%
Enhanced Infrastructure Financing District	$16.4M	$3.7M	23%
Community Facility Districts	$16.4M	$500K	3%
Bridge District*	$35.4M	$6.5M	18%
Grant Funding	$21.3M	$21.3M	100%
West Riverview Settlement Funds	$2M	$2M	100%
Public/Private Partnerships	$800K	$800K	100%
Development Agreement Funds	$72.5M	$72.5M	100%
Transportation Impact Fee	$59.7M	$16M	27%
TOTAL	**$389.7M**	**$144.5M**	**37%**

8.5.1 OTHER FUNDING SOURCE HIGHLIGHTS:

Grant funding - $24.8 M

- $12M – Trails
  1. Sycamore Trail - $7M
  2. Riverwalk North - $690K – grant has already been awarded
- $5M - Bryte Park
- $1.6M - Riverwalk Park – grant has already been awarded
- $1.6M - Bees Lakes Park - $600K or 38% of total project cost has already been awarded

Enhanced Infrastructure Financing District - $3.7 M

- $2.5M - Stone Lock/Pioneer Bluffs – New Parks, Portions of Central Park
- $1.2M – Pioneer Bluff Trail

Transportation Impact Fee - $15.9 M

- $8.1M - Sycamore Trail Phases 3/4/5
- $2.5M - Main Drain Paving w/crossings
- $2.5M - Clarksburg Branch Line Trail extension
- $2.5M - Pioneer Bluff Trail (pending early development opportunity)

8.6 PARK IMPACT FEE

The specific purpose of Park Impact Fees is to assure financing of all or a portion of the projects identified in the Master Plan. Park Impact Fees, together with other sources of financing, are necessary to finance public park improvements to implement the capital improvement plan identified in this report. Park Impact Fees will assure an equitable distribution of costs for park development between existing City residents and future residents of West Sacramento.

The Park Impact Fees described herein are intended to finance public improvements for the period July 1, 2018 through June 30, 2028. It should be understood that the public park improvements required to implement the CIP in this plan have been designed to be implemented in a timely manner over this entire planning period.

The Total Capital Improvement Program identified in the Parks, Recreation and Open Space Master Plan is estimated at $179 million. Of that amount, approximately $144 million is estimated to be funded by other sources, including development agreements, grant funding, specialty sales tax revenues and/or other impact fees, as applicable.

The Park Impact Fees necessary to construct public improvements are subject to revision due to several factors. These factors include the impossibility of forecasting exactly the rate and location of development in West Sacramento, variations in the cost of construction of public improvements and variation in the standards that may be applicable in the future to the design of individual public improvements.

The following analysis supports utilizing the current park impact fee schedule to support the implementation of the Parks, Recreation and Open Space Master Plan.

8.6.1 CURRENT PARK IMPACT FEE SCHEDULE

The current Park Impact Fee schedule, adjusted for inflation, as of January 1, 2019 is as follows:

PARK IMPACT FEE SCHEDULE (January 1, 2019)			
Development Type	**Fee Applicability**	**Fee Type**	**Current Fee**
Residential	Neighborhood Parks	Single Family - 100%	**$5,541**
Residential	Neighborhood Parks	Single Family - 50%	**$2,771**
Residential	Neighborhood Parks	Multi-Family - 100%	**$4,544**
Residential	Neighborhood Parks	Multi-Family - 50%	**$2,272**
Residential	Community Parks	Single Family	**$10,985**
Residential	Community Parks	Multi-Family	**$9,007**
Commercial	Community Parks	Commerical Development	**$1.43/sq. ft.**
Office	Community Parks	Office Development	**$2.31/sq. ft.**
Industrial	Community Parks	Industrial Development	**$0.99/sq. ft.**

8.6.2 CITY OF WEST SACRAMENTO DEVELOPMENT FORECAST (2019-2028)

Per the City of West Sacramento's Community Development Department, the following summarizes the 10-year development forecast that will typically pay Park Impact Fees. The table does not include forecasted development that have pre-negotiated park development terms per their respective development agreements.

DEVELOPMENT FORECAST (2019-2028)			
Development Type	**Fee Applicability**	**Fee Type**	**Projected Units/ Square Footage**
Residential	Neighborhood Parks	Single Family - 100%	1,137 units
Residential	Neighborhood Parks	Single Family - 50%	387 units
Residential	Neighborhood Parks	Multi-Family - 100%	792 units
Residential	Neighborhood Parks	Multi-Family - 50%	125 units
Residential	Community Parks	Single Family	1,524 units
Residential	Community Parks	Multi-Family	917 units
Commercial	Community Parks	Commerical Development	172,000 square footage
Office	Community Parks	Office Development	272,000 square footage
Industrial	Community Parks	Industrial Development	100,000 square footage

8.6.3 PARK IMPACT FEE REVENUE PROJECTIONS

The general assumptions utilized to develop Park Impact Fee revenue projections are as follows:
Based on current park impact fee schedule as of January 1, 2019 as shown on previous page.

- Assumes 3% annual inflationary increase.
- Includes development forecasts for the next 10 years as shown in the table above.
- Includes development projects that pay typical Park Impact Fees eligible for citywide use.
- Assumes current Park Impact Fee credits for eligible projects.
- Credit against park impact fees shall be provided when a building permit for demolition of a previous structure of similar use on the same lot has been obtained with the five years previous to building permit issuance for a new structure.
- At the approval of the City Manager, staff may prepare a specialty fee calculation based on the Interim Traffic and Park Impact Fee Study for an industrial applicant who believes that the employment density of his/her project varies substantially from the general industrial category of 750 square feet per employee. Information must be provided by the applicant substantiating the employment density of the project. Applicant may be charged for staff time to prepare fee calculation.

8.6.4 POTENTIAL ALLOCATION OF PARK IMPACT FEES

The following table summarizes the allocation of the projected Park Impact Fee revenues for the implementation of the CIP. The highlights of the Park Impact Fee allocation summary are as follows:

PARK IMPACT FEE REVENUE PROJECTIONS

Development Type	Fee Applicability	Fee Type	Current Fee	Projected Units/ Square Footage	Estimated Park Impact Fee Revenue
Residential	Neighborhood Parks	Single Family - 100%	$5,541	1,137 units	**$6M**
Residential	Neighborhood Parks	Single Family - 50%	$2,771	387 units	**$1.2M**
Residential	Neighborhood Parks	Multi-Family - 100%	$4,544	792 units	**$3.8M**
Residential	Neighborhood Parks	Multi-Family - 50%	$2,272	125 units	**$300K**
Residential	Community Parks	Single Family	$10,985	1,524 units	**$14M**
Residential	Community Parks	Multi-Family	$9,007	917 units	**$8.7M**
Commercial	Community Parks	Commerical Development	$1.43/sq. ft.	172,000 square footage	**$260K**
Office	Community Parks	Office Development	$2.31/sq. ft.	272,000 square footage	**$730K**
Industrial	Community Parks	Industrial Development	$0.99/sq. ft.	100,000 square footage	**$120K**
				Total	**$35.3M**

- 46% of the projected Park Impact Fees are allocated to improving existing parks and recreation facilities.
- Park Impact Fee revenues account for ONLY 17% of the total funding required to fully implement the recommended 10-year CIP.
- The projected Park Impact Fee balance in 2028 is $5.3 million, which provides for some flexibility if anticipated grant funding is not realized.

8.7 CAPITAL IMPROVEMENT PLAN FUNDING ALLOCATION SUMMARY

The highlights of the funding allocation summary are as follows:

- Sustainable projects are TYPICALLY not eligible for Park Impact Fee funding ($600K-$800K already committed for Memorial Park ADA improvements).
- $26.9M of projected Park Impact Fee revenue is allocated to Visionary projects.
- Utilization of 85% of the projected 10-year Park Impact Fee revenues.

PARK IMPACT FEE ALLOCATION BY PROJECT TYPE

Project Type	Estimated Total Project Cost	Park Impact Fee Allocation	% of Projects Funded by Park Impact Fee
Park Improvements	**$43.8M**	$17.2M	39%
Recreation Facility Improvements	**$12.2M**	$1.8M	15%
Trail Improvements	**$37M**	$2.1M	6%
New Park Development	**$85M**	$7.9M	9%
Administrative Projects	**$1M**	$1M	100%
TOTAL	**$179M**	**$30M**	**17%**

TOTAL FUNDING ALLOCATION SUMMARY				
Tier	**Estimated Total Project Cost**	**Other Funding Sources**	**Park Impact Fee Funding**	**Unfunded Balance**
Sustainable Projects	$22.2M	$17.1M	$600K	$4.5M
Expanded Service Projects	$16.8M	$14.3M	$2.5M	$0
Visionary Projects	$140M	$113.1M	$26.9M	$0
TOTAL	**$179M**	**$144.5M**	**$30M**	**$4.5M**



Chapter 9

PARKS MAINTENANCE ASSESSMENT



Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The West Sacramento Parks and Recreation Department maintains 185 acres of park acreage (not including Right of Way and Median landscape acreage).

9.1 KEY FINDINGS

9.1.1 LINES OF SERVICE

The core lines of service (functions) performed by the Parks Division are numerous. The lines of service are as follows:

Parks and Grounds Maintenance Lines of Service
Athletic Field - Game Preparation
Athletic Field Maintenance (Diamond and Multi-Purpose Fields)
Citizen Inquiries
Department Special Event Support
Dog Park Maintenance
Equipment Maintenance
Facility Management
Furniture, Fixtures, Systems (benches, lighting, trash cans, etc.)
Integrated Pest Management
Irrigation Systems
Lake Management
Landscape Beautification
Maintenance Yard Management
Natural Resource/Open Space
Park Building Maintenance
Park Permit/Special Event Facilitation
Playground Maintenance
Public Facility Grounds Maintenance
Restroom Custodial Services
River Access Maintenance (Boat Launches)
Sport Courts (Basketball, Tennis, Sand Volleyball Courts)
Storm Clean-up
Traffic Safety Management
Trails
Tree Inspections and Protection
Tree Planting
Tree Pruning and Maintenance
Tree Removal
Turf Management
Volunteer Management

9.1.2 MAINTENANCE STANDARDS AND DEVELOPMENT OF WORK PLANS

- **Parks:** Through the review of data and workshops with staff, it has been determined that the Parks Division has best practice maintenance standards with task, frequency and season of year in which work is performed in parks. These work standards identify the average number of labor hours required to manage and maintain the parks system as follows:

- **Pocket Parks:** 330 annual labor hours per acre
- **Neighborhood Parks:** 250 annual labor hours per acre
- **Community Parks:** 200 annual labor hours per acre
- **Regional Parks:** 220 annual labor hours per acre
- **Special Use Parks:** 205 annual labor hours per acre

Overall, the City's Parks Division requires approximately, 37,285 annual labor hours to satisfactorily implement its best practice maintenance standards.

- **Recreation Corridors (Trails):** The Parks Division has formal maintenance standards in place to manage and maintain recreation corridors. The costs of implementing these standards ($18,000 per linear paved mile) are aligned with best practices costs of $15,000-$20,000 per linear mile.
- **Urban Forestry:** The Parks Division does not have an Urban Forest Maintenance Management Plan in place to manage West Sacramento's Urban Forest of over 30,000 trees. Additional funding may be needed to assist the City in providing routine tree pruning and maintenance services.

9.1.3 LANDSCAPE AND LIGHTING DISTRICTS AND COMMUNITY FACILITY DISTRICTS

The Parks Division provides landscape beautification and maintenance in right of ways and medians via third party contractors. A review of the scope of services as written by the Parks Division provided by third party contractors aligns with best practices.

9.1.4 STAFFING

- The Parks Division is comprised of 15 full-time employees and seasonal/part-time employees. The Division will need to grow its staffing or secure contracts or partnerships as new parks are developed to continue implementing best practice maintenance standards.
- Additional FTEs or partnerships should be considered in outyears to manage open space and recreation corridors.
- The Division should pursue completion of an Urban Forest Plan to identify additional staffing, partnerships or contracting needs to manage over 30,000 public trees.

9.1.5 WORK ORDER MANAGEMENT SYSTEM

The Parks Division does not utilize a work order management system that identifies maintenance work orders, cost of service and asset replacement schedules. The City is currently in the early stages of implementing a work order management system.

9.1.6 EQUIPMENT AND RESOURCES

Staff currently has the necessary equipment and/or resources to perform tasks at a high level, however, there is opportunity to create more efficiencies and more consistent application of maintenance standards when managing the park system. New equipment will be needed to in the future to replace aging equipment.

9.1.7 THIRD PARTY PARTNERSHIPS/CONTRACTING OF SERVICES

Given the fluctuations that can occur in the local economy, it is imperative that the Division continually evaluates the capacity and cost of service in the private sector as well as partnership and volunteer opportunities with the community and athletic leagues. Currently, the Parks Division does not track unit activity costs and therefore cannot analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor or volunteer group.

9.2 PARKS MAINTENANCE KEY RECOMMENDATIONS

9.2.1 IMPLEMENT A WORK ORDER MANAGEMENT SYSTEM

A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary "actual cost" data for work being performed.

9.2.2 EMERGING FUNCTIONS

As the park system evolves and expands, the Parks Division does not currently have the capacity to manage the following emerging functions of work.

EMERGING FUNCTION	EXPLANATION
Trail Maintenance	City is aggressively pursuing the expansion of its trail system
Irrigation Maintenance	Irrigation maintenance is currently understaffed
General Park Maintenance - South	Expansion of park system will be primarily in the southern areas of the City
Work Order Management Administration	Staff capacity will be needed to manage a Work Order Management System for Parks Maintenance
Open Space/Natural Resource Management	The City currently has 166 acres of open space that is not being actively managed.
Volunteer Coordination	Opportunities exist to expand volunteer services
Management of Contracted Park/Urban Forest Maintenance	If the Parks Division moves to the third party contracting for the maintenance of parks and the urban forest, it will be necessary to provide oversight and management of the contracts

Consideration should be given to adding staff and/or expanding contract services to meet the labor demands of these emerging functions.



9.3 ANNUAL PARK OPERATION AND MAINTENANCE FUNDING

It is critically important to view the financial sustainability of the Parks and Recreation System through the concept of "Total Cost of Ownership" as shown in the graphic above.

Based on the analysis noted previously, the Parks Division will need to closely monitor resources to ensure that the assets of the park system reach the anticipated lifecycles. It is recommended that the Parks Division maintenance funding grow to accommodate new park development in the future.

As the system grows, the following guidelines should be utilized to identify annual operational funding required to maintain additional park acreage:

- **Athletic Field Parks:**
  - $12,000 - $15,000 per rectangular field;
  - $18,000 - $20,000 per diamond field;
  - $5,000 general acreage
- **Community Parks:** $7,500 - $9,000 per acre
- **Neighborhood Parks:** $8,500 - $10,000 per acre
- **Open Space:** $300 - $600 per actively managed acre
- **Pocket Parks:** $10,000 - $12,000 per acre
- **Special Use Parks:** Costs varies dependent upon amenities
- **Recreation Corridors/Trails:** $5-$5,500 per acre

*Please note, maintenance costs typically increase 2-3% annually.

9.3.1 SYSTEMATIC APPROACH TO CONTRACTING SERVICES

Through the development of management processes, the Parks Division should track unit activity costs through the implementation of a work order management system and in turn, internally analyze the unit cost to have work performed work by community partners, volunteers or a third-party vendor.

9.3.2 UPDATE WORK PLANS BASED ON MAINTENANCE STANDARDS

The foundation of standards are the maintenance tasks and frequencies of each task. The Division should update its current standards prior to implementing a work order management system. These standards would apply to work performed by Parks Division staff or third-party contractors/volunteers.



Chapter 10

STRATEGIC IMPLEMENTATION



The consultant synthesized its findings to develop a framework of strategic recommendations for the City of West Sacramento Parks and Recreation Department. It is recommended that the strategies align with eight major categories of best practices:

1. Growing the Park System
2. Trails
3. Park Land Improvements
4. Economic Development through Parks
5. Athletic Field Development
6. Programming
7. Operations and Staffing
8. Financing the Park System

The implementation matrix should be evaluated and refined as development, economic and political circumstances shift and be used to validate the City's vision and mission. A complete implementation plan matrix, including tactics, accountability, timelines and performance measures, will be provided as a separate document.

	1. Growing the Park System
	Increase the proportion of park acres per population through a variety of park type amenities, and open space options.
Strategy	Collaborate with local partners, in public and private sectors, to develop innovative parks and spaces to achieve the levels of service targeted in this plan and that are aligned with other planning efforts including but not limited to the 2035 General Plan, the 2018 Bicycle, Pedestrian and Trails Master Plan, Levee Improvement Projects, the Washington Realized Plan and other specific area plans.
Strategy	Utilizing the Bicycle, Pedestrian and Trails Master Plan as a guide to strive for parks and green spaces to be within a 5-minute walk/bike ride for every household in West Sacramento.
Strategy	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in West Sacramento and connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
Strategy	Utilize the design principles in this plan for each type of park (neighborhood, community, regional, special use, sports complex, etc.) to guide landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.
Strategy	Determine which parks are to be defined as destination location parks that frame the highest quality of land management maintenance and park related services.
Strategy	Continually update the lifecycle asset management plan for the Department.

	2. Trails
	Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in West Sacramento.
Strategy	Work with other city departments to identify and connect sidewalk and bike lanes to trails to improve access to desirable destinations, i.e. Stone Lock, Riverfront, Bridge District, etc.
Strategy	Prioritize existing City-owned land and future land acquisition decisions to focus investments in a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.
Strategy	Continually update the lifecycle asset management plan for the ongoing maintenance of the trail system.
Strategy	Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the City per the Bicycle, Pedestrian and Trails Master Plan; Consider partnerships for the maintenance of the trails.

	3. Park Land Improvements
	Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.
Strategy	Utilizing the General Plan 2035 as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.
Strategy	Update Public Art Policy and consider art in parks to encourage interest and appreciation.
Strategy	Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, running water fountains or water stations, and park features usable for all abilities in parks (ADA).
Strategy	Consider the incorporation of technology into the design of parks and programming through partnerships to produce a state-of-the-art park system (systems such as cameras, irrigation, Wi-Fi, pedestrian counters, automated restrooms, solar, Sybertech trash receptables, etc.).

	4. Economic Development through Parks
	Invest in infrastructure and services along the Sacramento River and Barge Canal
Strategy	Grow outdoor recreation activities through partnerships that facilitate water-based activities (e.g. paddle boarding, canoeing, kayaking) at the Barge Canal Recreational Area and adventure-based programming at Heritage Oaks Park.
Strategy	Refine and implement recommendations produced for park and trail improvements along the Barge Canal including Stone Lock, Central Park, neighborhood parks, Barge Canal Recreational Area and the Riverfront.

	5. Athletic Field Development
	Continue to plan, develop and operate a variety of athletic field facilities that support multiple sports and activities.
Strategy	Update and implement the Bryte Park Master Plan to increase and formalize the number of athletic fields available for utilization by the community.
Strategy	Continue to engage the Washington Unified School District in partnership opportunities to expand playfield opportunities in Central West Sacramento.
Strategy	Update and implement athletic field maintenance standards to improve playing conditions of the athletic field system.

	6. Recreation Programming
	Increase community participation in programs from 37% to 40% to align with national standards.
Strategy	Refine core program services that align with community need.
Strategy	Track lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
Strategy	Create additional target marketing strategies to inform residents of the services being provided.
Strategy	Develop a yearly program plan specifically for the core program areas.
Strategy	Update the special event policy to ensure equitable utilization of City resources when supporting external events.
Strategy	Create equitable partnerships across the system with sports and not-for-profit groups.
Strategy	Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.

	7. Operations and Staffing
	Empower and train current department employees while growing staff to meet the emerging needs of the community.
Strategy	Ensure job descriptions are reviewed and updated and salary assessments is completed to meet pay levels that keep salaries competitive.
Strategy	Seek to achieve CAPRA accreditation within the next 10 years.
Strategy	Create a succession plan for the Department.
Strategy	Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, urban forest management, open space management, etc.

	8. Financing the Parks System
	Pursue adequate funding to support existing parks, new parks, and other park types.
Strategy	Ensure a fiscally sustainable parks system by leveraging financially-driven decisions.
Strategy	Ensure the Park Impact Fee and funding from other funding sources, including grants, are pursued to maintain the current level of service for parks and recreation within the community.
Strategy	Seek additional funding opportunities to support capital and operational needs as identified in the Plan.
Strategy	Establish a performance measure for the Recreation Division to become 50% self-supporting from user fees, permits, reservations, earned income and effective partnerships (national benchmark is 50%)



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Chapter 11

CONCLUSION

The City of West Sacramento Parks, Recreation and Open Space Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process. Several strategic recommendations resulted from this effort and were aligned into the eight major categories of implementation actions found in Chapter 10.

Overall, the park system is highly valued by community residents and leaders. It serves multiple purposes including recreational, environmental, educational, social, economic development and higher quality of life. Adequate funding for upkeep of existing parks is a priority for residents as well as developing new parks. Improved communication between the community and the Department is another opportunity for enhancing programs, services and project activities. In short, investment in the City's park and recreation system should be a priority.
Programmatically, the West Sacramento Parks and Recreation Department is meeting the major needs of the community, but a regular review of offerings will ensure successful outcomes.

Operationally, the department is meeting expectations. The continued development of processes that will allow for improved maintenance decision-making and utilization of contractual services is recommended as staffing and funding levels are below needs.

The City of West Sacramento is a growing community and based on population projections will continue to grow. While growth can be positive it can also stress the existing park system if strategies and policies are not in place to meet the new growth. As of today, the City lacks sufficient park land to meet the needs of residents particularly in neighborhood and community park types. As a result, other amenities provided through these park types are in shortage such as athletic fields, publicly-accessible tennis courts and reservable picnic shelters. While most will require long-term solutions, some areas of improvement in the short-term can be accomplished with enhanced partnerships such as joint-use opportunities with WUSD as well as close coordination with the development community.

CONCLUSION

To ensure that the City has a plan for capital projects, a three-tier approach was developed that organizes projects into the following categories: Sustainable projects, Expanded Services projects and Visionary projects. Each of these approaches provides a way to categorize and prioritize projects which ultimately furnished a comprehensive capital improvement plan totaling $179M to be accomplished over the next 10 years.

The Parks, Recreation and Open Space Master Plan includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the City grows in population, the Department does so as well – effectively, efficiently and sustainably – while providing world-class services, programs, parks, and facilities to the community for many years to come.

APPENDIX A

CEQA TECHNICAL MEMO

At the request of the City of West Sacramento, this technical memorandum was prepared to evaluate the potential environmental impacts associated with implementation of the proposed Parks, Recreation and Open Space Master Plan (herein referred to as the Master Plan) and to assess whether the potential impacts are within the scope of analysis of the approved West Sacramento General Plan 2035 Environmental Impact Report (herein referred to as the ***GP 2035 EIR***) (West Sacramento 2016a).

INTRODUCTION

West Sacramento is located directly west of the city of Sacramento and is bordered by the Sacramento River to the east and the Yolo Bypass to the west. Updates to the Master Plan include park, recreation and open space developments to a re-envisioned Central Park. The 2003 Parks Master Plan included a conceptual central park concept for the entire Stone Lock District. In 2017, the City Council approved recommendations to significantly reduce its size and to develop a revised Central Park that encompasses the Barge Canal of the Deep-Water Ship Channel (DWSC) and connects to the Sacramento River. The new Central Park concept is programmed into three sub-areas: The Barge Canal Parkway, the Stone Lock Plaza and the Sacramento River Parkway.

The Barge Canal Parkway surrounds the Barge Canal and contemplates the following improvements: a bicycle and pedestrian bridge, a neighborhood park and a trail and parking lot. The Stone Lock Plaza is the focal point of the Central Park and contemplates the following improvements: a trailhead and pedestrian and bicycle improvements along the Jefferson Boulevard corridor and the complete retrofit and reimagining of the Stone Lock facility. The remaining sub-area, the Sacramento River Parkway, transitions from the built environment at Village Parkway and the Mike McGowan Bridge to the nature areas along the Sacramento River.

Due to the embryonic nature of the planning for the Sacramento River Parkway sub-area of the Central Park and the related uncertainty of the flood control solution of the Pioneer Bluff levee, for the purposes of this CEQA memo, it is considered a separate project with independent utility. Therefore, it is excluded from this environmental assessment. For the purpose of this memo exclusively, the Barge Canal Parkway and the Stone Lock Plaza are herein referred to as the "Central Park Projects." Additional details regarding the Central Park are included in the Pioneer Bluff and Stone Lock Reuse Master Plan.

CITY OF WEST SACRAMENTO GENERAL PLAN 2035 POLICY DOCUMENT

The City of West Sacramento approved the General Plan 2035 Policy Document (GPU) (West Sacramento 2016b) on November 16, 2016. GPU elements and policies relevant to the Master Plan include Land Use, Urban Structure and Design, Mobility, Public Facilities and Services, Natural and Cultural Resources, Safety, Healthy Community, and most applicable, Parks and Recreation. The creation of parks and open space is addressed in the Parks and Recreation Element of the GPU with the following goals:

- PR-1: To establish and maintain a public park system and recreation facilities suited to the needs of West Sacramento residents and visitors;
- PR-2: To provide a continual system of parks and open space corridors that connect destination points within and beyond the city of West Sacramento;
- PR-3: To provide and encourage, to the fullest extent possible, public access to the Sacramento River and Deep-Water Ship Channel for recreation purposes;
- PR-4: To establish recreation programs suited to the broad needs and interests of all West Sacramento residents; and
- PR-5: To promote the provision of private recreational facilities and opportunities.

CITY OF WEST SACRAMENTO GENERAL PLAN UPDATE EIR

The ***GP 2035 EIR*** was certified on November 16, 2016, by West Sacramento's City Council (State Clearinghouse #2014042087). The ***GP 2035 EIR*** provides a programmatic-level analysis of potential impacts regarding implementation of the GPU in the West Sacramento Planning Area (Planning Area). It does not provide site-specific or project-specific analysis. Analysis throughout the document typically uses 2015 baseline conditions and considers the level of change that would occur if development occurs up to the 2035 planning horizon (West Sacramento 2016a).

WEST SACRAMENTO PARKS, RECREATION AND OPEN SPACE MASTER PLAN

The current Parks Master Plan was adopted in 2003, with minor adjustments made in 2006. Since then, there have been significant changes in development and demographic trends, as well as local government economic shifts that impact the demand/need for a variety of recreation amenities and the ability to fund them. The GPU Parks and Recreation Element requires the City to review and update the Master Plan every 10 years to establish updated goals, policies, and standards for existing and proposed parks, open spaces and recreation trails, as well as programming needs. The Master Plan must be updated to reflect the City's current and forecasted development, growth and programming needs through 2028. Once completed, the updated Master Plan will build off the GPU 2035 Parks and Recreation Element.
All of the updates detailed in the Master Plan were identified in the GPU and corresponding ***GP 2035 EIR***, with the exception of changes proposed as part of the Central Park Projects. Although a Central Park was included in the GPU, the discussion was broad stroke and included little detail. The updated Master Plan

includes specific details about the Central Park Projects which must be analyzed pursuant to Appendix G of the CEQA Guidelines to determine if additional impacts may result, which were not considered in the ***GP 2035 EIR***. This technical memo focuses on potential impacts resulting from implementation of the current conceptual plan details for the Central Park Projects (Figure 1 – Conceptual Site Plan).

PROJECT DESCRIPTION

The proposed Central Park Projects are located along the existing DWSC and will occur on the north and south terraces/levees of the channel. The Central Park Project Area (Project Area) spans from Lake Washington Blvd to the west, Stone Blvd to the north, Village Parkway to the east, and Locks Dr. and the northern terminus of Arlington Road to the South. The Project Area currently consists of open space, a boat dock, and a bike trail south of the DWSC, and Sam Combs Park, a Union Pacific east-side rail line, vacant lots, and structures related to operation of the locks, north of the DWSC.
A Central Park was described generically in the GPU as "a large, unique park that serves as a central gathering place for the entire city. Essentially a community park that has an elevated status due to its central location, unique features, or historic characteristics." The typical components of the proposed park included "a wide variety of active and passive recreational facilities and features, including sports fields, picnic areas, tennis courts, playgrounds, and passive green open space"; and "may contain unique facilities or features such as zoos, aquariums, museums, or waterfront access."

Subsequently, the design for the Central Park Projects has been refined and as shown in **Figure 1**, includes the following features:

BARGE CANAL PARKWAYPEDESTRIAN/BIKE MULTI-USE TRAIL AND BRIDGE

- Group and Individual Picnic Facilities
- Restrooms
- Parking
- Children's Playgrounds
- Trails
- Piers
- Canal Terraces
- Non-Motorized Watercraft Launch Ramp & Marina
- Arboretum/Nature Walk
- Pavilion

- Festival Lawn
- Ice-Rink/Paved Surface
- Stage
- Spray Park - The current 4.5-acre Sam Combs Neighborhood park, located at Stone Boulevard and Jefferson Boulevard, will be absorbed and incorporated into the larger Barge Canal Parkway. Existing play structures at Sam Combs Park will be converted into a parking lot, pavilion building, festival lawn, and a multi-use path that connects to the rest of the park.

STONE LOCK PLAZA COVERED EVENT STRUCTURE

- Plaza
- Clock Tower/Public Art Feature
- Concession Structures
- Bocce Bosque
- Ped/Bike Bridge and Trail
- Spray Park
- Tot Spray Park
- Playground
- Picnic Pavilion
- Restrooms
- Event Lawn
- Interpretive Center
- River Terrace Path/Overlook
- Fish Ladder
- Community Building
- Implementation of the Parks and Open Space Master Plan

The **Master Plan** includes development and programming opportunities for the next 10 years. Development and construction activities of proposed parks and open space would be consistent with policies outlined in the GPU, such as adhering to noise and air quality standards, biological and cultural resource surveys and coordination with appropriate agencies. Final design and construction of the Barge Canal Parkway has not yet been determined. The Stone Lock Plaza is proposed to be constructed in four phases over a period of 15

or more years. Phase 1 (1-5 years) will include clearing and grubbing of the site, installing flood protection solutions, retrofitting and demolishing buildings, and installation of an interim pedestrian and bike trail, and safety railing. Phase 2 (5-10 years) includes construction of a fish ladder, terraced landscaping, common areas, and ramp-crane access, as well as a trail extension. Phase 3 (10-15 years) includes construction of the south plaza hardscape, marina green drive, access roads, underground utilities, and a restroom. Phase 4 (15+ years) includes construction of the north plaza hardscape, a bridge over the DWSC, access roads, and retrofitting remaining buildings.

SACRAMENTO RIVER PARKWAY

(South Pioneer Bluff Neighborhood Park, Stone Lock South Neighborhood Park, & Sacramento River Bridge)

Although the Sacramento River Parkway projects were not included in this assessment's project description, they are considered a component of the Central Park. The considered Sacramento River Parkway's projects are broadly described below. Due to various uncertainties described in the Pioneer Bluff and Stone Lock Reuse Master Plan, these should be considered preliminary and subject to change.

- Existing Vault Reuse (e.g., fountains, art installations, gardens, or a skate park)
- Observation Tower/Lighthouse
- Tank Shelters
- Pedestrian/Bike Multi-Use Trail
- Diversion Jetty
- Public Boat Dock
- Dredged Canal Entrance
- Pedestrian/Bike Bridge or Pedestrian/Bike/ Transit Bridge
- Overlook Plaza
- Future Park Site & Trailhead (Southport Gateway Park Relocation)
- Existing Open Space

CONCEPTUAL SITE PLAN CENTRAL PARK PROJECTS = BARGE CANAL PARKWAY & STONE LOCK PLAZA



Barge Canal Parkway

1 PED / BIKE MULTI-USE TRAIL
2 GROUP PICNIC FACILITIES
3 RESTROOM BUILDING
4 PARKING - PLAYGROUND & GROUP PICNIC
5 CHILDREN'S PLAYGROUND
6 TRAILHEAD - SYCAMORE & BARGE CANAL TRAILS
7 CANAL BRIDGE PED / BIKE BRIDGE
8 PIER
9 CANAL TERRACES
10 PICNIC AREA
11 NON - MOTORIZED WATERCRAFT LAUNCH RAMP
12 PARKING - LAUNCH & TRAILHEAD
13 ARBORETUM / NATURE WALK
14 PAVILION BUILDING - RESTROOMS & COMMUNITY SPACE
15 MARINA - NON-MOTORIZED WATERCRAFT
16 PARKING
17 FESTIVAL LAWN
18 ICE-RINK / PAVED SURFACE FOR CHAIR SETUP
19 STAGE
20 ADVENTURE PLAYGROUND
21 SPRAY PARK
22 EXISTING PRE-SCHOOL

Stone Lock Plaza

A COVERED MARKET EVENT STRUCTURE
B PLAZA
C CLOCK TOWER/PUBLIC ART LANDMARK FEATURE
D BEER GARDEN/SHADE & CONCESSION STRUCTURES
E BOCCE BOSQUE
F LOCK BRIDGE - PED/BIKE BRIDGE
G SPRAY PARK
H TOT SPRAY AREA
I PLAYGROUND
J PICNIC PAVILION
K RESTROOM BUILDING
L EVENT LAWN
M GRAND STAIRCASE
N INTERPRETIVE CENTER
O RIVER TERRACE PATH / OVERLOOK
P FISH LADDER
Q COMMUNITY BUILDING
R PED / BIKE MULTI-USE TRAIL

Sacramento River Parkway

a EXISTING VAULT REUSE
b OBSERVATION TOWER / LIGHTHOUSE
c TANK SHELTERS
d PED/ BIKE MULTI-USE TRAIL
e DIVERSION JETTY
f PUBLIC BOAT DOCK
g DREDGED CANAL ENTRANCE
h PED / BIKE BRIDGE OR PED / BIKE / TRANSIT BRIDGE
i OVERLOOK PLAZA
j FUTURE PARK SITE & TRAILHEAD
k EXISTING OPEN SPACE

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■ CONCEPTUAL SITE PLAN
CITY OF WEST SACRAMENTO ■ CENTRAL PARK MASTER PLAN

ENVIRONMENTAL ANALYSIS

Using Appendix G, ***Environmental Checklist of the State CEQA Guidelines*** as an analytical tool, the following discussion evaluates the potential environmental impacts of implementation of the Master Plan, specifically modifications made to the Central Park Project Area in the context of the ***GP 2035 EIR*** to determine if those impacts are sufficiently covered, or if additional analysis is necessary.

Aesthetics

Setting

The ***Existing Conditions*** discussion within ***Aesthetics Section 3.1 of the GP 2035 EIR*** describes the visual quality of the GPU Project Area (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. West Sacramento is generally composed of suburban and rural development and agricultural open space with light commercial and industrial development and riparian corridors. The natural landscape is mostly flat with raised levees and is composed of vegetation in the form of residential landscaping and riparian vegetation along the river. Near the DWSC, the cultural environment consists of commercial and industrial areas. Levee crowns throughout the Planning Area provide informal recreational access near the Sacramento River and DWSC.

There are several goals and policies in the GPU Elements that are designed to enhance the visual environment, maintain scale and character of buildings, reduce visual clutter and improve aesthetics. Aesthetic-related policies are found throughout the following GPU Elements: Land Use, Urban Structure and Design, Economic Development, Mobility, Public Facilities and Services, Parks and Recreation, Natural and Cultural Resources, Healthy Community, and Safety. However, the ***GP 2035 EIR*** determined that development promoted by the GPU could result in substantial degradation of certain sites, including scenic visits. This is because in some areas, landscape composition and vividness would be negatively affected by reducing open space, altering visual character, and converting agricultural and open space land to developed land uses, including higher density uses that are more concentrated and urbanized. Changes would be visible from the elevated levees and would alter scenic vistas that the levees provide. It was also determined that significant and unavoidable impacts may occur with respect to creating new sources of light or glare. Mitigation Measures (MM AES-3a, MM AES-3b, and MM AES-3c), outlined in the ***GP 2035 EIR*** were created to minimize impacts by outlining LED lighting specifications, exterior shielding requirements, interior low-intensity safety lighting standards, and a goal to implement the newest lighting technologies available at the time of construction. Despite the incorporation of mitigation measures, impacts regarding light and glare remain significant and unavoidable. The ***GP 2035 EIR*** determined there would be no impact related to damage to scenic resources along scenic highways as there are no scenic highways located in West Sacramento.

Impact Analysis

Implementation of the Central Park Projects would involve the addition of structures and lighting near the DWSC where none currently exist, which may create an adverse effect to certain viewer groups. However, the Central Park Projects will ultimately provide opportunities for pedestrian access and views of the DWSC that currently do not exist and will change an industrial view of railroad tracks into a natural and vegetated view along a trail. Additionally, an unused ruderal area will be transformed to one with landscaping, lawns and public art. Existing riparian vegetation along the DWSC will be maintained and predominantly untouched. Ultimately, the Central Park Projects will upgrade the visual character and provide a benefit to the visual quality of the area. Regardless, visual impacts were determined to be significant and unavoidable in the ***GP 2035 EIR***. Aesthetic impacts resulting from the construction of the Central Park Projects will presumably be of a lesser severity than what was determined in the ***GP 2035 EIR***, therefore, impacts are consistent with determinations made in the ***GP 2035 EIR***. No additional substantial adverse impacts are anticipated, and no additional mitigation measures are required. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Agricultural and Forestry Resources

Setting

The Existing Conditions discussion within ***Agricultural and Forestry Resources Section 3.2*** of the ***GP 2035 EIR*** describes the Planning Area with respect to important Farmland, land under Williamson Act contracts, and land used for agricultural uses (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Within the city of West Sacramento, both Prime Farmland and Farmland of Local Importance are found. Principal crops include wheat, alfalfa, miscellaneous vegetables, and fruits. There are no Williamson Act contracts on land within the city limits. The General Plan EIR determined that implementation of the updated goals and policies in the General Plan would have significant and unavoidable impacts to the conversion of important farmland to nonagricultural uses. Conflicts with existing zoning for agricultural use and other changes that could result in conversion of farmland to nonagricultural use were determined to be less than significant. Despite the presence of prime farmland and agriculture within West Sacramento, there is no farmland located within the Central Park Project Area.

Impact Analysis

Implementation of the Central Park Projects would have no impact to agricultural or forestry resources as there are no resources within the Project Area. The significant and unavoidable determinations made in the ***GP 2035 EIR*** are of a higher severity that what would result from implementation of the Central Park Projects. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Air Quality

Setting

The Existing Conditions discussion within Air Quality Section 3.3 of the ***GP 2035 EIR*** describes the Planning Area with respect to air quality standards, air quality plans, sensitive receptors, substantial pollutants and objectionable odors (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. West Sacramento is in the Sacramento Valley Air Basin (SVAB). Primary pollutants of concern in the Planning Area are ozone (including nitrogen oxide [NOx] and reactive organic gases [ROG]), carbon monoxide [CO], and particulate matter (PM). The ***GP 2035 EIR*** identifies West Sacramento and Yolo County as non-attainment/severe for Ozone (8hr) and attainment/maintenance areas for CO. Currently PM is unclassified due to insufficient data.

The ***GP 2035 EIR*** determined that implementation of the updated goals and policies in the GPU could have a significant and unavoidable impact on violating air quality standards or contributing to air quality violations. This is due to lack of project-specific information, as construction and operation emissions could not be accurately determined. Therefore, only one mitigation measure (MM AQ-2), concerning dust control and emissions control during construction, was adopted in the ***GP 2035 EIR***. Several policies outlined in the GPU will reduce air quality impacts to less than significant including, but not limited to the following: S-5.3 New Development which uses the CEQA process to incorporate feasible mitigation measures to reduce air quality emissions and consult with Yolo-Solano Air Quality Management District (YSAQMD) early in the process; S-5.5 Health Risk Assessment requiring adequate separation between facilities producing toxic or hazardous air pollutants and sensitive receptors, and requiring a health risk assessment and appropriate mitigation if separation cannot be met; S-5.7 PM 10 Emissions from Construction requiring developers to reduce particulate emissions from construction consistent with YSAQMD guidance; S-5.9 Mitigation Measures – mitigating air pollution emissions through construction and design of new developments; S-5.10 Truck Idling – reducing truck idling times; LU-6.4 Compatible Land Use which ensures adequate separation between sensitive land uses and industrial land uses; and LU-1.6 Compatible Infill which encourages infill development. With the incorporation of these policies and others in the ***GP 2035 EIR*** Section 3.3, impacts were determined to be less than significant regarding conflicting with the implementation of applicable

air quality plans; the potential to cumulatively increase any criteria pollutant currently in nonattainment; exposure of sensitive receptors to substantial pollutant concentrations; and creation of objectionable odors affecting a substantial number of people.

Impact Analysis

Implementation of the Central Park Projects would involve construction of new facilities which would result in an increase of temporary air pollutant emissions. The finished projects would draw visitors to the area which could mean increased vehicles and emissions in the Project Area. Operational emissions would be relatively minor as there are a minimal amount of buildings proposed and the marina would only support non-motorized vehicles. It is presumed these components of the park would not produce a significant amount of pollutants of concern. No additional substantial adverse impacts are anticipated. Regardless, with the incorporation of the many policies outlined above, construction and operational impacts of the Central Park Projects could be significant and unavoidable for air quality standard violations, and less than significant for conflicting with the implementation of applicable air quality plans; the potential to cumulatively increase any criteria pollutant currently in nonattainment; exposure of sensitive receptors to substantial pollutant concentrations; and creation of objectionable odors affecting a substantial number of people.
Impacts are consistent with determinations made in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Biological Resources

Setting

The Existing Conditions discussion within Biological Resources Section 3.4 of the ***GP 2035 EIR*** describes the Planning Area with respect to special-status species, critical habitat, land cover types, and jurisdictional waters of the U.S. (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Land cover types, within the City of West Sacramento are mapped as agriculture, annual grassland, fresh emergent wetland, lacustrine, oak woodland, orchard, riverine, urban, and valley foothill riparian. There are several special-status wildlife and plant species, as well as nine special-status fish species with potential to occur in West Sacramento. There is no designated critical habitat for terrestrial species, but there is critical habitat for five fish species (chinook salmon – Sacramento River winter-run ESU, chinook salmon-Central Valley spring-run ESU, steelhead-Central Valley DPS, North American green sturgeon-southern DPS, and Delta Smelt).

The ***GP 2035 EIR*** determined that implementation of the updated goals and policies in the GPU would have less than significant impacts on special-status fish during in-water work with the implementation of Mitigation Measure BIO-6. Mitigation Measure BIO-6 included language to revise the Natural and Cultural Resources Policy NCR-2.13 Fisheries to ensure that in-water construction and maintenance does not adversely affect fishery resources. The ***GP 2035 EIR*** determined that impacts to land use changes to oak woodland and riparian woodland habitat would be less than significant with mitigation measure BIO-7. Mitigation Measure BIO-7 amended policy NCR-2.9 No Net Loss to include riparian and shaded riverine aquatic (SRA) cover. It was also determined that impacts to land use changes that could introduce or spread invasive plant species would be less than significant with mitigation measure BIO-12. Mitigation Measure BIO-12 amended Policy NCR-2.4 (Habitat Surveys) and NCR-2.14 (Public Areas) to include protection measures to avoid and minimize the spread of invasive plants in all habitat mitigation requirements. The ***GP 2035 EIR*** determined that impacts for the remaining policy updates would be less than significant with regards to land-use impacts on special-status plants, wildlife, fish, wetlands and other waters, and wildlife corridors.

The ***GP 2035 EIR*** determined there would be no conflicts with adopted Habitat Conservation Plans (HCP), Natural Community Conservation Plans (NCCP), or other approved local, regional, or state Habitat Conservation Plans, as there were none adopted at the time the ***GP 2035 EIR*** was finalized. The ***GP 2035 EIR*** did incorporate a discussion of the Draft Yolo County Natural Heritage Program NCCP/HCP. Subsequently, the Yolo County Natural Heritage Program officially adopted the Yolo HCP/NCCP in April 2018. The Yolo HCP/NCCP does provide coverage to support general urban development, specifically open space facilities, neighborhood parks, and trails as well as the West Sacramento Levee Improvement Program. With the incorporation of the many GPU Natural Resource policies, including coordination with the Yolo Heritage Program, construction of the Central Park Projects will not conflict with an adopted HCP or NCCP. (Yolo Habitat Conservancy 2018)

Impact Analysis

Implementation of the Central Park Projects would involve clearing terrestrial vegetation, grading, and in-water work to construct piers, a marina, and a fish ladder in the DWSC. In-water work could entail dewatering, pile driving, and cofferdam installation and removal which could have adverse impacts on fish and fish habitat. Placement of piers and canal terraces at the Barge Canal Parkway would likely require removal of riparian vegetation and/or SRA cover along the DWSC and could result in adverse impacts to fish and fish habitat. ***GPU Policy NCR-2.13*** Fisheries ensures that development in the City of West Sacramento does not adversely affect fishery resources in the DWSC. Mitigation Measure BIO-6 was created in the ***GP 2035 EIR*** to amend ***NCR-2.13*** to include in-water construction and maintenance activities and therefore lower impacts to special-status fish and habitat to less than significant with mitigation. ***GPU Policy NCR-2.19*** No Net Loss ensures that new development will not result in the loss of regulated wetlands and other waters and requires replacement if loss is unavoidable. Mitigation Measure BIO-7 revised ***NCR-2.19*** No Net Loss to include riparian habitat and associated SRA, thereby reducing potential impacts to

less than significant. Grading and ground disturbance, especially in a previously disturbed area such as the railroad tracks paralleling the DWSC, has potential to introduce and/or spread invasive plant species. Mitigation Measure BIO-12 amended policies to include protection measures to avoid and minimize the introduction and spread of invasive plants in all habitat mitigation requirements, thereby reducing potential impacts to less than significant. Ground disturbance and vegetation removal for landscaping and building purposes could also adversely impact special-status terrestrial species, including the Western burrowing owl and sensitive natural communities and special-status plants. However, the ***GPU Policy NCR-2.7 Rare, Threatened, & Endangered Species Protection and NCR-2.4 Habitat Surveys*** requires full mitigation of adverse effects and site-specific surveys and identification of appropriate mitigation and avoidance measures for development proposals that could impact biological resources. Adherence to policies described above and in Section 3.4 of the ***GP 2035 EIR***, particularly required coordination with local, state, and federal agencies, will minimize potential impacts to less than significant. Development of the Central Park Projects will not conflict with the Yolo HCP/NCCP, as open space development within urban land uses is a covered activity. Policy ***NCR 2.2- Yolo Habitat Conservancy Program*** ensures the City will continue to cooperate with the Yolo Habitat Conservancy Program, the agency overseeing the Yolo HCP/NCCP. Adherence to the ***GPU*** policies will reduce impacts to covered special-status species to less than significant.

In addition, the Stone Lock Plaza design includes the creation of a fish ladder around the eastern most lock which would be a benefit to fish species allowing for improved fish passage into the Sacramento River. Replacing the east-side rail line with trees and other natural landscaping will be a benefit to bird species by providing valuable habitat adjacent to a riparian area.

No additional substantial adverse impacts are anticipated and impacts are consistent with determinations made in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to ***Section 15163 of the State CEQA guidelines***, no new information of substantial importance has been identified that would otherwise necessitate subsequent/ supplemental environmental analysis.

Cultural Resources (Tribal, Archeological, Architectural)

Setting

The Existing Conditions discussion within ***Cultural Resources*** Section 3.5 of the ***GP 2035 EIR*** describes the Planning Area with respect to historical and archaeological resources (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Based on a search of records of the California Historic Resource Information System, there are 71 historic era and 10 prehistoric resources recorded within West Sacramento. It is unknown how many, if any, resources are recorded within the Project Area.

Prior to any development on lands subject to federal jurisdiction, cultural resource surveys and environmental analysis must be prepared. Policy Goal NCR-9 of the GPU aims to preserve and enhance the City's important historical, archaeological, and paleontological resources to increase awareness of the City's heritage. Policies outlined under NCR-9 include ensuring the preservation of significant historical, archaeological, tribal cultural, and paleontological resources; requiring consultation with appropriate organizations; preserving and rehabilitating historical and architecturally-significant structures; promoting adaptive reuse of historical resources; updating historical resources surveys; and identifying sensitive resources early on in development projects to minimize impacts. With the combination of the GPU's Goal NCR-9, as well as adhering to federal laws, the possibility of significant adverse impacts to cultural resources would be reduced. However, because the GPU does allow for future development projects that are unknown, development could result in significant impacts to cultural resources despite avoidance and minimization measures. It was determined that implementation of the GPU could result in significant and unavoidable impacts to historical resources due to demolition or relocation of a structure. The ***GP 2035 EIR*** determined that significant and unavoidable impacts could occur to prehistoric and historic archaeological resources as well, therefore Mitigation Measure CUL-2 was developed to require appropriate and specific treatments for inadvertent discovery of archeological resources, including halting work within 100 feet, scientific analysis, and evaluations by an archaeologist. Despite the incorporation of Mitigation Measure CUL-2 and GPU Policy NCR-9.2 Consultation requiring the City to consult with appropriate organizations and individuals to minimize impacts to archeological and tribal cultural resources, it was determined that impacts could be significant and unavoidable. This could be due to transportation improvements that may restrict access to previously accessible locations important to Native Americans or general earth-disturbing work that could damage resources. Consistent with the above, the ***GP 2035 EIR*** also determined that impacts relating to the disturbance of human remains could be significant and unavoidable. Mitigation Measure CUL-3 was developed to minimize impacts and would implement appropriate treatment for discovery of human remains, including ceasing work within 100 feet and evaluation by the county coroner.

Impact Analysis

Implementation of the Central Park Projects would involve grading and excavating, which could impact archeological and tribal cultural resources. Development along the locks and retrofitting existing structures could impact architectural and historical resources. Consultation with responsible agencies and tribes will occur prior to final project development and implementation. As discussed above, although adherence to state and federal laws as well as the policies outlined in the GPU will reduce the potential for significant impacts, they still could occur. Regardless, impacts resulting from construction of the Central Park Projects are consistent with the determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the ***Master Plan*** are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Geology, Soils and Paleontology

Setting

The Existing Conditions discussion within Geology, Soils, and Paleontological Resources 3.6 of the ***GP 2035 EIR*** describes the Planning Area with respect to seismic risks, soil erosion, and paleontological resources (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. The Planning Area is underlain by two alluvial units of the Holocene age, which are subsequently underlain by the Modesto and Riverbank Formations of the Pleistocene age. The area has low seismic activity, but seismic hazards are present. There are twenty-four soil series mapped in the Planning Area, most of which are disturbed due to cultivation and construction. The Holocene deposits are too young and too disturbed to likely hold paleontological resources. However, the Modesto and Riverbank Formations underneath are considered highly sensitive for paleontological resources.

The ***GP 2035 EIR*** identified that development involving excavation and earth-moving activities could have a significant impact on paleontological resources. The GPU had no existing policies regarding paleontological resources so Mitigation Measure GEO-7 was developed to adopt a new Goal NCR-10 and Policy NCR-10.1. Policy NCR-10.1 requires that a project with excavation deeper than 5 feet be reviewed by a qualified paleontologist and for conditions to be met via permit to monitor and salvage resources as necessary. With the incorporation of Policy NCR-10.1, impacts to paleontological resources would be reduced to less than significant. Impacts related to fault ruptures, seismic ground shaking, landslides, erosion, expansive soils, and soils unsuitable for septic tank uses were determined to be less than significant.

Impact Analysis

Implementation of the Central Park Projects would involve grading and excavating. The Projects could result in adverse impacts to paleontological resources if ground-disturbing activities went down 5 feet or more. However, with incorporation of Mitigation Measure GEO-7, implementation of the Central Park Projects would have a less than significant impact on paleontological resources. No additional substantial adverse impacts are anticipated, consequently impacts resulting from the Central Park Projects are consistent with the determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Greenhouse Gas Emissions

Setting

The Existing Conditions discussion within Air Quality Section 3.3 of the ***GP 2035 EIR*** describes the Planning Area with respect to greenhouse gas (GHG) emissions and climate change (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. A committee of air districts in the Sacramento region have developed thresholds for evaluating GHG emissions from new stationary sources and development projects, with a goal of capturing 90% of GHG emissions from new projects. In 2011 the City drafted a Climate Action Plan (CAP) that included policies and strategies to reduce community and municipal GHG emissions that are consistent with State CEQA Guidelines. The principal human-made GHGs include carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), and fluorinated compounds, including sulfur hexafluoride (SF6), hydrofluorocarbons (HFCs) and perfluorinated carbons (PFCs). In 2011, the City quantified emissions of CO2, detailing that the City generated approximately 447,387 metric tons of CO2 emissions. The transportation sector and building energy consumption represented 84% of the total emissions.

Although no specific development projects were identified in the GPU it does support future build-out and development throughout the City's limits which would result in greenhouse gas emissions during construction and operations. Several policies as outlined in Section 3.7 of the ***GP 2035 EIR*** were developed to reduce GHG emissions during construction, however it is not feasible to ensure that all construction emissions remain below applicable thresholds. Therefore, the ***GP 2035 EIR*** determined that impacts related to generation of GHG emissions that would result in significant impacts on the environment could be significant and unavoidable. Implementation of the GPU would be consistent with local plans and policies, including Assembly Bill 32 and the Metropolitan Transportation Plan and Sustainable Communities Strategy as outlined in Section 3.6 of the ***GP 2035 EIR***. However, aggressive goals established under the 2005 and 2015 Executive Orders EO S-3-05 and EO B-30-15 to reduce statewide GHG emissions to 40% below 1990 levels by 2030 and 80% below 1990 levels by 2050 require statewide policy changes as well as significant technical and economic solutions. Because it is unknown whether such policy changes and solutions will occur, the ***GP 2035 EIR*** conservatively determined that implementation of the GPU would be inconsistent with the goals of the executive orders and could be significant and unavoidable. (West Sacramento 2016a)

Impact Analysis

Implementation of the Central Park Projects would result in greenhouse gas emissions during construction and increased traffic traveling to and from the parks. Operation of proposed facilities, such as the Stone Lock Plaza community building would result in an increase in emissions as well. However, the addition of trees, which naturally absorb and remove CO2 from the atmosphere, as part of the Barge Canal Parkway Arboretum/Nature Walk, as well as limited development of GHG-emitting structures, would help reduce

GHG emissions and associated impacts. Several GPU policies including S-5.3 New Development and S-5.9 Mitigation Measures (described in the Air Quality Section) will help to reduce Greenhouse Gas emission impacts. Regardless, Impacts were considered significant and unavoidable in the ***GP 2035 EIR***. No additional substantial adverse impacts are anticipated from the Central Park Projects, consequently impacts are consistent with the determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Hazards and Hazardous Materials

Setting

The Existing Conditions discussion within Hazards and Hazardous Materials Section 3.8 of the ***GP 2035 EIR*** describes the Planning Area with respect to hazardous materials sites, fire-related hazards, school-related hazards, and airports (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. West Sacramento has 50 facilities that transport, store, or use toxic or hazardous chemicals. Thirty-eight of these facilities are within the boundaries of the three fire station response areas surrounding the Central Park Project Area (District 41 includes land north and northeast of the DWSC, District 43 includes land northwest of the DWSC and District 45 encompasses the area directly south of the DWSC). The closest facilities appear to be a Waste Water Treatment plant on South River Road, the Nor-Cal Beverage Co. on Stone Blvd, and underground pipelines located in Fire District 45. There are 32 open cleanup sites and 50 permitted underground storage tanks (USTs). There are several airports in the vicinity of West Sacramento ranging from the Sacramento Executive Airport 1.6 miles west of the City to the Travis Air Force Base 30 miles southwest of the City. According to the ***GP 2035 EIR***, there are over 7,000 students spread over seven elementary schools (K-8) and two high schools.

The GPU requires all actions to comply with existing regulations enforced by the local Certified Unified Program Agency (CUPA), California Division of Occupational Safety and Health (Cal/OSHA), and the Department of Toxic Substances Control (DTSC). It also includes ***Policy S-1.2 Hazardous Materials***, which maintains the Yolo Operational Area Standard Multi-Hazard Mitigation Plan, that identifies local hazard mitigation strategies. Hazardous materials incidents will be responded to by the West Sacramento Fire Department and the Yolo County Multi-Agency HazMat Response Team. As a result, implementation of the GPU will have a less than significant impact with respect to creating hazards to the public and environment through transport, use, or disposal of hazardous materials, or from foreseeable upset and accidents. Policy S-6.4 Separation between Areas of the GPU requires adequate separation between areas where hazardous materials are present and sensitive land uses, such as schools. Therefore, the ***GP 2035 EIR*** determined that the likelihood of a hazardous emissions release or handling of hazardous materials within one-quarter mile of an existing school will be less than significant. Safety hazards related to the City being located within airport land use plans, and vicinities of private airstrips were determined to be less than

significant and no impact, respectively. These determinations were made based on the goals and strategies outlined in the Yolo Operation Area Standard Multi-Hazard Mitigation Plan as well as the county having a history of no recent aircraft crashes. West Sacramento requires that construction projects post signage and an access plan to ensure continued emergency services throughout the project, therefore the ***GP 2035 EIR*** determined that impacts to implementation of an adopted emergency response plan would be less than significant. Lastly, impacts regarding exposing people or structures to wildland fires were found to be less than significant. This is due to most of the city being urbanized and not subject to wildland fires as well as Goal PFS-9 of the GPU which ensures an adequate level of fire protection service is maintained for the whole city to prevent loss from wildland and structural fires.

Impact Analysis

Components of the Central Parks Projects are focused on parks and open space facilities including restrooms, playgrounds, concession structures, and a non-motorized watercraft marina. No businesses or industrial facilities that transport, store or use hazardous waste or materials are proposed for the Project Area. It is unknown if there are USTs or other hazardous materials located in the Project Area. The GPU's Policies S-6.5 Review of Development Applications and S-6.8 Remediation of Known Sites requires environmental review and remediation of hazardous material contamination which would reduce impacts to people and the environment from contamination to less than significant. Construction equipment has the potential to release oils, greases, solvents and other finishing materials through accidental spills which could result in adverse impacts to people or the environment. However, required compliance with CUPA, Cal/OSHA, DTSC, and the fire department will minimize and reduce the potential for impacts from spills to less than significant. Relocation of the east-side rail line has potential to create hazardous waste disposal impacts depending on the type of materials removed (e.g. chemically treated rail ties). GPU Policy S-6.1 Hazardous Materials requires the City to regulate the use, storage, manufacture, transport, and disposal of hazardous materials and waste in accordance with Federal, State, and local regulations. Policy S-6.1 Hazardous Materials would reduce impacts from disposal of hazardous waste materials to less than significant, consistent with ***GP 2035 EIR*** determinations.

The Central Park Projects are located approximately three miles from the nearest airports and are outside the safety zones of any airport. Consistent with the ***GP 2035 EIR***, impacts related to safety hazards resulting from proximity to airports would be less than significant. The Barge Canal Parkway is located between two major roads, Lake Washington Blvd/Industrial Blvd and Jefferson Blvd. The Stone Lock Plaza is located between Jefferson Blvd and South River Road. Construction impeding major travel ways has the potential to adversely impact emergency response teams throughout the Project Area. With the exception of adding a crosswalk on Jefferson Blvd, the Central Park Projects do not include work on surrounding roads. Additionally, the City requires alternative access plans and signage, therefore impacts regarding emergency response planning would be less than significant.

There are existing trees located on the northern and southern banks of the DWSC, and trees at the eastern end of the Stone Lock Plaza Project Area are mapped as moderately hazardous for wildland fires. However, implementation of the Central Park Projects will have a less than significant impact on exposing people to risks from wildland fire. This determination is based on ***GPU policies PFS-9.1 Adequate Facilities*** which requires the city to provide new and expanded facilities based on development needs; and PFS-9.2 Fire Response Standards, which requires the City to achieve a fire insurance rating of 3 or better and a fire department response time of 5 minutes or less for 90% of its emergency calls.
No substantial adverse impacts are anticipated, consequently hazardous material impacts from the Central Park Projects would be consistent with the less than significant impact determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the ***Master Plan*** are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Hydrology and Water Quality

Setting

The Existing Conditions discussion within ***Hydrology and Water Quality Section 3.9 of the GP 2035 EIR*** describes the Planning Area with respect to groundwater, flooding, sea level rise and water quality (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. There are 50 miles of levees surrounding West Sacramento that protect it from flooding. The West Sacramento Area Flood Control Agency's (WSAFCA) primary goal is to meet the state-mandated minimum 200-year level of flood protection for the city. Several projects are in place and being evaluated to improve the levee systems. The Sacramento River is the largest river in California and includes a watershed of 26,000 square miles. FEMA maps show that the entire Planning Area, with the exception of the waterways, is zoned X, which means that the whole of West Sacramento is protected from 100-year floods by levees, dikes, or other structures subject to possible failure of overtopping during longer floods. Updated FEMA maps are in the works and are expected to show that all or parts of West Sacramento may neither meet 100-year flood standards nor 200-year flood protected standards required by the Central Valley Flood Protection Plan (CVFPP).

Although groundwater basins exist underneath West Sacramento, the city predominantly uses surface water from the Sacramento River. Water quality samples taken from the Sacramento river indicate that the water has very low concentrations of total dissolved solids and has dissolved concentrations of heavy metals below laboratory analytical detection limits. According to the 2017 Consumer Confidence Report, drinking water quality test results show no violations. (West Sacramento 2017)

There are several goals in the ***GPU*** pertaining to hydrology and water quality issues. ***NCR-4.7 Construction Site Impact***s requires that construction activities adhere to federal, state, and local regulations, such as clean water act permits, therefore reducing potential impacts to water quality standards and requirements to less than significant. Due to the several policies defined to protect water quality, the ***GP 2035 EIR*** determined that implementation would have a less than significant impact with regards to depleting groundwater supplies; altering the drainage patterns on a site resulting in erosion or runoff; and/or generally degrading water quality. Regarding flood hazards, the ***GP 2035 EIR*** determined that impacts of placing housing within a 100-yeard flood hazard area are significant and unavoidable. All other flood hazards including impeding or redirecting flood flows, losses to people and structures due to levee failures, and contributing to inundation by tsunamis or mudflows were determined to be less than significant.

Impact Analysis

Impacts related to water quality concerns would predominantly result from temporary construction activities. The Central Park Projects include areas directly abutting the DWSC and adjacent to the Sacramento River. Ground-disturbing activities, such as grading and excavation along the levees and upper banks have potential to increase erosion, runoff, and sedimentation, especially during rainfall events. The Barge Canal Parkway proposes the addition of piers along the north and south banks of the DWSC and a non-motorized marina west of Jefferson Blvd. The Stone Lock Plaza proposes the construction of a fish ladder directly south of the eastern lock. Implementation of these components will result in temporary dredging and dewatering for placement of footings, retaining walls and structures to support the fish ladder. Operational impacts related to development typically includes an increase in impervious surfaces resulting in increased runoff and erosion and decreased water quality. However, the Barge Canal Parkway is likely to create a net benefit as the project will remove ruderal unvegetated groundcover adjacent to the railroad tracks and convert it into a greenscaped nature walk that will allow for increased infiltration. The Stone Lock Plaza will convert current ruderal grassland into a hardscape, which would typically increase impervious surface areas and increase runoff. However, permeable materials are proposed for the hardscape and thus would not adversely impact permeability and groundwater recharge. As described above, policies outlined in the GPU require all construction activities to adhere to strict local, state, and federal regulations, specifically those outlined in the Clean Water Act which requires permits and mitigation when impacting waters of the U.S., such as when placing piers within the DWSC, as well as requiring stormwater pollution plans. With incorporation of the policies in the GPU particularly coordination with federal and state agencies, impacts to hydrology and water quality will be less than significant.

The Central Park Projects include three spray parks and irrigation to support landscaping which will result in an increase of water use, compared to existing conditions. However, water will be sourced from municipal water and not from groundwater reserves and thus will not have an adverse impact on groundwater supplies. Additionally, existing riparian vegetation bordering the DWSC will remain intact, which is consistent to ***GPU***

Policy NCR-5.3 Groundwater Recharge requiring new development to preserve areas with stormwater management benefits such as undeveloped open spaces and riparian corridors. Implementation of the Central Park Projects will not substantially alter existing drainage patterns, alter the course of the DWSC, or provide an increase in polluted runoff, therefore impacts will be less than significant, consistent with determinations in the ***GP 2035 EIR***. The Central Park Projects do not include housing, will not redirect flood flows, and will not expose people to significant risks involving flooding that they are not already exposed to, therefore impacts would be less than significant, which is consistent with, or of lesser degree of severity, than what was determined in the ***GP 2035 EIR*** for these specific issues.

No additional substantial adverse impacts to hydrology and water quality are anticipated from the Central Park Projects, consequently impacts would be consistent with determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the ***Master Plan*** are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Land Use

Setting

The ***Existing Conditions*** discussion within ***Land Use and Planning Section 3.10 of the GP 2035 EIR*** describes the Planning Area with respect to zoning ordinances, sustainable community strategies, transportation plans, and habitat conservation programs (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Land uses in West Sacramento ranges from small single-family residences to industrial complexes and the Port of West Sacramento. Land uses in the vicinity of the Central Park Projects include residential neighborhoods and open space south of the DWSC and residential housing surrounded by commercial and industrial uses, including railroad and water treatment facilities, north of the DWSC.

The ***GP 2035 EIR*** determined that impacts to land uses will be less than significant with regards to dividing communities; conflicting with other land use plans that mitigate environmental effects; or conflicting with habitat conservation plans. Several policies from the Urban Design and Mobility Elements support removing divides in the city, including ***UD-3.5 Connectivity*** which ensures that waterfront development strengthens connectivity through improved open space, and pedestrian and bicycle circulation and ***M-1.1 Connectivity*** which strives to develop a comprehensive, connected and safe multimodal transportation system. The GPU does not conflict or reduce the effectiveness of other local plans including the GHG reducing goals outlined in the Sustainable Communities Strategy or the regional Climate Action Plan. Additionally, several policies from other Elements throughout the GPU are designed to protect environmental impacts.

Impact Analysis

Once completed, the Central Park Projects will provide a multi-use trail along the north and south banks of the DWSC. Two pedestrian and bike bridges will be built spanning the DWSC providing a seamless connection between the north and south banks, one east of Lake Washington Blvd and one east of Jefferson Blvd between the existing locks. A crosswalk will be installed across Jefferson Boulevard to safely connect the Barge Canal Parkway with the Stone Lock Plaza, connecting the two parks. Implementation of the Central Park Projects will have a beneficial effect on connecting communities, therefore, with regards to creating a physical division of an established community, completion of the Projects will have a less than significant impact or likely no impact.

Implementation of the Central Park Projects will be consistent with current zoning ordinances. The Barge Canal Parkway Project Area is currently zoned as Public/Quasi-Public, Recreation and Parks, Open Space, and Neighborhood Mixed-use. The Stone Lock Plaza Project Area is zoned as Riverfront Mixed-Use north of the DWSC, and Recreation and Parks and Neighborhood Mixed-Use south of the DWSC. The land use definitions are as follows:

- Public/Quasi-Public: This designation provides for government-owned facilities, public and private schools, and quasi-public uses such as hospitals and churches.
- Recreation and Parks: This designation provides for existing and major planned public parks.
- Open Space: This designation provides for natural open space areas where public ownership, easements, or other entitlements provide a public purpose.
- Neighborhood Mixed-Use: This designation provides for lower intensity mixed-use development that contains a mix of residential townhomes, condominiums, and apartments that support pedestrian-oriented shopping, office, and open space. This designation is intended to accommodate uses that provide essential daily services and retail needs as well as recreational walking amenities, within walking distance of the surrounding neighborhood.

Several land use plans cover the Project Area and are listed below. GPU goals and policies directly or indirectly addressing the plans are briefly discussed.

- Metropolitan Transportation Plan/Sustainable Communities Strategy – GHG emission principles outlined in the MTP/SCS are incorporated into the text of the GPU Public Facilities and Services, and Mobility Elements.
- City of West Sacramento Zoning Ordinance & Subdivision Ordinance – The GPU Land Use Element's goals are consistent and incorporates zoning ordinances within the GPU policies.
- Yolo County Oak Woodland Conservation and Enhancement Plan – GPU Policy NCR-2.4 Habitat Surveys requiring development projects to survey, avoid, and mitigate sensitive biological resources, including oak woodlands; and NCR-3.3 Tree Mitigation Ordinance which regulates the removal of trees and preserves existing trees were possible, will allow the GPU to adhere to the voluntary plan.

- Yolo Habitat Conservation Plan/Natural Community Conservation Plan – GPU Policy NCR-2.2 Yolo Habitat Conservancy Program ensures the City will work cooperatively with the Yolo Heritage Program, the agency overseeing the HCP/NCCP, to preserve and enhance habitat values. Development of the Central Park Projects will be consistent with the covered activities outlined in the Yolo HCP.
- West Sacramento Tree Mitigation Ordinance – GPU Policy NCR 3.3 Tree Mitigation Ordinance ensures the City will maintain and implement the Tree Mitigation Ordinance.

Completion of the Central Park Projects will not conflict with existing land use plans or habitat conservation plans intended to protect the environment, as determined in the ***GP 2035 EIR***. Several GPU policies discussed in prior sections, specifically Biological and Cultural Resources, are designed to protect resources in the Planning Area. No substantial adverse impacts are anticipated from implementing the Central Park Projects, consequently, impacts regarding land use issues will be less than significant.
Impacts from the Central Park Projects would be consistent with the determinations in the ***GP 2035 EIR***. Therefore, impacts resulting from implementation of the ***Master Plan*** are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Mineral Resources

Setting

The Existing Conditions discussion within ***Mineral Resources Section 3.11 of the GP 2035 EIR*** describes the Planning Area with respect to natural gas and mining resources (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. There are no areas within West Sacramento that are designated as having a likelihood of significant mineral deposits (Mineral Resource Zone [MRZ] 2). Most of the Planning Area is designated as MRZ-1 (no significant mineral deposits) and there are no mines regulated under the Surface Mining and Reclamation Act (SMARA). Natural gas extraction historically occurred in the vicinity of the Planning Area, but all of the fields have been abandoned. Four natural gas fields border or extend slightly into the Planning Area, and two of those fields are considered active although there are no active wells on site. It is unknown if the natural gas fields are near the Central Park Project Area. Because there are no mines in West Sacramento, the ***GP 2035 EIR*** determined that there would be no impacts related to loss of availability of a valuable mineral resource or of a mineral resource recovery site.

Impact Analysis

Implementation of the Central Park Projects would not impact mineral resources as there are no mineral resources mapped within West Sacramento. Impacts from the Central Park Projects would be consistent with determinations in the ***GP 2035 EIR***. Therefore, mineral resource impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Noise

Setting

The Existing Conditions discussion within ***Noise Section 3.12 of the GP 2035 EIR*** describes the Planning Area with respect to noise, vibration, and sensitive user groups (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Noise measurements were taken throughout the Planning Area in 2007 and 2015. According to the ***GP 2035 EIR*** the primary noise source is vehicle traffic, and ambient noise levels are influenced by the major roads in the Planning Area (I-80, Jefferson Blvd, Industrial Blvd, etc.). Other noise sources include rail and industrial facilities incorporating truck terminals. There are many noise-sensitive land uses within the Planning Area, including residences, churches, schools, and retirement homes. Noise measured northwest of the Central Parks Projects (Park Blvd north of Stone Blvd) included vehicular traffic and distant truck backup horns and measured at 60.5 Leq (equivalent sound level). Increasing noise levels above 60 Ldn (day night sound level) was identified as a threshold in the GPU that would result in a significant impact. In areas where existing noise levels already exceed 60 Ldn, project impacts were determined to be significant if noise levels would increase by 3 dB (decibels) or more with traffic increases related to implementation of the GPU.

Implementation of the GPU will result in increased development producing more construction and traffic-related noise. There are several policies in the Safety and Land Use Elements that outline exterior and interior noise standards, require acoustical studies, and minimize truck and train noise to help reduce noise related impacts. However, minimization of all noise impacts cannot be guaranteed. Therefore, it was determined that impacts exposing people to noise levels above established standards, ground-borne vibration, and increasing temporary and permanent ambient noise levels will be significant and unavoidable. Mitigation Measure NOI-2 Add Vibration Standards Policy to the GPU was developed to mitigate vibration impacts where levels exceed the standard. Additionally, implementation of the GPU will result in no impacts relating to air traffic excessive noise as the Planning Area is not within the 60 CNEL (community noise equivalent level) contour for the Sacramento International Airport nor within the 65 CNEL contour for the Sacramento Executive Airport which are both considered below excessive noise levels.

Impact Analysis

Implementation of the Central Park Projects will result in temporary construction noise, including ground vibrations for earth movement and pile driving if used for pier placement. In general, typical uses in the park will not be expected to increase ambient noise levels, with the exception of the stage, festival lawn, event lawn, and the pavilion. These components have the potential to host events, such as concerts, that would temporarily increase noise over ambient levels. GPU Policy S-7.10 Acoustical Study requires the preparation of an acoustical study for projects impacting sensitive land uses, with recommendations for mitigation to achieve compliance with the City's performance standards for noise. Policy S-7.10 would help minimize noise-related impacts. No additional substantial adverse impacts are anticipated. Regardless, construction and operational noise impacts may be significant and unavoidable, which is consistent with determinations in the ***GP 2035 EIR***. Therefore, noise impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Population and Housing

Setting

The Existing Conditions discussion within Population and Housing Section 3.13 of the ***GP 2035 EIR*** describes the Planning Area with respect to projected housing needs and disadvantaged unincorporated communities (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. It is projected that West Sacramento's population will increase by 30,000 residents (59%) to 81,480 from 2015 to 2035. The GPU would result in increased development densities for some, add new residential land use designations, and revise residential densities in commercial and mixed-use designations, all of which may indirectly induce growth in the Planning Area. Therefore, implementation of the GPU would create significant and unavoidable impacts by inducing substantial population growth. Implementation of the GPU would not displace existing housing units or people; therefore, impacts were determined to be less than significant.

Impact Analysis

Implementation of the Central Park Projects would not affect existing housing, displace people, or add housing to the city. However, it may indirectly induce population growth by improving the parks and open space areas, thus making the city a more desirable place to live and work. Development of the Central Parks, independent of other projects, is unlikely to induce a substantial population growth and will presumably result in impacts of a lesser severity compared with impacts analyzed in the ***GP 2035 EIR***. Regardless, growth inducing impacts were considered significant and unavoidable. Impacts from the Central

Park Projects are consistent with, or to a lesser severity of impact than, the determinations in the ***GP 2035 EIR***. Therefore, population and housing impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/ supplemental environmental analysis.

Public Services

The ***Existing Conditions*** discussion within ***Public Service Section 3.14 of the GP 2035 EIR*** describes the Planning Area with respect to fire, police, school, park, and library facilities (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. West Sacramento has five fire stations and 57 full-time personnel (reported in 2015 from the ***GP 2035 EIR***). The police department includes 70-plus officers and sergeants. There are 15 schools, including charter schools, continuing education and adult education centers that enroll over 7,400 students. There are 152.6 acres of city parks, plazas, and playfields. The 2003 West Sacramento Parks Master Plan set a standard of 5 acres of parks per 1,000 residents, 2 acres in neighborhood parks and 3 acres in community parks. As of 2015 the city was deficient almost 104 acres of parks with relation to the population. It is reasonably foreseeable that implementation of the GPU will induce growth which will eventually require more fire, police, schools, parks, and library facilities.

There are many goals outlined in the ***Public Facilities and Services Element of the GPU including PFS-1*** which ensures provisions for adequate government facilities that maintain service levels. To lessen the physical environmental impacts from future construction of government facilities, the ***GP 2035 EIR*** determined that impacts would be less than significant, with incorporation of mitigation measures from the Cultural and Water Quality sections: MM CUL-2 Appropriate treatment for inadvertent discovery of archaeological resources; ***MM CUL-3*** Implement appropriate treatment for discovery of human remains; and ***MM WQ-3*** Implement a Hydromodification Management Plan in accordance with the City's Stormwater Permit. With the incorporation of the above mitigation measures, the ***GP 2035 EIR*** determined that impacts resulting in substantial adverse physical impacts associated with the provision of new or physically altered governmental facilities would be less than significant.

Impact Analysis

Implementation of the Central Park Projects would provide a beneficial impact to public services by providing more parks and open space and helping to reduce the City's designated park deficit. The Barge Canal Parkway site is estimated to be an additional 35 acres and Stone Lock Plaza will provide an additional 20 acres (including the DWSC) of designated park space, reducing the 2015 park acreage deficit by 35 percent. With regards to adverse impacts created from new or physically altered governmental facilities, completion of the Central Park Projects is not anticipated to require the construction of new fire stations, police stations, schools, or other government facilities, with the exception of the park itself. Physical impacts related to

construction of the Central Park Projects are discussed throughout this document and range from significant and unavoidable to no impact. This impact is consistent with determinations from the ***GP 2035 EIR***. Therefore, public services impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Recreation

Setting

The Existing Conditions discussion within ***Recreation Section 3.15 of the GP 2035 EIR*** describes the Planning Area with respect to recreation facilities, defined as neighborhood parks, mini parks, community parks, central parks, or regional parks (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. According to the ***2003 Parks Master Plan*** (West Sacramento 2003), community parks are usually larger parks (over 20 acres) that contain a wide range of facilities and serves several neighborhoods. A central park is a large urban park with a wide range of facilities that serves the entire city. It is typically a larger community park that is centrally located, has unique features, and /or has historic characteristics. West Sacramento has no current regional or central parks. In 2015 there were 77.1 acres of community parks and 75.6 acres of neighborhood and mini parks. Based on the ratio of 2 acres of neighborhood parks and 3 acre of community parks, the City is in need of 26.9 acres of neighborhood parks and 76.7 acres of community parks.

There are several goals and policies in the Parks and Recreation Element of the GPU that promote the development of parks throughout the city. Policy ***PR-1.2 New Development*** requires residential developers to meet the City's park acreage standards and PR-1.4 Funding states that the city will pursue all available funding for acquisition of parkland and developing park facilities. With incorporation of the policies outlined in the GPU impacts related to increased usage and deterioration of existing facilities would be less than significant. Construction of additional parks, as discussed throughout this document, would create adverse impacts on the environment. With the incorporation of the following mitigation measures, impacts were determined to be less than significant with mitigation: ***Mitigation Measures BIO-6: Amend NCR-2.13 (Fisheries) to include in-water construction and maintenance activities; MM CUL-2: Require appropriate treatment for inadvertent discovery of archaeological resources; MM CUL-3: Implement appropriate treatment for discovery of human remains; and MM WQ-3: Implement a Hydromodification Management Plan (HMP) in accordance with the City's Stormwater Permit.***

Impact Analysis

As in the Public Services discussion, implementation of the Central Park Projects would have a beneficial impact with regards to recreational resources by providing more parks and helping to reduce the City's designated park deficit. The Barge Canal Parkway site is estimated to be 35 acres and Stone Lock Plaza will provide 20 acres (including the DWSC) of designated park space, reducing the 2015 park acreage deficit by 35 percent. In addition, completion of the Central Park Projects will provide for the first and only central park in West Sacramento as well as providing many amenities for the city. Development along the northeastern boundary of the Barge Canal Parkway will convert play structures and open lawn in the existing Sam Combs neighborhood park into a parking lot, multi-use path, pavilion, and festival lawn. This would temporarily adversely impact the Sam Combs Park and potentially increase the usage of Memorial Park which is approximately 2-3 blocks north. However, because the impact is temporary, and Sam Combs Park will be renovated and absorbed into the larger Barge Canal Parkway, there will be a less than significant impact regarding the deterioration of existing neighborhood parks.

Construction of the Central Park Projects will create temporary and permanent adverse impacts, as discussed in many sections of this document. Biological resources and water quality resources are the most sensitive environmental issues due to the location of the Project Area adjacent to the DWSC and Sacramento River which provide sensitive habitats and have potential to be easily polluted from runoff and erosion during construction. Incorporation of ***Mitigation Measures CUL-2, MM CUL-3, and MM WQ-3*** outlined above and throughout the ***GP 2035 EIR***, will bring adverse impacts to the environment to be less than significant with mitigation. No additional substantial adverse impacts are anticipated, consequently, impacts from the Central Park Projects will be consistent with the determinations in the ***GP 2035 EIR***. Therefore, recreation impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***.

Further, pursuant to ***Section 15163 of the State CEQA guideline***s, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Transportation and Traffic

Setting

The Existing Conditions discussion within ***Transportation and Traffic Section 3.16 of the GP 2035 EIR*** describes the Planning Area with respect to traffic level of service, pedestrian and bicycles accessibility, and transit operations (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. Major arterial roads adjacent to the Central Park Projects include Lake Washington Blvd, Jefferson Blvd and Village Parkway. Surrounding collector roads include Stone Blvd and South River Road. Jefferson Blvd operates at unacceptable levels of D, E, & F (as defined in Section 3.16 of the ***GP 2035 EIR***) at different intersections north and south of the DWSC. Class II bike lanes are present on Jefferson

and Industrial Blvd, while the path along the southern bank of the DWSC is a Class I bike path. Public transit includes the YOLOBUS, Sacramento Regional Transit bus and light rail, Amtrak, and the Sacramento International Airport. Implementation of the GPU will induce growth resulting in more traffic. The ***GP 2035 EIR*** determined that implementation of the GPU may have significant and unavoidable impacts to levels of service at intersections, and an increase in daily traffic volumes on arterials and residential streets to undesirable and unacceptable levels. Intersections on Jefferson Blvd would deteriorate from Levels of service C and D to 2035 projected levels of service of D, E and F. The level of mitigation required to minimize impacts (e.g. additional lanes) is not feasible due to surrounding physical constraints. Under 2035 conditions, Stone Blvd, bordering the Barge Canal Parkway to the north, from Industrial Blvd to Jefferson Parkway will exceed maximum daily volume thresholds. Several policies in the Mobility Element of the GPU will reduce impacts, including ***M-3.9 Local Neighborhood Streets and M-3.10 Traffic Calming*** which requires local residential streets to be designed to discourage through-traffic, and installation of traffic calming features on streets with high pedestrian traffic. Implementation of the GPU will have less than significant impacts regarding levels of service for freeway ramps, conflicts with bicycle or pedestrian facilities, on public transit operations, or air traffic pattern changes.

Impact Analysis

Completion of the Central Park Projects will likely have an adverse impact on local, connector and arterial roads in the immediate vicinity. The Project Area along the northern bank of the DWSC is currently not accessible by the public therefore current traffic volumes are limited. A boat ramp and multi-use path are located along the southern bank of the DWSC, but traffic volumes are limited to the boat ramp entrance at Locks Drive and Jefferson Blvd. Completion of a Central Park with many amenities will draw visitors city-wide and increase traffic volumes compared with current baseline conditions creating adverse impacts. Traffic volumes will likely increase on arterial, collector and residential streets in the vicinity of the Project Area to unacceptable and undesirable levels as discussed above resulting in significant and unavoidable impacts, consistent with determination in the ***GP 2035 EIR***. The YOLO Bus currently runs along Jefferson Blvd over the DWSC and has stops along Stone Blvd, including one at Sam Combs Park, which would provide accessibility to park visitors. Although ridership may increase to the Park Area once completed, construction of the Central Park Projects would not impede existing transit, and therefore would have a less than significant impact on public transit operations, consistent with the determination in the ***GP 2035 EIR***. No additional substantial adverse impacts are anticipated. Therefore, impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Utilities and Service Systems

Setting

The Existing Conditions discussion within ***Utilities and Service Systems Section 3.17 of the GP 2035 EIR*** describes the Planning Area with respect to wastewater treatment, stormwater, water supplies, and solid waste (West Sacramento 2016a). That discussion is hereby incorporated by reference and summarized as follows. The Sacramento River is the City's main water source and is treated at the George Kristoff Water Treatment Plant which has a maximum capacity of 58 million gallons per day (mgd). One existing groundwater well and one planned well can be used for backup water supplies if needed. The available maximum water supply from the City's appropriative rights from the state and from a contract with the Bureau of Reclamation is 23,600 acre-feet per year (AFY). The city can also access a supplemented water source from the North Delta Water Agency (NDWA). Drought conditions are the primary factor that could affect water supply under the Reclamation contract. The City has a generally dependable water supply that has been of adequate quantity and quality every year. West Sacramento is responsible for collection and conveyance of wastewater and the Sacramento Regional County Sanitation District (SRCSD) is responsible for its treatment and disposal. West Sacramento has eight sewer pump stations, five lift stations, and underlying sewer pipes. Rural areas are on septic systems. Reclamation District Numbers 900 and 537, as well as the City, manages stormwater through pipelines, roadside ditches and gutters, large capacity channels and pipelines, stormwater detention basins, pump stations, and levees.

The ***GP 2035 EIR*** determined that Impacts related to requiring new stormwater drainage facilities and insufficient water supplies could be significant and unavoidable. Implementation of the GPU will require new or expanded stormwater drainage facilities, which could cause environmental impacts, however, construction of new facilities would be subject to CEQA analysis and mitigation measures would be developed. Water demand is projected to increase to 23,920 AFY in 2035 which exceeds current available supplies provided by its contractual and appropriative sources. Without supplementation from the NDWA, impacts to the water supply could be significant and unavoidable.

Implementation of the GPU would have less than significant impacts regarding exceeding wastewater treatment requirements, requiring new treatment facilities, accommodating landfill capacity, and complying with solid waste regulations. This is because the responsible agencies have capacity to meet the 2035 growth predictions or have planned to expand their capacity to meet demands by 2035.

Impact Analysis

Implementation of the Central Park Projects would increase water usage and water treatment demands, as well as wastewater volumes, predominantly due to irrigation of greenscapes, the three children's spray parks, and the addition of restroom facilities and a concession stand. The use of grey water for irrigation system could reduce water usage impacts. Regardless, in conjunction with water usage demands projected through

2035, impacts from the Central Park Projects resulting in insufficient water supplies could be significant. Several GPU policies including PFS-5.4 Solid Waste Diversion and PFS-5.5 Municipal Waste reduction focus on diverting solid waste through recycling and reuse methods and reducing municipal waste by increasing recycling, composting, mulching, and resource efficient landscaping techniques in parks. These policies will help reduce wastewater and landfill-related impacts related to the Central Park Projects to less than significant, consistent with the ***GP 2035 EIR***. No additional substantial adverse impacts are anticipated and consequently, impacts will be consistent with determinations in the ***GP 2035 EIR***. Therefore, utility and service system impacts resulting from implementation of the Master Plan are within the scope of the ***GP 2035 EIR***. Further, pursuant to Section 15163 of the State CEQA guidelines, no new information of substantial importance has been identified that would otherwise necessitate subsequent/supplemental environmental analysis.

Conclusion

Based on analysis presented above, the proposed Central Park Projects, and consequently, the proposed updates to the ***Parks, Recreation, and Open Space Master Plan*** are within the scope of the West Sacramento ***GP 2035 EIR***, and no new or substantially more adverse impacts would occur through implementation of the proposed Plan. As a result, a subsequent higher level of environmental analysis (i.e. initial study, addendum, or an environmental impact report) is not required for the ***Master Plan***, consistent with State CEQA Guidelines Section 15168

References

West Sacramento 2003. City of West Sacramento Parks Master Plan. September 2003. Available online: https://www.cityofwestsacramento.org/government/departments/community-development/planning-division/planning-documents

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West Sacramento 2016b. City of West Sacramento General Plan 2035 Policy Document. Approved -November 2016. Available online: https://www.cityofwestsacramento.org/government/departments/community-development/planning-division/general-plan-2035

West Sacramento 2017. 2017 Consumer Confidence Report - Water Quality. City of West Sacramento Public Works. Available online: https://www.cityofwestsacramento.org/home/showdocument?id=7586

Yolo Habitat Conservancy 2018. Yolo Habitat Conservation Plan/Natural Community Conservation Plan Final. April 2018. Available online: https://www.yolohabitatconservancy.org/documents

APPENDIX B

STANDARD OPERATING PROCEDURES REVIEW

COMMISSION ON ACCREDITATION FOR PARK AND RECREATION AGENCIES ANALYSIS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Charged with providing high quality services and experiences, park and recreation agencies across the United States turn to CAPRA Accreditation as a credible and efficient means of achieving a quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools, and military installations.

Benefits For The Public

- Assurance and validation of well-administered services in accord with approved professional practices
- Potential for external financial support and savings to the public
- External recognition of a quality governmental service
- Holds an agency accountable to the public and ensures responsiveness to meet their needs
- Improves customer and quality services

Benefits For The Agency

- Public and political recognition
- Increased efficiency and evidence of accountability
- Answers the question, “How are we doing?” through extensive self-evaluation
- Identifies areas for improvement by comparing an agency against national standards of best practice
- Enhances staff teamwork and pride by engaging all staff in the process
- Creates an environment for regular review of operations, policies and procedures, and promotes continual improvement
- Forces written documentation of policies and procedures

There are currently 155 agencies nationwide that are accredited. The West Sacramento Parks and Recreation Department has the opportunity to be accredited within the next ten years. Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, an agency must comply with all 37 Fundamental Standards and 103 (90%) of the 114 Non-Fundamental Standards upon initial accreditation and 108 (95%) of the 114 Non-Fundamental Standards upon reaccreditation. In conducting an analysis of the administrative policies and procedures that govern the West Sacramento Parks and Recreation Department, a self-assessment utilizing the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards was conducted.

The self-assessment provides a strong analysis of its readiness for application for CAPRA Accreditation and gives the Department a road map on where to focus if efforts going forward. After conducting the self-assessment, the West Sacramento Parks and Recreation Department currently meets CAPRA requirements and the results are a strong indicator that the Department operates as a best practice agency.

Fundamental Standards Completion (must equal 100%)	100%
Remaining Standards Completion (must be more than 85%)	97%
Meets Requirements	

The following sections provide a snapshot of the self-assessment for the CAPRA standards. Please note, that standards marked in RED are Fundamental standards and are required of all agencies seeking accreditation. The Level of Completion is indicated by a shaded circle; unshaded circles are areas Parks staff need to fulfill to meet the Fundamental or Basic standards for CAPRA.

AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

Summary Of Agency, Authority, Role And Responsibility

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
1.0 Agency Authority, Role, and Responsibility	
1.1 Source of Authority	●
1.1.1 Approving Authority/Policy Body	●
1.1.2 Citizen Advisory Boards/Committees	●
1.2 Periodic Timetable for Review of Documents	●
1.2.1 Document Approval Authority	●
1.3 Jurisdiction	●
1.4 Mission	●
1.4.1 Agency Goals and Objectives	●
1.4.2 Personnel Involvement	●
1.5 Vision	●
1.6 Policies, Rules Regulations, and Operational Procedures	●
1.6.1 Administrative Policies and Procedures	●
1.7 Agency Relationship	●
1.7.1 Operational Coordination and Cooperation Agreements	●

PLANNING

Summary Of Planning

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
2.0 Planning	
2.1 Overall Planning Function Within Agency	●
2.2 Involvement in Local Planning	●
2.3 Planning with Regional, State, and Federal Agencies	●
2.3.1 Community Comprehensive Plan with Park and Recreation Component	●
2.4 Park and Recreation System Master Plan	●
2.5 Strategic Plan	●
2.6 Feasibility Studies	●
2.7 Site Plans	●
2.8 Historical and Cultural Resource Management Plans	●
2.9 Community Involvement	●
2.10 ADA Transition Plan	●

ORGANIZATION AND ADMINISTRATION

Summary Of Organization And Administration

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
3.0 Organization and Administration	
3.1 Organizational Structure	●
3.2 Administrative Offices	●
3.2.1 Support Services	●
3.3 Internal Communication	●
3.4 Public Information Policy and Procedure	●
3.4.1 Public Information and Community Relations Responsibility	●
3.4.2 Community Relations Plan	●
3.4.3 Marketing Plan	●
3.4.3.1 Marketing Responsibility	●
3.5 Utilization of Technology	●
3.5.1 Management Information Systems	●
3.6 Records Management Policy and Procedures	●
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	●

HUMAN RESOURCES

Summary Of Human Resources

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 99% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
4.0 Human Resources	
4.1 Personnel Policies and Procedures Manual	●
4.1.1 Code of Ethics	●
4.1.1.1 Staff Acceptance of Gifts and Gratuities	●
4.1.2 Recruitment Process	●
4.1.3 Equal Opportunity Employment and Workforce Diversity	●
4.1.4 Selection Process	●
4.1.5 Background Investigation	●
4.1.6 Employee Benefits	●
4.1.7 Supervision	●
4.1.8 Compensation Plan	●
4.1.9 Performance Evaluation	●
4.1.10 Promotion	●
4.1.11 Disciplinary System	●
4.1.12 Grievance Procedures	●
4.1.13 Termination and End of Employment	●
4.2 Staff Qualifications	●
4.3 Job Analyses for Job Descriptions	●
4.4 Chief Administrator	●
4.4.1 Leadership Succession Procedure	●
4.5 Workforce Health and Wellness Program	●
4.6 Orientation Program	●
4.6.1 Employee Training and Development Program	●
4.6.2 Professional Certification and Organization Membership	●
4.7 Volunteer Management	◕
4.7.1 Use of Volunteers	●
4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention	◕
4.7.3 Supervision and Evaluation of Volunteers	●
4.7.4 Recognition of Volunteers	◕
4.7.5 Liability Coverage for Volunteers	●
4.8 Consultants and Contract Employees	●

FINANCIAL MANAGEMENT

Summary Of Financial Management

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
5.0 Financial Management	
5.1 Fiscal Policy	●
5.1.1 Comprehensive Revenue Policy	●
5.1.2 Agency Acceptance of Gifts and Donations	●
5.1.3 Grants Procedures	●
5.1.4 Private, Corporate, and Non-Profit Support Procedures	●
5.2 Fiscal Management Procedures	●
5.2.1 Authority and Responsibility for Fiscal Management	●
5.2.2 Purchasing Procedures	●
5.2.2.1 Emergency Purchase Procedures	●
5.3 Accounting System	●
5.3.1 Financial Status Reports	●
5.3.2 Position Authorization Procedures	●
5.3.3 Fiscal Control and Monitoring Procedures	●
5.3.4 Independent Audit	●
5.4 Annual or Biennial Budget	●
5.4.1 Budget Development Guidelines	●
5.4.2 Budget Recommendations	●
5.5 Budget Control Procedures	●
5.5.1 Supplemental/Emergency Appropriations Procedures	●
5.5.2 Inventory and Fixed Assets Control	●

PROGRAMS AND SERVICES MANAGEMENT

Summary Of Programs And Services Management

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
6.0 Programs and Services Management	
6.1 Recreation Programming Plan	●
6.1.1 Program and Service Determinants	●
6.1.2 Participant Involvement	●
6.1.3 Self-Directed Programs and Services	●
6.1.4 Leader-Directed Programs and Services	●
6.1.5 Facilitated Programs and Services	●
6.1.6 Cooperative Programming	●
6.2 Program Objectives	●
6.3 Scope of Program Opportunities	●
6.3.1 Outreach to Diverse Underserved Populations	●
6.4 Community Education for Leisure Process	●
6.4.1 Community Health and Wellness Education and Promotion	●
6.5 Participant and Spectator Code of Conduct	●

FACILITY AND LAND USE MANAGEMENT

Summary Of Facility And Land Use Management

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
7.0 Facility and Land Use Management	
7.1 Parkland Acquisition Procedures	●
7.2 Areas and Facilities Development Policies and Procedures	●
7.2.1 ADA Existing Facility and Site Access Audit	●
7.3 Defense Against Encroachment Procedures	●
7.4 Disposal of Lands Procedures	●
7.5 Maintenance and Operations Management Standards	●
7.5.1 Facility Legal Requirements	●
7.5.2 Preventative Maintenance Plan	●
7.6 Fleet Management Plan	●
7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures	●
7.7.1 Building Plans and Specifications	●
7.7.2 Land and Lease Records	●
7.8 Environmental Sustainability Policy and Program	●
7.9 Natural Resource Management Plans and Procedures	●
7.9.1 Recycling and/or Zero Waste Plan	●
7.10 Maintenance Personnel Assignment Procedures	●
7.11 Capital Asset Depreciation and Replacement Schedule	●

PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY

Summary Of Public Safety, Law Enforcement And Security

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
8.0 Public Safety, Law Enforcement, and Security	
8.1 Codes, Laws, and Ordinances	●
8.1.1 Staff Liaison to Law Enforcement Officers	●
8.2 Authority to Enforce Laws by Law Enforcement Officers	●
8.3 Law Enforcement Officer Training	●
8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies	●
8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement	●
8.4.2 Handling of Disruptive Behavior Procedures	●
8.4.3 Traffic Control, Parking plans, and Crowd Control	●
8.4.4 Handling of Evidentiary Items Procedures	●
8.5 General Security Plan	●
8.6 Emergency Management Planning	●
8.6.1 In-Service Training for Staff on General Security and Emergency Management	●
8.6.2 Emergency Risk Communications Plan	●
8.6.3 Care and Shelter Procedures	●

RISK MANAGEMENT

Summary Of Risk Management

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
9.0 Risk Management	
9.1 Risk Management Policy	●
9.1.1 Risk Management Plan and Procedures	●
9.1.2 Accident and Incident Report Procedures	●
9.1.3 Personnel Involvement and Training	●
9.2 Risk Manager	●
9.3 ADA Compliance and Face-to-Face Resolution	●

EVALUATION, ASSESSMENT, AND RESEARCH

Summary Of Evaluation, Assessment, And Research

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 77% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	**Status**
10.0 Evaluation, Assessment, and Research	
10.1 Systematic Evaluation Process	●
10.1.1 Responsibility for Evaluation	◕
10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities	◕
10.2 Outcomes Assessment	●
10.3 Performance Measurement	◕
10.3.1 Level of Service Standards	●
10.4 Needs Assessment	●
10.5 Program and Services Statistics	●
10.5.1 Recreation and Leisure Trends Analysis	●
10.5.2 Community Inventory	●
10.5.3 PRORAGIS	○
10.6 Research Investigation	○
10.6.1 Quality Assurance	●

SPECIFIC POLICY AND PROCEDURE RECOMMENDATIONS

Though there are only a few policies and procedures that need update or development as identified through the CAPRA self-assessment. It is recommended that the following be developed/updated and implemented within the next one to three years:

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
Acquisition and Divesting of Property	Process to formally acquire and divest property based on select criteria	Administration
Update Maintenance Standards	Provide consistent efficient and effective maintenance services	Parks Maintenance
Marketing Plan Guidelines	Increase awareness of and participation in programs, services and facilities; Build Advocacy	Administration
Update Pricing Policy	Update policy developed on classification of services and level of benefit received upon completion of Cost of Service Study; increase revenue	Administration/Recreation
Recreation Program Standards/Evaluation	Provide consistent delivery and evaluation of recreation programs cost of service	Recreation
Special Event Policy	Streamline the approach to determining which events the City sponsors	Administration
Training	Continuity of organization, administration and delivery of services	All
Work Order Management System	Track maintenance work completed and cost of service for work	Parks Maintenance

ADMINISTRATION STAFFING

The recommendation is for the vacant Business Manager position to be filled and the new Analyst position to be added. These positions are critical to managing the business operations of the Parks and Recreation Department including securing grant funding and managing of information and data necessary for sound decision-making.

STAFF POSITION	CLASSIFICATION	STATUS
Business Manager	Full-time	VACANT
Department Analyst	Full-time	NEW

APPENDIX C

SUCCESSION PLANNING

As key positions approach retirement age within the next 5-10 years, it is imperative that the Department plans for the future. By developing a succession plan that focuses on organizational sustainability, the Department will not only be able to further develop a highly professional staff, but also ensure that the Department can seamlessly manage itself forward. The Department's workforce management and succession planning must be a conscious effort to build and sustain a competent workforce, a process that begins with intake. The building of organizational competence to both create a competitive pool of talent and preserve levels of performance is ultimately dependent on specific internal and external actions that achieve succession planning outcomes.

INTAKE	BUILDING ORGANIZATIONAL COMPETENCE	WORKFORCE SUSTAINABILITY
Recruitment	Leadership	Training
Interview process	Infrastructure (cross-dept. task mgmt.)	Individual Development Plans
Pre-hire skills & attitude assessment	Focus on skills, knowledge and productive attitude	Mentoring
New employee orientation	Community & Inter-Agency engagements	Post separation consulting
Probation review	Culturally competent programs, services and workplace	Experiential learning
	Performance-based modeling	Teaching/learning experiences
	Operational adaptability	
	Creative problem solving	
	Training	

Vacating leadership will drive a primary focus; however, the succession-planning component by itself is not a technique to just create individual career advancement opportunities or a reward for high performers. The objective of succession planning is to ensure that the Department continues to operate effectively when individuals depart from critical positions. This may not include all existing managerial positions; however, it may include positions that are not supervisory or managerial but instead utilize unique, hard-to-replace competencies.

Succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. It is not a one-time event; rather, it is re-assessed and revised annually through the workforce planning process.

GOALS/DESIRED RESULTS

- Ensure the systematic and long-term development of individuals to replace key job incumbents.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Assess the leadership needs to ensure the selection of qualified leaders is diverse, a good fit for the organization's mission and goals, and have the necessary skills that support a capable and adaptive organization.
- To ensure high quality replacements for those individuals who currently hold positions that are key to the organization's success.
- Structure operational methods to adequately support required employee growth and development process.
- Ensure an adequate knowledge base is preserved while management and leadership are transitioned and populated with new skills and talents. This knowledge and competency preservation effort can occur at other levels, as identified by directors.



APPENDIX D

RECREATION PROGRAM STANDARDS

Recreation program standards are developed to support core recreation services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following standards may be considered for implementation.

HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.

- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that West Sacramento Parks and Recreation Department is investing in their experience.
- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Parks and Recreation Department.
- Staff will be dressed in the appropriate West Sacramento recreation uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance in order to participate in West Sacramento Parks and Recreation Department recreation facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in West Sacramento Parks and Recreation Department annually.



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