



Regular Meeting Agenda

Monday, August 17, 2026

5:30 PM

Regular Meeting Agenda

City Hall Complex, 915 I Street, Sacramento, CA 95814

Measure U Community Advisory Commission

Richard "Teddy" Georgeoff, III, Chair
Natalie McGee, Vice Chair
Sandra Frye-Lucas
Emily Gerofsky
Conner Johnston
Jeff Miller

Juan Novello
Nikki Paschal
Jose Ruiz-Benites
Marbella Sala
Timothy Smith

Open Session

Roll Call

Land Acknowledgement

Pledge of Allegiance

Consent Calendar

All items listed under the Consent Calendar are considered and acted upon by one Motion.

1. Approval of Measure U Community Advisory Commission Meeting Minutes

File ID: 2026-00101

Location: Citywide

Recommendation: Pass a **Motion** approving the Measure U Community Advisory Commission Meeting Minutes dated June 15, 2026.

Contact: Jacob Bredberg, Administrative Analyst, (916) 808-6846, jbredberg@cityofsacramento.org; Mindy Cuppy, City Clerk, (916) 808-5441, mcuppy@cityofsacramento.org; Office of the City Clerk

Attachments: [2026-00101 STAFF REPORT](#)

2. Measure U Community Advisory Commission Agenda Log

File ID: 2026-00255

Location: Citywide

Recommendation: Pass a **Motion** approving the Measure U Community Advisory Commission updated Agenda Log.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

Attachments: [2026-0255 STAFF REPORT](#)

Discussion Calendar

3. Overview of Measure U Funded Departments and Programs: Office of the City Attorney

File ID: 2026-01499

Location: Citywide

Recommendation: Receive and comment.

Contact: Beau E. Parkhurst, Senior Deputy City Attorney, (916) 808-5346, bparkhurst@cityofsacramento.org; Emilio Camacho, Senior Deputy City Attorney, (916) 808-5346, ecamacho@cityofsacramento.org, Office of the City Attorney

Attachments: [2026-01499 STAFF REPORT](#)

4. Overview of Measure U Funded Departments and Programs: Department of Public Works

File ID: 2026-01500

Location: Citywide

Recommendation: Receive and comment.

Contact: Jennifer Donlon Wyant, Mobility and Sustainability Division Manager, (916) 808-5913, jdonlonwyant@cityofsacramento.org, Department of Public Works

Attachments: [2026-01500 STAFF REPORT](#)

5. Results and Lessons Learned from Participatory Budgeting Pilot Program Project Implementation Grants: Final Report on Project Results (Continued from 06/15/2026)

File ID: 2026-01501

Location: Citywide

Recommendation: 1) Discuss the draft Report on the Participatory Budgeting Project Implementation Grant Results (Report); and 2) pass a **Motion** approving the Report, as discussed.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

Attachments: [2026-01501 STAFF REPORT](#)

6. City of Sacramento Measure U Community Advisory Commission 2026 Annual Report and 2027 Workplan

File ID: 2026-01502

Location: Citywide

Recommendation: Review, comment, and provide direction.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

Attachments: [2026-01502 STAFF REPORT](#)

2026 Metrics Ad Hoc Committee Updates

Participatory Budgeting Pilot Program Project Implementation Grant Results Report Ad Hoc Committee Update

Commissioner Comments-Ideas and Questions

Public Comments-Matters Not on the Agenda

Adjournment

Where to Find the Agenda and Staff Reports: The agenda provides a general description and staff recommendation; however, legislative bodies may take action other than what is recommended.

Watch the Meeting Online: <https://www.youtube.com/user/TheCityofSacramento>.

Watch the Meeting on Metro Cable 14.

Archives of past meetings are available at: <https://meetings.cityofsacramento.org>.

Submit Written Comments Online: Written comments received are filed in the record, and will not be read aloud. Members of the public are encouraged to submit public comments electronically through the City's Upcoming Meetings website at <https://publiccomment.cityofsacramento.gov>.

Public Comment Speaker Time Limits: In the interest of facilitating the legislative body's conduct of the business of the City, members of the public (speakers) who wish to address the legislative body during the meeting will have two minutes per item with the maximum of four items. All items on the Consent Calendar are considered one item. Speakers may only speak on four items per meeting.

Notice to Lobbyists: When addressing the legislative body, you must identify yourself as a lobbyist and announce the client/business/organization you are representing.

In compliance with the Americans with Disabilities Act, if you need special assistance, a disability-related modification or accommodation, agenda materials in an alternative format, or auxiliary aids to participate in this meeting, please contact the Office of the City Clerk at (916) 808-7200 as soon as possible. Providing at least 72 hours' notice will help ensure that reasonable arrangements can be made.

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City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
www.cityofsacramento.org

File ID: 2026-00101

8/17/2026

Approval of Measure U Community Advisory Commission Meeting Minutes

File ID: 2026-00101

Location: Citywide

Recommendation: Pass a **Motion** approving the Measure U Community Advisory Commission Meeting Minutes dated June 15, 2026.

Contact: Jacob Bredberg, Administrative Analyst, (916) 808-6846, jbredberg@cityofsacramento.org; Mindy Cuppy, City Clerk, (916) 808-5441, mcuppy@cityofsacramento.org; Office of the City Clerk

Presenter: None

Attachments:

1-Description/Analysis

2-June 15, 2026, Measure U Commission Meeting DRAFT Minutes

Description/Analysis

Issue Detail: It is best practice for the Measure U Community Advisory Commission to approve the minutes for each meeting.

Policy Considerations: Commission staff and the Office of the City Clerk must keep a permanent record of the Measure U Community Advisory Commission proceedings showing all action considered and taken, motions and records and the vote of each member regarding any matter before the Commission.

Economic Impacts: None.

Environmental Considerations:

California Environmental Quality Act (CEQA): This report concerns administrative activities and governmental fiscal activities that do not constitute a “project” as defined by the CEQA Guidelines Sections 15378(b)(2) and 15378(b)(4) and are not subject to the provisions of CEQA (CEQA Guidelines Section 15060(c)(3)).

Sustainability: None.

Commission/Committee Action: None.

Rationale for Recommendation: After each Measure U Community Advisory Commission meeting, Commission staff composes the DRAFT Minutes noting the action taken by the Committee. The DRAFT Minutes are presented to the Commission for its approval as a permanent record of the meeting actions.

Financial Considerations: None.

Local Business Enterprise (LBE): None.



Regular Meeting DRAFT Minutes

Monday, June 15, 2026

5:30 PM

City Hall Council Chamber - 915 I Street - 1st Floor

Measure U Community Advisory Commission

Richard "Teddy" Georgeoff, III, Chair
Natalie McGee, Vice Chair
John Cook
Sandra Frye-Lucas
Emily Gerofsky
Conner Johnston
Jeff Miller

Juan Novello
Nikki Paschal
Maximilian Rosa
Jose Ruiz-Benites
Marbella Sala
Timothy Smith

Open Session

Regular meeting called to order by Vice Chair McGee at 5:33 p.m. on Monday, June 15, 2026, at the Sacramento City Hall Council Chamber.

Commissioners Present: Sandra Frye-Lucas (departed at 7:40 p.m.), Emily Gerofsky, Conner Johnston, Jeff Miller, Juan Novello, Nikki Paschal (arrived at 5:35 p.m.), Jose Ruiz-Benites, Marbella Sala, Timothy Smith, and Vice Chair Natalie McGee.

Commissioners Absent: John Cook, Maximilian Rosa, and Chair Teddy Georgeoff.

Land Acknowledgement – Led by Commissioner Ruiz-Benites.

Pledge of Allegiance – Led by Commissioner Ruiz-Benites.

Consent Calendar

All items listed under the Consent Calendar are considered and acted upon by one Motion.

Action: Moved/Seconded: Commissioner Sala / Commissioner Novello.

Yes: Commissioners Sandra Frye-Lucas, Emily Gerofsky, Conner Johnston, Jeff Miller, Juan Novello, Nikki Paschal, Jose Ruiz-Benites, Marbella Sala, Timothy Smith, and Vice Chair Natalie McGee.

Absent: Commissioners John Cook, Maximilian Rosa, and Chair Teddy Georgeoff.

Members of the public provided public comments.

Passed a **Motion** to adopt the Consent Calendar in one motion except as indicated at each item.

1. Approval of Measure U Community Advisory Commission Meeting Minutes

File ID: 2026-00100

Location: Citywide

Action: Passed a **Motion** approving the Measure U Community Advisory Commission Meeting Minutes dated May 18, 2026.

Contact: Jacob Bredberg, Administrative Analyst, (916) 808-6846, jbredberg@cityofsacramento.org; Mindy Cuppy, City Clerk, (916) 808-5441, mcuppy@cityofsacramento.org; Office of the City Clerk

2. Measure U Community Advisory Commission Agenda Log

File ID: 2026-00254

Location: Citywide

Action: Passed a **Motion** approving the Measure U Community Advisory Commission updated Agenda Log.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

3. Dissolution of the 2026/27 Budget Recommendations Ad Hoc Committee

File ID: 2026-01021

Location: Citywide

Action: Passed a **Motion** dissolving the 2026/27 Budget Recommendations Ad Hoc Committee.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

4. Dissolution of the Community Engagement and Outreach Ad Hoc Committee

File ID: 2026-01025

Location: Citywide

Action: Passed a **Motion** dissolving the Community Engagement and Outreach Ad Hoc Committee.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

Discussion Calendar

5. Overview of Measure U Funded Departments and Programs: Library

File ID: 2026-01170

Location: Citywide

Action: Received, commented, and provided direction.

Contact: Peter Coyl, Library Director & CEO, (916) 264-2920, director@saclibrary.org, Sacramento Public Library Authority

6. Update on the Priorities Strategic Workplan and Performance Management Framework

File ID: 2026-01171

Location: Citywide

Members of the public provided public comments.

Action: Reviewed, commented, and provided direction.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, City Manager's Office

7. Results and Lessons Learned from Participatory Budgeting Pilot Program Project Implementation Grants: Final Report on Project Results

File ID: 2026-01172

Location: Citywide

Members of the public provided public comments.

1) Discussed the draft Report on the Participatory Budgeting Project Implementation Grant Results (Report); and 2) Vice Chair McGee created the Participatory Budgeting Pilot Program Project Implementation Grant Results Report Ad Hoc Committee and appointed members Jeff Miller, Juan Novello, Marbella Sala, and Jose Ruiz-Benites.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751, aroughani@cityofsacramento.org, Office of the City Manager

Action: Moved/Seconded: Commissioner Smith / Commissioner Miller.

Yes: Commissioners Emily Gerofsky, Conner Johnston, Jeff Miller, Juan Novello, Nikki Paschal, Jose Ruiz-Benites, Marbella Sala, Timothy Smith, and Vice Chair Natalie McGee.

No: Commissioner Sandra Frye-Lucas.

Absent: Commissioners John Cook, Maximilian Rosa, and Chair Teddy Georgeoff.

Pursuant to Council Rules of Procedure, Chapter 8 (D)(6) passed a **Motion** to extend the meeting past 2 hours.

2026 Metrics Ad Hoc Committee Updates

None.

Commission Member Comments – Ideas and Questions

Members of the Commission provided comments.

Public Comments-Matters Not on the Agenda

Members of the public provided public comments.

Adjourned – 7:54 p.m.

Where to Find the Agenda and Staff Reports: The agenda provides a general description and staff recommendation; however, legislative bodies may take action other than what is recommended. Full staff reports are available at <https://meetings.cityofsacramento.org>.

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Public Comment Speaker Time Limits: In the interest of facilitating the legislative body's conduct of the business of the City, members of the public (speakers) who wish to address the legislative body during the meeting will have two minutes per speaker for Consent Calendar Items, Public Hearing Items, Discussion Calendar Items, and Matters not on the Agenda for a maximum total of eight minutes per speaker per meeting. Each speaker shall limit his/her remarks to the specified time allotment.

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Assistance: In compliance with the Americans with Disabilities Act, if you need special assistance, a disability-related modification or accommodation, agenda materials in an alternative format, or auxiliary aids to participate in this meeting, please contact the Office of the City Clerk at 916-808 7200 or clerk@cityofsacramento.org as soon as possible. Providing at least 72 hours' notice will help ensure that reasonable arrangements can be made.

City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
www.cityofsacramento.org

File ID: 2026-00255

8/17/2026

Measure U Community Advisory Commission Agenda Log

File ID: 2026-00255

Location: Citywide

Recommendation: Pass a **Motion** approving the Measure U Community Advisory Commission updated Agenda Log.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751,
aroughani@cityofsacramento.org, Office of the City Manager

Presenter: None

Attachments:

1-Description/Analysis

2-Measure U Community Advisory Commission updated Agenda Log

Description/Analysis

Issue Detail: City of Sacramento commissions regularly have a standing item with an Agenda Log to organize and track items that will be considered in the future. This Agenda Log details each item and provides an estimate on when staff expects to bring the item back to the commission. Staff invites commissioners to add new items to or remove items from the Log, as needed, at each meeting during the Commissioner Comments - Ideas and Questions agenda item.

Policy Considerations: City Council Ordinance 2024-0039 adopted September 24, 2024 outlines the purpose and the powers and duties of the Measure U Community Advisory Commission; specifically, to ensure that the expenditures of City resources reflect Council and community priorities, the commission shall review, report, and make non-binding recommendations on revenue and expenditures of certain funds from the Transactions and Use Tax imposed under Sacramento City Code chapter 3.27 (Sacramento City Code chapter 2.114).

Economic Impacts: None.

Environmental Considerations: None.

Sustainability: None.

Commission/Committee Action: None.

Rationale for Recommendation: The Commission's adoption of the updated Agenda Log is the action by which the Commission places potential items on future meeting agendas.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): None.

Measure U Community Advisory Commission Agenda Log

August 17, 2026

#	Date	Requestor	Description of Request	Status/Disposition
01	5/18/2026	Novello	Update on the City's economic development strategy.	The Economic Development Department is currently considering the potential scope of the strategy, which will influence the development process and timeline.

City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
www.cityofsacramento.org

File ID: 2026-01499

8/17/2026

Overview of Measure U Funded Departments and Programs: Office of the City Attorney

File ID: 2026-01499

Location: Citywide

Recommendation: Receive and comment.

Contact: Beau E. Parkhurst, Senior Deputy City Attorney, (916) 808-5346, bparkhurst@cityofsacramento.org; Emilio Camacho, Senior Deputy City Attorney, (916) 808-5346, ecamacho@cityofsacramento.org, Office of the City Attorney

Presenter: Beau E. Parkhurst, Senior Deputy City Attorney, (916) 808-5346, bparkhurst@cityofsacramento.org; Emilio Camacho, Senior Deputy City Attorney, (916) 808-5346, ecamacho@cityofsacramento.org, Office of the City Attorney

Attachments:

- 1-Description/Analysis
- 2-Presentation

Description/Analysis

Issue Detail: As part of its 2026 Workplan, the Measure U Community Advisory Commission requested presentations from departments that are responsible for implementing Measure U funded programs. During this item, the City Attorney's Office will provide an overview of its Measure U funded programs and services.

Policy Considerations: City Council Ordinance 2024-0039, adopted September 24, 2024, outlines the purpose and the powers and duties of the Measure U Community Advisory Commission; specifically, to ensure that the expenditures of City resources reflect Council and community priorities, the commission shall review, report, and make non-binding recommendations on revenue and expenditures of certain funds from the Transactions and Use Tax imposed under Sacramento City Code chapter 3.27 (Sacramento City Code chapter 2.114).

Economic Impacts: Not applicable.

Environmental Considerations: California Environmental Quality Act (CEQA): This report concerns

administrative activities and governmental fiscal activities that do not constitute a “project” as defined by the CEQA Guidelines Sections 15378(b)(2) and 15378(b)(4) and are not subject to the provisions of CEQA (CEQA Guidelines Section 15060(c)(3)).

Sustainability: Not applicable.

Commission/Committee Action: Not applicable.

Rationale for Recommendation: In adopting its 2026 Workplan, the Measure U Community Advisory Commission invited City departments to provide an overview of their Measure U funded programs.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): Not applicable.

A dark blue silhouette of the Sacramento skyline is positioned across the middle of the slide. It includes various building shapes and two prominent towers on the right side that resemble the Sacramento Tower.

City Attorney's Office
FY2025/26 Measure U
August 17, 2026

CAO Department Mission & Services

Department Mission

The Sacramento City Attorney's Office strives to provide the highest quality legal services to the City of Sacramento.

Services

The City Attorney shall serve as legal counsel to the city government and all officers, departments, boards, commissions and agencies thereof and shall have such other powers and duties as may be prescribed by state law and by ordinance or resolution of the City Council. In situations where the City Attorney determines there is a conflict in representation by that office, the City Council may authorize the retention of other legal counsel to represent one of the conflicting parties.

CAO Police Advisory & Transactions Team (PATT)

Team Composition & Funding

- PATT consists of two Senior Deputy City Attorneys and one paralegal;
- Measure U funding supports one Senior Deputy City Attorney position and the paralegal, ensuring dedicated legal capacity for public safety operations;

Scope and Volume of Work (2025)

- Completed 1,501 legal assignments in direct support of the SPD
- Work spans a broad spectrum of legal services, including:
 - California Public Records Act (PRA) review and compliance;
 - Drafting and negotiation of complex interagency agreements and contracts;
 - Legal support across multiple SPD divisions, including:
 - Government Affairs Unit (GAU);
 - Professional Standards Unit (PSU)
 - Office of Violence Prevention (OVP)

CAO Police Advisory & Transactions Team (PATT)

Role of SPD Counsel (PATT)

- Serves as **embedded legal counsel** providing proactive, real-time advice to command staff and operational units;
- Ensures **constitutional compliance** (e.g., Fourth and Fifth Amendment), statutory adherence, and alignment with City policy;
- Advises on **high-risk and sensitive matters**, including:
 - Public records disclosures and confidentiality issues
 - Use-of-force, search and seizure, and liability exposure
 - Development and implementation of policies, protocols, and training guidance
- Coordinates closely with the City Attorney's Office to ensure **consistent legal strategy, risk mitigation, and defensibility**

-

CAO Police Advisory & Transactions Team (PATT)

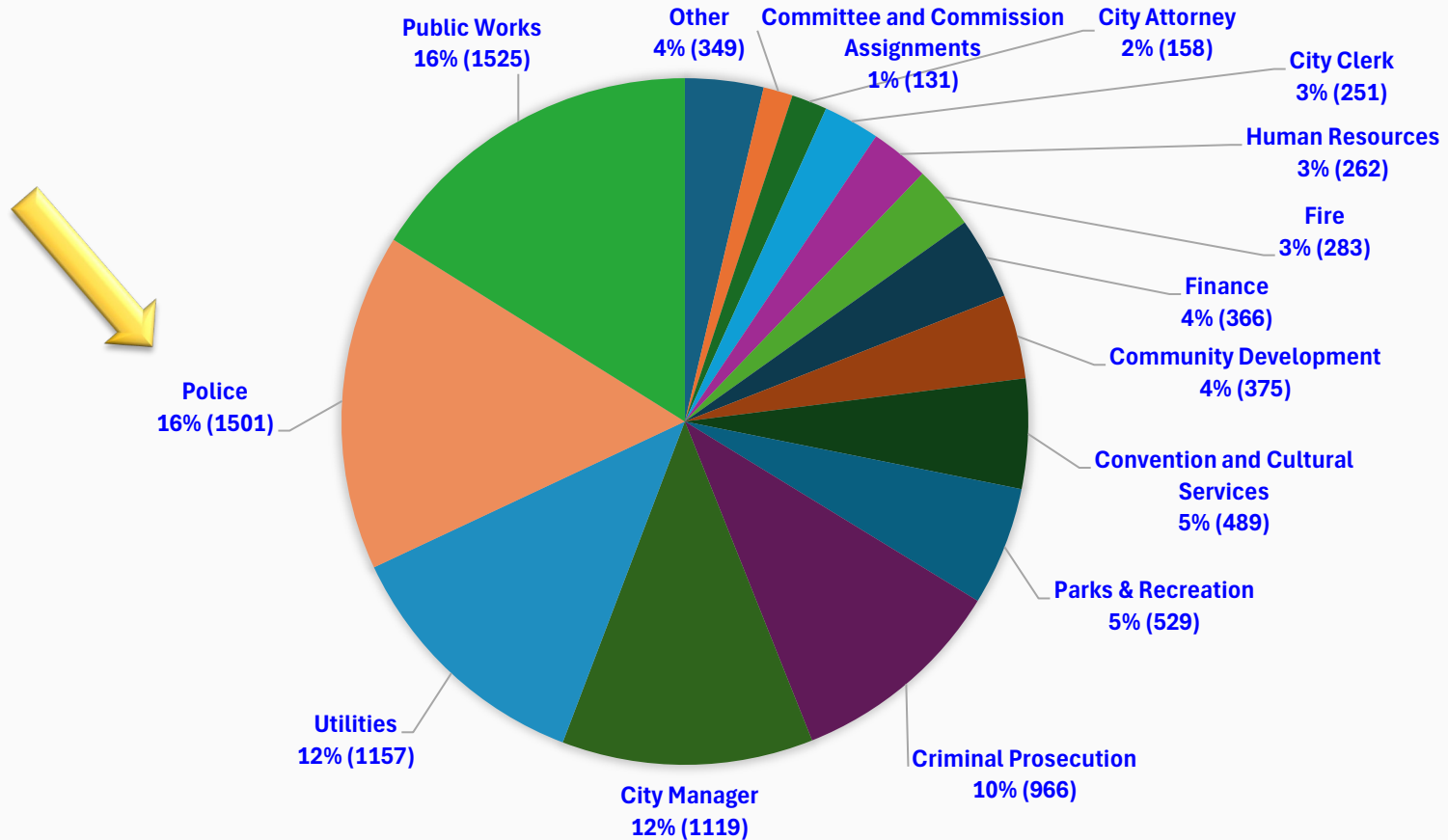
Community Engagement:

-In addition to legal advisory work, PATT members may engage residents at community and professional outreach events such as:

- Community roundtables and stakeholder meetings to address **public safety concerns** and build trust;
- Legal support for gun buyback programs and initiatives designed to safely remove firearms from the community;
- Advising on and supporting **violence prevention** programs, including: (1) Grant-funded initiatives targeting youth violence and at-risk populations; (2) Programs led by the Office of Violence Prevention (OVP) to reduce cycles of violence;
- Supports “**Know Your Rights**” presentations;
- Advising on programs to reduce gun violence, including lawful tools and partnerships to **remove illegal firearms** from circulation;
- Represents the City at diversity, outreach, and recruitment events, **strengthening community relationships**.

2025 CAO Legal Assignments by Department

Total: 946 l



CAO PATT Priorities & Goals

Modernize Through Artificial Intelligence: Implement secure AI tools to streamline legal research, contract review, litigation analytics, and workflow automation—improving turnaround times and operational efficiency;

Increase Accountability & Performance Metrics: Track measurable outcomes and improve upon response time to assignments from the Sacramento Police Department;

Advance Public Safety: continue to work closely with the Sacramento Police Department on projects, grant programs and other strategies to enhance and promote Public Safety within the City of Sacramento;

Questions & Comments



City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
www.cityofsacramento.org

File ID: 2026-01500

8/17/2026

Overview of Measure U Funded Departments and Programs: Department of Public Works

File ID: 2026-01500

Location: Citywide

Recommendation: Receive and comment.

Contact: Jennifer Donlon Wyant, Mobility and Sustainability Division Manager, (916) 808-5913, jdonlonwyant@cityofsacramento.org, Department of Public Works

Presenter: Jennifer Donlon Wyant, Mobility and Sustainability Division Manager, (916) 808-5913, jdonlonwyant@cityofsacramento.org, Department of Public Works

Attachments:

1-Description/Analysis

2-Presentation

Description/Analysis

Issue Detail: As part of its 2026 Workplan, the Measure U Community Advisory Commission requested presentations from departments that are responsible for implementing Measure U funded programs. During this item, the Department of Public Works will provide an overview of its Measure U funded programs and services.

Policy Considerations: City Council Ordinance 2024-0039, adopted September 24, 2024, outlines the purpose and the powers and duties of the Measure U Community Advisory Commission; specifically, to ensure that the expenditures of City resources reflect Council and community priorities, the commission shall review, report, and make non-binding recommendations on revenue and expenditures of certain funds from the Transactions and Use Tax imposed under Sacramento City Code chapter 3.27 (Sacramento City Code chapter 2.114).

Economic Impacts: Not applicable.

Environmental Considerations: California Environmental Quality Act (CEQA): This report concerns administrative activities and governmental fiscal activities that do not constitute a “project” as defined by the CEQA Guidelines Sections 15378(b)(2) and 15378(b)(4) and are not subject to the provisions

of CEQA (CEQA Guidelines Section 15060(c)(3)).

Sustainability: Not applicable.

Commission/Committee Action: Not applicable.

Rationale for Recommendation: In adopting its 2026 Workplan, the Measure U Community Advisory Commission invited City departments to provide an overview of their Measure U funded programs.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): Not applicable.

City of
SACRAMENTO

Department of Public Works



Measure U Community Advisory Commission

Department of Public Works



Office of the Director

Facilities and Property Management
Fleet
Recycling and Solid Waste
Mobility and Sustainability
Transportation
Engineering Services
Parking Services
Maintenance Services

Department of Public Works

Measure U Funding



Illegal Dumping

\$400k

Recycling and Solid Waste Division

- Responds to illegal dumping 311 requests
- 48% of calls are for the City's DACs
- Total tonnage for
 - FY 24/25: 2,300
 - FY 25/26: 2,950
- Measure U covers disposal costs only



Illegal dumping

Climate Action and Sustainability



New trees on Franklin Blvd

\$531k

Staffing:

4 positions

Work includes grant writing and administration:

Prop 4 Climate Bond

Transformative Climate Communities

Extreme Heat and Climate Resilience Program

Recent funding wins:

Secured \$300k for Franklin Blvd Greening (trees)

Sustainability Program



Tree planting in Meadowview



EV charging in Valley Hi

\$300k

Electric vehicles:

Leveraged to bring over \$5.2M for 67 EV chargers at 13 locations (parks, community centers and libraries)

ZEV City fleet:

Leveraged to bring \$6.7M to electrify City's light duty fleet

Urban Forest:

Leveraged \$1M to expand tree canopy in disadvantaged communities
275 trees planted in DACs

City Facilities: Safety

\$2.5M

- **Fire stations:** Driveway, water heaters, ceiling tiles, and lighting
- **Various city buildings:** Lighting system replacement
- **Crocker Art Museum:** Fire alarm system replacement



City Facilities: Community Centers

\$500k

- **Coloma Community Center:** Wheelchair lift
- **Belle Cooledge Community Center:** ADA parking improvements
- **Hart Senior Center:** Restroom ADA improvements
- **City Hall:** Door ADA improvements



Thank you!



City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
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File ID: 2026-01501

8/17/2026

**Results and Lessons Learned from Participatory Budgeting Pilot Program Project
Implementation Grants: Final Report on Project Results (Continued from 06/15/2026)**

File ID: 2026-01501

Location: Citywide

Recommendation: 1) Discuss the draft Report on the Participatory Budgeting Project Implementation Grant Results (Report); and 2) pass a **Motion** approving the Report, as discussed.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751,
aroughani@cityofsacramento.org, Office of the City Manager

Presenter: Ash Roughani, Special Projects Manager, (916) 808-7751,
aroughani@cityofsacramento.org, Office of the City Manager

Attachments:

1-Description/Analysis

2-DRAFT Report on the Participatory Budgeting Project Results

Description/Analysis

Issue Detail: At the September 16, October 21, and November 18, 2024, Measure U Community Advisory Commission (Commission) meetings, Participatory Budgeting (PB) Pilot Project (Pilot) Implementation grantees provided detailed presentations describing their program activities, outcomes, challenges, and lessons learned. These presentations highlighted the breadth of community impacts achieved through the Pilot, including youth development, neighborhood revitalization, workforce training, food access, homelessness services, and early stage entrepreneurship support.

A comprehensive synthesis of the grantee presentations, closeout documentation, and supporting materials is provided in the attached report. This report summarizes activities and outcomes across all funded projects, presents cross cutting themes, and identifies opportunities to strengthen future community driven investments. Staff prepared the report in response to a Council member request at the May 5, 2026, Budget and Audit Committee meeting and to support the Commission's future policy and funding discussions related to community directed investments.

Policy Considerations: City Council Ordinance 2024-0039, adopted September 24, 2024, specifies that a primary power and duty of the Commission is to, “work with City staff on community engagement with respect to the Transactions and Use Tax.” On February 16, 2021, the City Council adopted Resolution 2021-0044, which formally established the Participatory Budgeting Pilot Program. Council subsequently approved Resolution 2022-0284 on August 23, 2022, that authorized a funding allocation process for winning projects and requires the City Manager to implement and enforce the Proposal Delegate Conflict of Interest Policy.

Economic Impacts: None.

Environmental Considerations: None.

Sustainability: None.

Commission/Committee Action: The Commission previously received a presentation on the Participatory Budgeting Pilot Program Evaluation Report on March 20, 2023, and presentations from project implementation grantees on their project outcomes on September 16, October 21, and November 18, 2024.

Rationale for Recommendation: At the May 5, 2026, Budget and Audit Committee meeting, Councilmember Maple requested a report on the PB project implementation grant outcomes. As the PB effort was led by the Commission, staff is requesting Commission approval of the report.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): None.



CITY OF SACRAMENTO

Measure U Community Advisory Commission

DRAFT Participatory Budgeting Pilot Program Project Outcomes Report

17 Projects | \$1 Million in Measure U Funding | North and South Sacramento

June 2026

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Executive Summary

Between 2021 and 2022, the City of Sacramento piloted the use of Participatory Budgeting (PB) to allocate \$1 million in Measure U funds toward community-defined priorities. Residents of two geographically targeted focus areas in North and South Sacramento submitted ideas, participated as proposal delegates, and cast votes to select ten projects for funding.

Between December 2022 and January 2023, staff developed an application process to identify organizations that may be funded to implement the winning projects. As decided by the Measure U Community Advisory Commission (Commission), a selection panel consisting of an equal number of community members and commissioners was appointed to evaluate applications for funding and directly select the implementing organizations. The ten winning ballot projects were subsequently divided and administered as seventeen individual grant agreements, each managed through the City's Office of Innovation and Economic Development, Department of Youth, Parks and Community Enrichment, or Department of Community Response.

This report documents the implementation and outcomes of all seventeen funded projects. It draws on three Commission meeting transcripts from September, October, and November 2024; official grantee closeout and activity reports; a Project Tracker; and the original [**2023 PB Pilot Evaluation Report**](#) prepared by Third Plateau. Projects are organized by geographic area (North and South) and then by program category as reflected in the Project Tracker.

Portfolio Highlights

Across the full portfolio, PB investments produced documented outcomes in seven thematic domains: youth development and mentorship, workforce development, neighborhood revitalization, urban agriculture and food access, literacy and education, homeless services, and entrepreneurship and innovation. Selected portfolio-wide highlights include the following.

17	\$1 million	11	6
Grant Agreements	Total Funding	North Area Grants	South Area Grants

- More than 1,504 students participated in construction trades career exploration events, with 773 earning OSHA certification through the **Construction Industry Educational Foundation**.
- 63 students received individualized literacy tutoring through **Hope Technologies**; in addition, a gamified phonemic awareness application was developed and piloted.

- 350 unhoused residents accessed medical, dental, optical, veterinary, and social services at a single-day resource fair organized by **Josh's Heart**.
- \$20,000 was distributed directly to early-stage South Sacramento nonprofits through **Common Good Collective's** Blackwater Accelerator pitch competition.
- 57 students completed a 20-hour video game development curriculum and produced original games across 490 instructional hours through the **Sacramento Developer Collective**.
- 24 free produce distribution events were hosted by the **Del Paso Heights Growers Alliance** providing 1,380 boxes to 136 District 2 residents.
- 798 pounds of litter were removed, 139 blight reports filed, and 1,384 educational materials distributed by **Hmong Youth and Parents United** in Noralto.
- 13 high school interns participated in a leadership and mentorship program through **The GreenHouse**. All participants reported at least one personal benefit from the program, including increased leadership skills, improved academic performance, higher self-esteem, new skills and knowledge, and greater confidence in their future goals. 167 volunteers contributed 399 hours of community cleanup work through the **Gardenland Northgate Neighborhood Association**.

Grantees who presented to the Measure U Commission in fall 2024 consistently described PB grants as catalytic. **4 Your Epiphany Foundation's** BluePrint pilot opened a partnership with Twin Rivers Unified School District projecting more than 1,000 additional students in the 2024 to 2025 school year. The **Sacramento Developer Collective** is working to publish student-created games publicly. The **Del Paso Heights Growers Alliance** established a composting hub through new academic and nonprofit partnerships. **Common Good Collective** secured continuation funding from the City of Sacramento, Golden 1 Credit Union, and Bosch Semiconductors through 2026.

Report Methodology

Measure U Commission staff used artificial intelligence to synthesize information from multiple primary sources and generate an initial version of this report. Department staff who managed each contract reviewed and verified the information in this report for accuracy. Finally, Commission staff edited and finalized the report prior to publication.

The data sources used to compile this report included:

- **City Project Tracker:** Grant agreement details, contracted activities, target outcomes, and metrics for all 17 grantees.
- **Commission Meeting Transcripts:** Auto-generated transcripts from the September 16, October 21, and November 18, 2024 Measure U Community Advisory Commission meetings, during which grantees presented their results.
- **Grantee Quarterly and Closeout Reports:** Activity and outcome data submitted by grantees to the City throughout the grant period.
- **Third Plateau Evaluation Report (January 2023):** The official evaluation of the PB Pilot process, including the voter-selected project list and outcome framework.

For projects where grantee reporting remained pending at the time of compilation, narratives are based on the contracted activities and intended outcomes as specified in the grant agreements. These instances are noted clearly in the relevant project sections.

Part I: North Area Projects

The North Area focus covered neighborhoods including Old North Sacramento, Gardenland, Del Paso Heights, and portions of District 2. Eleven grant agreements totaling \$498,650 were administered in the North Area across four program categories:

- Youth Development and Mentorship,
- Workforce Development,
- Neighborhood Cleanup, and
- Urban Agriculture.

11
Grant Agreements

\$498,650
Total Funding

4
Program Categories

Youth Development and Mentorship

Four grants under the North Area youth development and mentorship category supported programs ranging from social-emotional learning workshops and recreation leadership internships to basketball programming and a youth-led neighborhood cleanup initiative. Together, these grants reached hundreds of young people across the focus area.

BluePrint

Pending Staff Verification

Grantee	4 Your Epiphany Foundation, Inc.
Grant Amount	\$18,000
City Contract	2023-1208
Department	Office of Innovation and Economic Development
Ballot Reference	Work and Mentoring Programs for Northeast Sacramento Youth

Program Overview

Blueprint is a youth empowerment workshop series developed by 4 Your Epiphany Foundation, an organization founded in 2012 by Christopher Robinson, a native of District 2 who attended Sacramento City Unified and has served the area for more than a decade. By 2024, the organization had served more than 10,000 youth, educators, and professionals,

logging more than 10,000 hours of service. The program’s core framework integrates 21st-century skills, social-emotional learning, and a growth mindset philosophy grounded in the belief that every young person can succeed.

Activities

Blueprint was delivered in two cohorts of up to 25 students each, meeting twice a week for 12 workshops per cohort. The curriculum focused on self-actualization, intrinsic motivation, self-care, communication skills, and resilience strategies. Originally planned for MLK Tech, the program pivoted to a community-based location following a leadership transition at the school site and recruited students directly from surrounding neighborhoods. Participants ranged from fifth grade through high school.

Outcomes and Results

The program achieved an 80 percent or higher graduation rate. Teachers and school staff reported improvements in student attendance, communication, and classroom behavior alongside measurable gains in soft skills and social-emotional development. A teacher wrote to Robinson: “You have poured so much into these kids. I truly believe you make a positive impact in everyone and every life you encourage.”

The Commission presentation in September 2024 revealed significant post-grant impact. Robinson reported that Blueprint’s documented success led Twin Rivers Unified School District to invite the organization into 12 schools covering 69 programs, with a projected reach of more than 1,000 additional students in the 2024 to 2025 school year. A cohort of young men who participated as students subsequently enrolled in a mentorship pilot program to serve younger students at those campuses.

Mentoring and Recreation Leadership Internships

Grantee	The GreenHouse
Grant Amount	\$12,000
City Contract	2023-0794
Department	Office of Innovation and Economic Development
Ballot Reference	Work and Mentoring Programs for Northeast Sacramento Youth

Program Overview

The GreenHouse operated a structured recreation leadership internship program placing high school youth in active roles within after-school youth programs. Participants gained practical experience while receiving mentorship, leadership training, and academic support in a two-semester model.

Activities

The program ran two school-year sessions. Interns participated in weekly training sessions covering child development, temperament, positive discipline, and group leadership. They also attended weekly mentorship sessions providing tutoring and enrichment activities in art, sports, and academics. Each intern was expected to complete at least 45 hours of internship experience per semester. Structured journaling, resume-building, and individualized coaching on future aspirations were incorporated throughout. A closing field trip celebrated program completion.

Outcomes and Results

The program enrolled 13 participants, all of whom completed at least 45 internship hours. Throughout the year-long program, participants took part in 25 training sessions and 32 mentorship sessions. Pre- and post-program surveys showed that 100% of participants experienced at least one personal benefit, including increased leadership skills, improved academic performance, higher self-esteem, new skills and knowledge, and greater confidence in their future goals. In addition, 100% of participants reported satisfaction with their participation in the program. Participants also received stipends in recognition of their contributions, and the program established a strong mentorship framework that the organization plans to sustain.

Crossover Basketball Camps

Pending Staff Verification

Grantee	Campus Life Connection
Grant Amount	\$25,000
City Contract	2023-1555
Department	Department of Youth, Parks and Community Enrichment
Ballot Reference	Work and Mentoring Programs for Northeast Sacramento Youth

Program Overview

Crossover Basketball has served the Sacramento region since 1998, providing at-risk youth with structured basketball programming, mentorship, tutoring, and life-skills development across a drug-free environment. The program serves more than 400 youth annually through winter and spring leagues. Volunteer coaches, many of whom grew up in the same neighborhoods as participants, provide consistent adult mentorship that research identifies as a key protective factor for young people.

Activities

PB funding supported 26 sessions of free basketball camps for approximately 50 youth in grades 2 through 12, along with 20 summer camp scholarships for students to attend

weeklong programs in Santa Cruz. Participants received mentoring and tutoring, and engaged with a scripted life-skills curriculum covering dedication, responsibility, team-building, and community service. Coaches facilitated small-group discussions providing students a structured, safe space to process personal challenges with caring adults. Laptops and tutoring support were available during non-game time.

Outcomes and Results

PB funding expanded Crossover Basketball's annual reach by approximately 50 additional youth, a roughly 10 percent increase over baseline capacity. Several participants attended the ocean and the mountains for the first time through the summer camp program. Coach Omar Turner, who presented with program representatives at the October 2024 Commission meeting, reflected on 25 years of watching participants grow up and return as volunteer coaches. He noted that life-changing experiences such as summer camp provide the kind of formative memories and adult connections that redirect young people toward positive futures.

Pending Staff Verification

Noralto Neighborhood Cleanup and Mentorship Program

Grantee	Hmong Youth and Parents United
Grant Amount	\$25,000
City Contract	2023-1607
Department	Office of Innovation and Economic Development
Ballot Reference	Work and Mentoring Programs for Northeast Sacramento Youth

Program Overview

Hmong Youth and Parents United (HYPU) implemented a five-month youth leadership program in the Noralto neighborhood, combining neighborhood cleanup activities with civic education. The model trained youth to lead cleanup events, file blight reports using the City's 311 app, canvass residents, and distribute educational materials in the Hmong language, with the explicit goal of helping youth understand that organizing alongside City services can produce meaningful change.

Activities

The program recruited up to 20 youth participants and held two structured meetings per month from January through May 2024. Participants received stipends. Activities included supervised neighborhood cleanups, 311 blight reporting, Hmong-language educational material development and distribution, and training in code enforcement and public safety navigation.

Outcomes and Results

20 Youth Served	948 Total Hours	798 lbs Litter Removed	139 311 Reports
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The program served 20 youth, 74.2 percent of whom identified as Hmong, ranging in age from 14 to 24. Participants completed 948 hours of community service, removed 798 pounds of litter, filed 139 blight reports through the 311 app, and distributed 1,384 educational materials throughout the Noralto neighborhood. The grantee completed all contracted program elements and met every metric specified in the agreement. Youth testimonials documented deepened civic engagement, neighborhood pride, and a growing sense of empowerment as advocates for their community.

Workforce Development

Three grants supported workforce development programming in the North Area, creating pathways to food-service careers, construction and skilled trades, and general employment for youth and young adults facing barriers to entering the workforce.

Pending Staff Verification

UniverSOUL Cafe Workforce Development Program

Grantee	I Am Manpower Academy Inc.
Grant Amount	\$100,000
City Contract	2023-1206
Department	Office of Innovation and Economic Development
Ballot Reference	A Second Chance Career Opportunity for the Youth

Program Overview

I Am Manpower Academy Inc. designed the UniverSOUL Cafe Workforce Development Program to prepare participants for careers in the food ecosystem while simultaneously supporting food-waste reduction through food-rescue operations. The program provides a combination of technical training, case management, coaching, and financial support for participants seeking to enter food-related industries.

Contracted Activities

The grant contract provided for recruitment and enrollment of at least 25 participants through intake assessment; food handler card training and examination preparation; development of individualized case plans based on identified participant needs and business goals; coaching and case management toward case plan goals; and two stipends of \$750 each per participant, payable upon completing the first half and the full program respectively.

Intended Outcomes and Metrics

The program was designed to enroll a minimum of 25 participants, provide each with sufficient instruction to pass the food handler card training and examination, and prepare participants to enter food-related careers while contributing to community food-waste reduction through food-rescue service roles. Full outcome reporting was pending at the time this report was compiled.

Second Chance Act Youth Workforce Program

Grantee	Play Hard Play Smart Youth Development
Grant Amount	\$100,000
City Contract	2023-1207
Department	Office of Innovation and Economic Development
Ballot Reference	A Second Chance Career Opportunity for the Youth

Program Overview

Play Hard Play Smart Youth Development designed the Second Chance Act program to help hard-to-employ youth and young adults enter the workforce through a structured combination of certifications, financial literacy, barrier removal services, and paid internship placements with local businesses and nonprofits.

Contracted Activities

The program recruited 10 participants through intake assessments and provided OSHA certification, 20 hours of combined job readiness, computer literacy, and financial literacy training. Each participant received a laptop, work attire, transportation support, meals during training, and assistance opening a bank account. Following training, staff identified employer partners and connected participants with local businesses and nonprofits for paid internship placements. Participants received a \$1,500 monthly stipend for up to four months of internship experience. The program also provided career path consulting and resume development.

Outcomes and Metrics

The Play Hard Play Smart Program successfully served 10 youth participants through a comprehensive workforce development and work-based learning experience designed to prepare young people for future employment opportunities and financial independence. Program outcomes exceeded expectations, with all 10 participants successfully completing the full 10-week work experience component. Workplace safety training was another major focus of the program. All 10 participants earned their OSHA certification, equipping them with industry-recognized credentials and foundational knowledge of workplace safety practices that will benefit them across multiple career pathways.

Program Outcomes Summary

- Youth Enrolled: 10
- Youth Completing Program: 10 (100%)
- Youth Completing Workforce Training: 9 (90%)
- Youth Opening Bank Accounts: 9 (90%)
- Youth Earning OSHA Certification: 10 (100%)

- Youth Completing/Updating Resumes: 10 (100%)
- Youth Completing 10 Weeks of Work Experience: 10 (100%)

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Construction and Trades Workforce Development Programs

Grantee	Construction Industry Educational Foundation (CIEF)
Grant Amount	\$18,650
City Contract	2023-1593
Department	Office of Innovation and Economic Development
Ballot Reference	Work and Mentoring Programs for Northeast Sacramento Youth

Program Overview

The Construction Industry Educational Foundation (CIEF), the educational arm of the Sacramento Regional Builders Exchange, was founded in Sacramento in 1901 and focuses on empowering students to pursue careers in the built environment. CIEF used PB funding across three interconnected programs: Trades Day career exploration events for middle and high school students, the Design-Build Competition, and OSHA-10 safety certification.

Activities

Trades Day brought students to hands-on career exploration events where they rotated through interactive stations with bricklayers, electricians, heavy equipment operators, plumbers, general contractors, masons, steelworkers, and linemen. Transportation challenges for Northeast Sacramento schools led CIEF to create a dedicated middle school Trades Day at the Capital College and Career Academy on Del Paso, placing the program within the target area. The event was covered by CBS News, Fox 40 News, and KCRA 3. The Design-Build Competition challenged high school teams to plan and construct a 96-square-foot structure over two days following four months of preparation with industry mentors. Participating schools were encouraged to build with purpose, with some teams constructing tiny homes and storage facilities for community organizations.

Outcomes and Results

1,504	218	773	98%
Total Students	From Target Area	OSHA-10 Certified	Highly Satisfied

Trades Day served a combined 1,504 students, including 300 middle schoolers and 1,204 high schoolers. Of these, 218 were from the Northeast Sacramento target area. Student surveys found that 98 percent rated the experience as highly positive, 96 percent said it gave them a closer look at construction and skilled trades, 79 percent expressed increased interest in the industry, and 93 percent of teachers would recommend the event to others. For the Design-Build Competition, 86 percent of participants reported gaining leadership skills and 81 percent made valuable connections with industry professionals. A total of 773 students

received OSHA-10 safety certification, including 51 from the North Sacramento target area. CIEF anticipated further growth, with more than 1,900 students already registered for the following year's Trades Day events.

DRAFT

Neighborhood Cleanup

Three grants supported neighborhood cleanup and revitalization work in North Sacramento. Together, these programs mobilized hundreds of volunteers, serviced several key neighborhood sites, and engaged youth as active stewards of their communities.

GNNA Cleaning and Greening Program

Grantee	Gardenland Northgate Neighborhood Association (GNNA)
Grant Amount	\$20,000
City Contract	2023-0793
Department	Office of Innovation and Economic Development
Ballot Reference	Neighborhood Cleanup Grants

Program Overview

The Gardenland Northgate Neighborhood Association (GNNA), established in 1996, organized a sustained community cleanup and greening initiative spanning nine events across City Council Districts 2 and 3. Vice President Roberto Ramirez and project manager Adrian managed implementation, presenting the program's results to the Commission at the September 2024 meeting.

Activities

GNNA conducted outreach through social media, flyers, soccer games, coffee shops, and word-of-mouth to recruit volunteers and build momentum for each cleanup event. Two-to three-hour events were held on a regular monthly schedule, with equipment and lunches provided to participants. GNNA leveraged cost-saving purchasing strategies to maximize grant value. The program aimed to create a cleaner, connected community while building lasting volunteer relationships and developing civic capacity within the neighborhood.

Outcomes and Results

GNNA mobilized 167 volunteers who collectively contributed 399 hours of service across nine cleanup events. Participants ranged in age from 5 to more than 70, reflecting a genuinely multigenerational effort rooted in community pride. The program removed substantial quantities of trash and debris from public and private spaces throughout the Gardenland-Northgate neighborhood, promoted community health and safety, engaged youth project leads in community action, and established a replicable model for ongoing volunteer-led revitalization.

District 2 Youth Cleanup and Beautification Service

Grantee	SunShineZCleaning Inc.
Grant Amount	\$20,000
City Contract	2023-0849
Department	Office of Innovation and Economic Development
Ballot Reference	Neighborhood Cleanup Grants

Program Overview

SunShineZCleaning Inc. operated a youth-led cleanup and beautification program across District 2 and portions of District 3, engaging young participants in structured environmental service work while providing stipends, meals, equipment, and uniforms. The program also partnered with community organizations to host larger beautification events.

Contracted Activities

Contracted activities included participant outreach and recruitment, equipment and uniform procurement, provision of meals following each work day or cleanup event, and stipend payments for participating youth. Streets serviced included Danville Way, Ford Road, Mable Street, Swain Street, Del Paso Boulevard, South Avenue, Vern Street, Grand Avenue, and North Avenue. The program also landscaped and cleaned yards for seniors in the area. A community beautification event was held at the Garden of Many Colors in partnership with the Del Paso Heights Growers Alliance. Additional cleanups were coordinated around holiday programming and the January 2024 Martin Luther King March.

Outcomes and Metrics

The program engaged 17 youth participants, with 14 youth ultimately participating in paid neighborhood cleanup and beautification work. Participants received orientation, safety training, and hands-on experience in landscaping, debris removal, customer service, tool use, and basic property maintenance.

More than \$13,000 in stipends were distributed to participating youth and volunteers. Equipment purchased through the grant, including landscaping and cleanup tools, will continue supporting future beautification efforts. Despite challenges related to school schedules and participant availability, the program advanced its goals of youth workforce development, neighborhood improvement, and community engagement.

Old North Sacramento and Dixieanne Neighborhood Cleanup

Grantee	Del Paso Boulevard Partnership
Grant Amount	\$20,000
City Contract	2023-1053
Department	Office of Innovation and Economic Development
Ballot Reference	Neighborhood Cleanup Grants

Program Overview

The Del Paso Boulevard Partnership coordinated a multi-service cleanup initiative covering three distinct service zones: the Del Paso Boulevard corridor, the El Camino Avenue area, and the Dixieanne and Calvados alley network in Old North Sacramento. The program combined professional contractor services with a youth stipend component.

Activities and Results

In August 2023, contractor Street Scapers LLC began litter abatement along Del Paso Boulevard and parallel streets including Rio Linda Boulevard, Fairfield Street, Oxford Street, Gibson Street, and Hawthorne Street. Vendor Bin So Clean provided heated, high-pressure washing of public sidewalks and gutters. In September, contractor Clean Streets initiated work along El Camino Avenue and through the alley network in Old North Sacramento, including mowing at alley gate entrances, junk removal, and general litter abatement. By November 2023, the program had serviced 257 parcels in all service areas, power-washed over 4,000 square feet of sidewalks, curbs and gutters, hauled away over 25 cubic yards of trash, collected over 30 33-gallon trash bags, and directly serviced over 23 residences and 9 small businesses. Two youth participants completed hours in the stipend program during the initial months.

Urban Agriculture

One grant in the North Area funded urban agriculture programming, representing the single largest North Area award and one of the deepest community-engagement outcomes across the entire PB portfolio.

North Sacramento Urban Agriculture Program

Grantee	Del Paso Heights Growers' Alliance (DPHGA)
Grant Amount	\$140,000
City Contract	2023-0933
Department	Office of Innovation and Economic Development
Ballot Reference	Urban Agriculture Programs and Mobile Farmers Market

Program Overview

The Del Paso Heights Growers' Alliance (DPHGA) implemented a community health-focused urban agriculture program in City Council District 2 to increase access to fresh produce and strengthen residents' knowledge of healthy eating and food growing practices. The program consisted of three integrated components: a mobile food stand distributing fresh, seasonal produce across multiple District 2 locations; community workshops in cooking, nutrition, and urban agriculture; and the maintenance of three community gardens supporting ongoing local food production.

Activities

The Fresh Out of DPH Free Farm Stand provided produce box distributions at Mutual Housing Dixieanne, Mutual Housing Norwood Estates, Del Paso Heights Library, and the Robertson Community Center, paired with chef-led cooking demonstrations and nutrition education.

The program also maintained three community growing sites—the Rootcellar Community Garden, Sugar Cane Community Garden, and True Beginnings Orchard—and expanded food systems infrastructure through a composting hub developed in partnership with Re-Soil Sacramento and the California Alliance for Community Composting. Additional programming included cooking, nutrition, and urban agriculture workshops at neighborhood sites, as well as a Nature Rx initiative offering outdoor wellness trips.

Outcomes and Results

Overall, the program engaged 941 individuals through direct services and online education and distributed over 10,000 pounds of fresh produce to North Sacramento families.

All key targets were met or exceeded. The program hosted 24 produce distribution events (target: 16), distributing 1,380 produce boxes to 136 District 2 residents in the 95838 zip code.

More than 38 varieties of culturally relevant produce were provided.

The program delivered six cooking and nutrition workshops and 23 urban agriculture workshops, exceeding required goals. Participants improved knowledge of healthy food preparation and growing practices and reported increased food access awareness.

A community member who became a regular participant described the program's impact at the November 2024 Commission meeting:

“This program has shown me that it is important to deal with farmers to get that food to the people so that they can have access to it and be able to have a healthier, better way of life.”

Infrastructure investments expanded long-term capacity, including restoration of garden and orchard sites, development of a composting hub, and construction of an 18' x 24' greenhouse to support ongoing training. The program also provided mentorship and technical assistance to support economic opportunities for BIPOC farmers and disadvantaged community members, with evaluation support from UC Davis and UC Irvine.

Part II: South Area Projects

The South Area focus covered neighborhoods including Oak Park, South Sacramento, Meadowview, and portions of Fruitridge. Six grant agreements totaling \$500,000 were administered in the South Area across four program categories:

- Youth Development and Mentorship,
- Homeless Services,
- Innovation and Entrepreneurship, and
- Youth Transportation.

6
Grant Agreements

\$500,000
Total Funding

4
Program Categories

Youth Development and Mentorship

One South Area grant was classified under youth development and mentorship, targeting elementary-age literacy intervention in South Sacramento. The program combined one-on-one tutoring with the development of scalable, technology-enabled tools designed to extend its reach beyond direct service.

Pending Staff Verification

Additional Literacy Support for Elementary Students

Grantee	Hope Technologies Sacramento, Inc.
Grant Amount	\$100,000
City Contract	2024-0077
Department	Department of Youth, Parks and Community Enrichment
Ballot Reference	Additional Literacy Support for Elementary Students

Program Overview

Hope Technologies Sacramento, Inc. operates a nonprofit learning center in South Sacramento, focused on building lifelong learners through literacy intervention and technology education. Founded by Josh and Brittany Howard, the organization has served the community for approximately eight years. The literacy grant funded one-on-one tutoring,

the hiring of three part-time literacy directors, and the development of two new tools intended to extend the program’s reach: a research-backed reading intervention guide and a gamified phonemic awareness application.

Activities

The program provided individualized, phonics-based literacy tutoring to students primarily in grades 4 through 6 who were at least two grade levels behind in reading. Instruction followed a framework that included assessment to identify each student’s specific gaps, chart-based skill reinforcement, and a tracking record to monitor progress. Upon completing the tutoring sequence, students transitioned to a Read Aloud program in which they narrated stories for kindergarten classrooms, building confidence and a love of reading through authentic audience experience. A staff member with both teaching credentials and a computer science degree led development of a gamified reading web application accessible through standard browsers and mobile devices without requiring a download. The app presents phonemic awareness content through word games and maze activities, culminating in readers built around learned skills. The reading intervention guide was designed as a transferable resource usable by parents and teachers independently of the program.

Outcomes and Results

63 Students Tutored	3 Literacy Directors Hired	App Beta Launch	2 Grades+ Avg. Gap Closed
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Since receiving the grant, Hope Technologies served 63 students through one-on-one tutoring. Students demonstrated measurable improvements in reading proficiency; school attendance increased among program participants; and program leaders observed growing confidence and enthusiasm for learning. Co-founder Josh Howard described students “constantly begging to be a part of our program and not being able to wait to come back.” The reading application was in a beta testing phase as of October 2024 and available for preview at read.hopenlc.org, with a full public launch planned by end of year. The application was piloted in classrooms and at community events, with design driven by direct student feedback.

Hope Technologies also shared an emerging concern with the Commission: rising insurance requirements from school partners, including per-occurrence policies that can exceed \$17,000 annually, are increasingly prohibitive for small nonprofits. They recommended that future grant cycles consider allocating funds for insurance costs as a legitimate program expense.

Homeless Services

One South Area grant funded a direct-service event for unhoused residents, providing comprehensive, dignity-centered access to multiple services in a single-day format that proved both highly effective and cost-efficient.

Sacramento Area Homeless Services Event 2023

Grantee	Josh's Heart
Grant Amount	\$50,000
City Contract	2023-0858
Department	Department of Community Response
Ballot Reference	Sacramento Area Homeless Services Event 2023

Program Overview

Josh's Heart organized a full-service, one-day resource fair designed to provide unhoused residents with meaningful access to services that are typically difficult to obtain in fragmented or appointment-based settings. The event brought together medical, dental, optical, and veterinary providers alongside government agencies, social service organizations, and community volunteers under one umbrella, in an environment intentionally designed to convey respect and dignity.

Activities

The event was held August 12, 2023. Services available to guests included mobile medical, dental, and optical care; veterinary services; portable showers; new clothing; haircuts; meals from local food trucks; live music; DMV identification card services; bus and light rail day passes; resources from the Public Defender and Child Support Services; housing services; and Blessing Backpacks. Representatives from City, county, state, and nonprofit organizations attended. The grantee conducted advance outreach to identify unhoused community members and coordinated logistics across more than two dozen service providers.

Outcomes and Results

350 Guests Served	327 Intakes Completed	200 Volunteers	4.8 / 5 Avg. Rating
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The event served 350 guests, 327 of whom completed intake. Two hundred volunteers supported operations. Exit surveys were collected from 117 participants. Of survey respondents, 86 percent reported that they were able to take care of the things they wanted to at the event. Eighty-two percent rated the event 5 out of 5 and the overall average rating was 4.8 out of 5. Total expenditures were \$45,595.36, with \$4,404.64 of the \$50,000 grant unspent.

At approximately \$130 per guest for a full day of access to 15 or more services, the Homeless Connect event represents a notable return on a relatively modest public investment. The grantee noted that navigating allowable expenditure categories, including hotel costs for medical volunteers traveling from out of town, required extended back-and-forth with the Department of Community Response, and recommended that clearer upfront guidance on eligible expenses be provided to future event-based grantees.

Innovation and Entrepreneurship

Two South Area grants supported innovation and entrepreneurship programming, one through a youth-focused STEAM curriculum using video game development as its core instructional vehicle, and one through a structured accelerator and pitch competition designed for adult entrepreneurs from South Sacramento.

Teaching Tech

Grantee	Sacramento Developer Collective
Grant Amount	\$100,000
City Contract	2023-0927
Department	Office of Innovation and Economic Development
Ballot Reference	Teaching Tech

Program Overview

Sacramento Developer Collective (SDC) is a nonprofit organization supporting the local game development community and using video game creation as a vehicle for workforce and entrepreneurship training. SDC partnered with Square Root Academy to deliver the Teaching Tech program, building on a curriculum the organization had already been developing. The program introduced youth ages 12 to 18 to coding, art, animation, level design, sound design, and UX through structured game development coursework.

Activities

SDC developed an 83-page game development curriculum grounded in progressive game jam methodology, which takes participants from ideation to publication through the full game development lifecycle. The program was delivered through multiple cohorts at Lab 7 Coworking, Oak Park Community Center, and Sacramento New Technology High School. Participants received 20 hours of instruction and interactive labs covering coding, digital art, animation, audio design, UI/UX, level design, and other STEAM disciplines. Each participant also received a printed curriculum guide and was invited to showcase their work publicly through the Capital Creative Showcase.

Outcomes and Results

57	490	5	100%
Students Served	Instructional Hours	Instructors Trained	Made a Game

The program served 57 students across two class series, delivering 490 total instructional hours and training 5 instructors. Student skill gains measured before and after the program showed average improvements of 1.2 in coding, 2.3 in game development, and 0.3 in art development on standardized scales ranging from 1 to 10. One hundred percent of students reported learning how to make a video game by program conclusion. Presenter Nathan Allshouse noted that student motivation, not age, was the primary driver of engagement; even younger participants produced impressive work when they were interested in the material.

At the October 2024 Commission meeting, a commissioner noted that the high-ROI, community-owned programs created through PB represent exactly the kind of evidence the City Council needs to hear in support of renewed investment, and invited SDC and other grantees to participate in future City Council advocacy opportunities.

Blackwater Accelerator

Pending Staff Verification

Grantee	Common Good Collective (formerly Blackwater Consulting)
Grant Amount	\$125,000
City Contract	2023-1470
Department	Office of Innovation and Economic Development
Ballot Reference	South Sacramento Entrepreneurial and Career Academy

Program Overview

Common Good Collective, formerly operating as Blackwater Consulting, developed an entrepreneurship ecosystem for South Sacramento through three interconnected components: Pitch Black, a two-minute pitch competition for early-stage entrepreneurs; the Homegrown Accelerator, an eight-week structured business development program; and Paper Talks, monthly panel discussions open to the broader community. The program reflects a long-held vision to support the financial upward mobility of South Sacramento entrepreneurs through practical tools, peer community, and access to capital and mentorship.

Activities

Two Pitch Black competitions were conducted, each providing 10 early-stage entrepreneurs a two-minute opportunity to pitch their ideas, receive expert feedback, and compete for direct funding. Monthly Paper Talks panels covered branding, strategic planning, and legal fundamentals for entrepreneurs and were made available through YouTube to extend community access. The Homegrown Accelerator enrolled 16 participants in an eight-week cohort program covering business development, legitimization, and scaling strategies. During the grant period, Common Good Collective relocated from its former South Sacramento location to Del Paso Heights, embedding the organization in the community it was designed to serve.

Outcomes and Results

\$20,000 was distributed directly to early-stage nonprofits in the South Sacramento region through two Pitch Black competitions. The first Homegrown Accelerator cohort enrolled 16 participants. Presenter Nicholas Haystings described the program as having achieved its core mission: providing disconnected entrepreneurs with the tools, skills, and opportunities to succeed.

Most significantly, Common Good Collective secured continuation funding from Golden 1 Credit Union and Bosch Semiconductors, extending Pitch Black through 2026. This represents one of the clearest examples in the PB portfolio of a grant-funded pilot catalyzing sustained institutional partnerships and longer-term investment well beyond the original grant period.

Youth Transportation

Two South Area grants addressed the transportation gap for underserved and unhoused youth in the Oak Park area. Both programs recognized that consistent, reliable transportation is a fundamental precondition for participation in after-school programming, tutoring, sports, and other youth development services.

Pending Staff Verification

Transportation Van for Underserved and Unhoused Youth in Oak Park

Grantee	Hope Technologies Sacramento, Inc.
Grant Amount	\$75,000
City Contract	2024-0078
Department	Department of Youth, Parks and Community Enrichment
Ballot Reference	Transportation Van for Underserved and Unhoused Youth

Program Overview

Hope Technologies received a second PB grant to purchase a vehicle and hire a driver dedicated to transporting underserved and formerly unhoused youth to and from programming. This grant directly addressed a structural barrier that had limited the organization's ability to reach students who lacked reliable transportation to the Hope Neighborhood Learning Center.

Activities and Results

The contract provided for vehicle purchase and driver hiring. Contract term finalization required approximately one year following the initial award. Once the van was purchased in summer 2024, Hope Technologies began family visits to students who had previously been unhoused and were now housed, in partnership with the nonprofit Growing Pass Today. Special events, community outings, and summer camp transportation were being planned for the subsequent program year. Co-founder Josh Howard described the van as enabling a new model of family engagement through home visits that had not been possible under the prior volunteer driver model. The program metric for this grant is the number of participants transported monthly, with reporting ongoing as the vehicle enters regular service.

Youth Enrichment on Wheels

Pending Staff Verification

Grantee	Just Us United
Grant Amount	\$50,000
City Contract	2023-1552
Department	Department of Youth, Parks and Community Enrichment
Ballot Reference	Transportation Van for Underserved and Unhoused Youth

Program Overview

Just Us United received funding to provide transportation for Oak Park youth to sports training, after-school programs, and related enrichment activities. The program was designed to close a persistent transportation gap that limits youth participation in structured activities and positive community engagement in this area of South Sacramento.

Contracted Activities

The grant provides for transportation to sports training, after-school programs, and related activities for youth in and around Oak Park. Services are intended to fill the transportation deficit for this community and to provide a safe, consistent mode of transit to and from program sites.

Intended Outcomes and Metrics

The program was designed to provide safe youth transportation; create positive and healthy outlets for self-expression; build youth awareness of community services and needs; reduce the incidence of youth violence by providing structured program access; and address the structural transportation gap in the Oak Park area. The primary contract metric is the number of trips provided. Full outcome reporting was pending at the time this report was compiled.

Conclusions and Lessons Learned

The Participatory Budgeting Pilot Program represents a significant, if still modest, investment in community-driven decision-making in Sacramento. The seventeen grant agreements funded through the pilot span a wide range of service types and populations, from youth interns in after-school recreation programs to unhoused adults receiving medical care, from immigrant farmers growing culturally meaningful produce to high school students earning OSHA certifications. Across all programs, several themes emerge consistently.

Community Organizations as Capable Implementers

PB grants consistently reached organizations already embedded in their communities, with established credibility and cultural competency. HYPUs deep roots in the Hmong community, the Growers Alliance's intergenerational connections in Del Paso Heights, GNNA's three-decade neighborhood history, Josh's Heart's dignifying approach to homeless services, and Crossover Basketball's multi-decade presence in North Sacramento all reflect the kind of community-owned programming the PB process was designed to amplify. These organizations did not need to build trust with their communities; the grants enabled them to do more of what they were already doing effectively.

Catalytic and Leveraged Impact

In multiple cases, PB grants served as catalysts for larger or more sustained investment. Blueprint's pilot opened a pathway to 12 schools and more than 1,000 additional students in Twin Rivers Unified. Common Good Collective's Pitch Black program secured continuation funding from Golden 1 and Bosch Semiconductors through 2026. The Del Paso Heights Growers Alliance established composting infrastructure and academic partnerships that extend the program's impact well beyond the grant period. CIEF projected growth from approximately 1,500 to more than 1,900 students in the following year. These multiplier effects suggest that the return on PB investments meaningfully exceeds the dollar amounts of the grants themselves.

Administrative Lessons for Future Cycles

Grantees and Measure U commissioners identified several process lessons at the fall 2024 meetings. Clear upfront guidance on allowable expenditures would save time for grantees navigating reimbursement-based payment structures. Contracts finalized mid-year compresses program timelines, in at least one case reducing a nine-month program to five months. Rising insurance requirements for organizations working with youth on school campuses may represent a structural barrier for small nonprofits. Robust evaluation infrastructure, while sometimes funded through partnerships, should be treated as a core program cost in future cycles. These observations align with the Third Plateau evaluation's

broader call for clearer rules and structures, realistic timelines, and greater scaffolding for community-based implementing organizations.

Staff Perspective and Analysis

The results documented in this report are meaningful, but they are not meaningfully different from outcomes that might be produced by a well-administered discretionary grant program. What is different is that the projects and grantees in this portfolio were chosen by the residents who participated in the process, not by Council members or City staff. That distinction is the point. If the Council funds a second cycle primarily to drive specific thematic outcomes or program categories, it should consider whether a targeted grant program might accomplish that goal more efficiently.

PB is administratively intensive work. The pilot required sustained staff engagement across multiple departments, a contracted implementation partner, an independent evaluator, grant administration, and more than 15 months of active coordination. These demands are necessary to make the process work. A future cycle is unlikely to succeed if it is simply absorbed into existing staff workloads without dedicated capacity. Council should budget for implementation resources as a dedicated line item and should expect that the true cost of running PB well is higher than the dollar amount allocated to fund PB projects.

Council may also wish to consider whether to specify thematic or geographic focus areas for a future cycle. The pilot intentionally left project categories open to community input, which produced a broad portfolio. A future cycle could preserve that open-ended approach or instead establish guardrails, directing community decision-making toward areas where the City has identified the greatest need or where existing funding gaps are most acute. Either approach is legitimate; the tradeoff is between maximizing community empowerment and maximizing the alignment of PB investments with Council priorities.

The Measure U Community Advisory Commission's Case for Continuation

The Measure U Commission did not secure a subsequent round of PB funding at the time this report was compiled, and the Commission acknowledges the challenge of advocating for the program amid significant structural budget constraints. PB is a governance mechanism, not a grant program. Its defining value is that community members directly decide how a portion of public funds are spent in their neighborhoods. Nonetheless, the grantees who presented in fall 2024 offered compelling testimony about what community-rooted organizations can accomplish with modest public investment and meaningful trust. Multiple presenters expressed willingness to advocate directly before the City Council and asked the Commission to continue pushing for PB renewal.

As the Commission noted at the close of the November 2024 meeting, the pilot produced exactly the kind of documented, data-supported outcomes that make the case for sustained investment. The seventeen projects in this report are proof that participatory budgeting in

Sacramento works: that community organizations are ready to implement ambitious programming with appropriate support, and that residents are eager to shape how public dollars are spent in their neighborhoods.

Finally, and perhaps most importantly, the Commission recommends that Council view the decision to fund PB as a standing commitment to democratic governance rather than a discretionary program to be revisited in favorable budget years. The logic that PB should be funded only after core services are fully budgeted implicitly treats community engagement as a luxury. The City should treat the capacity for residents to shape public spending as itself a core service. The Commission recognizes the real constraints of the current fiscal environment, but encourages the Council to frame the question accordingly: not whether there is surplus funding available for PB, but whether direct and democratic participation in budget decisions is a value the City is willing to resource as part of its ongoing governance.

DRAFT

City of Sacramento
Measure U Community Advisory Commission Report
915 I Street Sacramento, CA 95814
www.cityofsacramento.org

File ID: 2026-01502

8/17/2026

City of Sacramento Measure U Community Advisory Commission 2026 Annual Report and 2027 Workplan

File ID: 2026-01502

Location: Citywide

Recommendation: Review, comment, and provide direction.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751,
aroughani@cityofsacramento.org, Office of the City Manager

Presenter: None

Attachments:

- 1-Description/Analysis
- 2-FINAL 2025 Annual Report and 2026 Workplan
- 3-FY2024/25 Measure U Performance Audit

Description/Analysis

Issue Detail: Chapter 17 of the Council Rules of Procedure states that each city advisory body shall provide an annual report for review by the Personnel and Public Employees Committee (P&PE). At a minimum, reports should include the following:

- Highlights accomplishments from the previous year's work.
- Proposed projects, priorities, and recommendations for the upcoming year including resources required and information on feasibility.
- Any other information required of the advisory body according to the Sacramento City Code.

This purpose of this item is to review the Measure U Community Advisory Commission's (Commission's) most recent annual report and workplan (Attachment 2), and provide direction on the development of the Commission's 2026 Annual Report and 2027 Workplan. In accordance with Sacramento City Code Chapter 3.27.140, the most recent independent annual audit of Measure U revenues and expenditures (Attachment 3) was received and filed by the City Council on February

10, 2025 and covers the 2024/25 fiscal year.

This will remain as a standing agenda item for all subsequent regular Commission meetings until the Commission approves a final version of its 2026 Annual Report and 2027 Workplan. At their discretion, the Chair may establish, and appoint up to seven commissioners to, a new ad hoc committee charged with working on the report between Commission meetings.

Policy Considerations: Chapter 17 of the Council Rules of Procedure outlines the Advisory Body reporting process. In addition, Sacramento City Code Chapter 2.114.030 requires that the Commission's annual report include:

1. A review of transactions and use tax revenues;
2. Recommendations on how to allocate resources to support inclusive community economic development. Recommendations should be informed by committee review and discussion of revenues from the transactions and use tax and information concerning city expenditures;
3. Advice to council on priorities; and
4. Review of performance measures and evaluation of city expenditures.

Economic Impacts: Not applicable.

Environmental Considerations:

California Environmental Quality Act (CEQA): This action is not a project that is subject to CEQA because it is an organizational or administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines §15378(b)(5)).

Sustainability: Not applicable.

Commission/Committee Action: Not applicable.

Rationale for Recommendation: So that advisory bodies may effectively incorporate their important role, voice, and work to provide thoughtful community recommendations to the City Council on a consistent basis the Personnel and Public Employees Committee shall facilitate the process for advisory bodies to communicate their accomplishments, projects, priorities, and recommendations to the city council.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): Not applicable.

File ID: 2026-00816

4/14/2026

City of Sacramento Measure U Community Advisory Commission 2025 Annual Report and 2026 Workplan

File ID: 2026-00816

Location: Citywide

Recommendation: Receive and file.

Contact: Ash Roughani, Special Projects Manager, (916) 808-7751,
aroughani@cityofsacramento.org, Office of the City Manager

Presenter: None

Attachments:

- 1-Description/Analysis
- 2-Measure U Annual Report - Cover Summary
- 3-2025 Annual Report and 2026 Workplan

Description/Analysis

Issue Detail: Advisory bodies of the City are required to provide an annual report and workplan for review by the Personnel and Public Employees (P&PE) Committee as outlined in the City Council Rules of Procedure, Chapter 17. The P&PE Committee shall review advisory body annual reports and give staff direction on those reports' stated projects, priorities, and recommendations. Before forwarding the report to the City Council, the Committee may request supplemental information from staff or the advisory body.

The P&PE Committee has reviewed the attached Measure U Community Advisory Commission 2025 Annual Report and 2026 Workplan and passed a motion forwarding it to the City Council.

Policy Considerations: Chapter 17 of the Council Rules of Procedure outlines the Advisory Body reporting process.

Economic Impacts: Not applicable.

Environmental Considerations:

California Environmental Quality Act (CEQA): This action is not a project that is subject to CEQA

because it is an organizational or administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines §15378(b)(5)).

Sustainability: Not applicable.

Commission/Committee Action: On January 26, 2026 the Measure U Community Advisory Commission passed a motion forwarding their Annual Report and Workplan to the P&PE Committee for consideration. On March 24, 2026 the P&PE Committee reviewed the Annual Report and Workplan and passed a motion forwarding it to the City Council.

Rationale for Recommendation: Annual Reports by city advisory bodies ensures they effectively incorporate their important role, voice, and work and provide thoughtful community recommendations to the City Council on a consistent basis.

Financial Considerations: Not applicable.

Local Business Enterprise (LBE): Not applicable.

Measure U Annual Report - Cover Summary

The Measure U Community Advisory Commission (MU Commission) serves as Sacramento's citizen oversight body for the Measure U sales tax, ensuring spending aligns with community priorities and delivers measurable impact. In 2025, the Commission focused on transparency, fiscal responsibility, and community voice — reinforcing equity-driven, data-based budgeting.

Key Accomplishments (2025)

- **Nine public meetings** were held.
- **Developed outcome-based performance metrics** with an equity lens to evaluate Measure U-funded programs in housing, youth, and economic development.
- **Issued FY2025/26 budget recommendations** to City Council (Appendix A).
- **Implemented and reviewed Measure U Focus Groups**, conducted by Stanford Settlement, to capture resident priorities.

Advice to City Council

FY2025/26 Budget Reflections

- The Commission's input arrived late in the budget cycle but influenced key outcomes (e.g., restored youth program funding, maintained diversity programs).
- Future recommendations aim to be more data-driven and holistic, considering the **General Fund** alongside Measure U for fuller fiscal context.

2026 Analysis and Recommendations

Facing a **structural deficit** and diminishing federal/state funding, the Commission advised shifting Measure U from a **revenue-driven** to an **impact-driven investment** strategy.

Key Recommendations

1. **Demonstrate measurable ROI** — outcomes in safety, housing, youth, and economic mobility per dollar spent.
2. **Restrict Measure U funding** to programs within the measure's intended scope (public safety, affordable housing, libraries, parks, youth, economic development).
3. **Improve transparency** via public dashboards showing who benefits and outcomes achieved.
4. **Require measurable impact metrics** from all funded programs.
5. **Reclassify items** like facility maintenance and ADA compliance under the General Fund.
6. **Shift from activity-based to outcome-based metrics** — e.g., tracking housing retention, not just service counts.

Program Prioritization (2026)

Prioritize:

- Small business and workforce development (esp. underserved areas)
- Libraries (esp. in District 8)
- Inclusive economic development
- Youth and community programs
- Cultural arts and participatory budgeting initiatives
- Public Safety and violence prevention programs
- Homeless programs with measurable success

Deprioritize:

Programs increasing deficits, lacking metrics, or fulfilling general city obligations (e.g., City Hall maintenance, ADA compliance).

2026 Workplan

Principles

- Every dollar should create a measurable community impact.
- Collaborate constructively with staff and council.
- Align with city goals to address the structural deficit.

Goals

1. **Program Goals & Transparency:** Gather department presentations, assess outcomes, streamline data collection.
2. **Budget Engagement:** Review quarterly progress and submit recommendations early.
3. **Performance Tracking:** Refine outcome metrics quarterly.
4. **Community Engagement:** Increase public participation and feedback.

In summary:

The 2025 report demonstrates a major pivot toward accountability and measurable outcomes, urging Sacramento to use Measure U as a tool for equitable, evidence-based investment rather than routine spending. The Commission's 2026 work will emphasize early budget engagement, stronger metrics, and community inclusion to ensure Measure U remains transparent, effective, and trusted.



Measure U Community Advisory Commission Annual Report

January 2025 through December 2025



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Message from the Measure U Community Advisory Commission

Dear Mayor McCarty and Members of the Sacramento City Council:

The Measure U Community Advisory Commission is proud to present our 2025 Annual Report, highlighting a year of progress toward equity, accountability, and sustainable growth for Sacramento's communities.

In 2025, the Commission advanced its commitment to ensuring that every Measure U dollar delivers measurable community impact. We strengthened our collaboration with City departments to develop outcome-based performance metrics with an equity lens — linking investments to improvements in public safety, housing stability, youth development, and economic mobility. We also implemented community focus groups to ensure that Measure U priorities reflect the lived experiences and needs of Sacramento residents.

As detailed in this report, our work this year focused on three key priorities:

1. **Transparency and Accountability:** Making sure Measure U spending is clear, data-driven, and tied to meaningful community outcomes.
2. **Fiscal Responsibility:** Ensuring Measure U funds are used wisely, efficiently, and for their intended purposes—meeting the needs of residents today while protecting resources for the future.
3. **Community Voice:** Creating more opportunities for residents to share their experiences and priorities so that Measure U investments reflect the people they are meant to serve.

Looking ahead, the Commission will continue to guide Measure U toward an impact-driven approach that demonstrates clear community outcomes, builds public trust, and ensures funds are used effectively and equitably. Together, we can ensure Measure U remains a catalyst for long-term, positive change across all Sacramento neighborhoods.

We submit this report in the spirit of collaboration, transparency, and shared responsibility for building a more inclusive and equitable Sacramento.

Sincerely,

The Measure U Community Advisory Commission

Cc: City Manager Maraskeshia Smith

Assistant City Manager Michael Jasso

City Clerk Mindy Cuppy

I. Introduction

A. Background on Measure U

In November 2012, City of Sacramento voters approved Measure U, a temporary ½ cent sales tax intended to restore police, fire, park maintenance, and library services which had been adversely affected by the recession. This additional sales tax took effect on April 1, 2013, and expired on March 31, 2019.

In November 2018, City voters approved a second Measure U ballot measure, a permanent one-cent sales tax. The ballot measure read “Shall the measure to protect and enhance essential public safety services, including 9-1-1 response, fire protections, community neighborhood policing and other essential services, including homeless supportive services affordable housing, libraries, park maintenance, high-wage job promotion and youth programming, by enacting a one-cent sales tax generating \$95 million annually that is legally required to stay in the City’s General Fund until ended by voters, with independent annual financial audits and citizen oversight be adopted?”

This report is a product of the citizen oversight function required by the 2018 Measure U ballot measure.

B. Establishment of the Commission

The Measure U Community Advisory Commission (Measure U Commission) was established in 2018 by City Council Resolution 2018-0393, and subsequently updated in September 2024 by City Council Ordinance 2024-0039, as codified in [Sacramento City Code Chapter 2.114](#).

The Measure U Commission consists of 15 members, 9 of which are recommended for appointment by each City Council member and 6 of which are recommended for appointment by the Personnel and Public Employees Committee, with the concurrence of a majority of the City Council.

All members shall live in the City of Sacramento. No member shall be elected officials of the City of Sacramento. No member shall have a direct or indirect interest, distinguishable from the interest of the public generally, in any appropriation of the Transactions and Use Tax revenues. Indirect interest includes but are not limited to an owner, officer, employee or business entity that directly receives Transactions and Use Tax revenue.

C. Purpose, Powers and Duties of the Commission

Purpose

The purpose of the Measures U Commission is to ensure that the expenditures of City resources reflect Council and community priorities by reviewing, reporting, and making non-binding recommendations on Transaction and Use Tax revenues and expenditures ([Sacramento City Code Section 2.114.020](#)).

Powers and Duties

The powers and duties of the Commission are as follows:

- A. Provide recommendations through the publication of an annual report that will be available on the city's website and presented to the Sacramento City Council, which report will include:
 1. A review of transactions and use tax revenues;
 2. Recommendations on how to allocate resources to support inclusive community economic development. Recommendations should be informed by committee review and discussion of revenues from the transactions and use tax and information concerning city expenditures;
 3. Advice to council on priorities; and
 4. Review of performance measures and evaluation of city expenditures.
- B. Work with city staff on community engagement with respect to the transactions and use tax.
- C. Annually, report to the city council on the activities of the commission.

D. Measure U Community Advisory Commissioners

I. Appointment of Commissioners and Qualifications

The Measure U Commission's membership composition is as follows:

- Seat A - Member recommended for appointment by District 1 Councilmember.
- Seat B - Member recommended for appointment by District 2 Councilmember.
- Seat C - Member recommended for appointment by District 3 Councilmember.

- Seat D - Member recommended for appointment by District 4 Councilmember.
 - Seat E - Member recommended for appointment by District 5 Councilmember.
 - Seat F - Member recommended for appointment by District 6 Councilmember.
 - Seat G - Member recommended for appointment by District 7 Councilmember.
 - Seat H - Member recommended for appointment by District 8 Councilmember.
 - Seat I - Member recommended for appointment by the Mayor.
 - Seat J - Member shall be a representative of a bona fide taxpayer organization and is recommended for appointment by the Personnel and Public Employees Committee.
 - Seat K - Member shall have professional or personal experience with housing, affordable housing, homelessness, or rental housing issues and is recommended for appointment by the Personnel and Public Employees Committee.
 - Seat L - Member shall be between the ages of 16 and 24 and is recommended for appointment by the Personnel and Public Employees Committee.
-
- Seat M - Member shall have professional experience with business, economic development, or workforce development and is recommended for appointment by the Personnel and Public Employees Committee.
 - Seat N - Member shall have professional experience with community trauma, mental health, or community-based crime reduction and is recommended for appointment by the Personnel and Public Employees Committee.
 - Seat O - Member shall have professional experience with youth-focused, adult education, public health, or environmental justice organizations and is recommended for appointment by the Personnel and Public Employees Committee.

2. Current Commissioners

The following members are currently serving on the Measure U Commission:

- Richard “Teddy” Georgeoff, III (Chair)
- John Cook (Vice Chair)
- Sandra Frye-Lucas
- Jose Goris, Jr.
- Emily Gerofsky
- Conner Johnston
- Natalie McGee
- Juan Novello
- Maximilian Rosa
- Nikki Paschal
- Marbella Sala
- Timothy Smith

3. Commissioners Who Previously Served

The following members previously served on the Measure U Commission after January 1, 2025 but ended their terms prior to November 17, 2025:

- Marcus Wolf

4. Adhoc Committees

Goals & Metrics - to create a proposal and shepherd MU programs to start reporting metrics on a per-program level

- Teddy Georgeoff (Chair)
- Sandra Frye-Lucas
- Conner Johnston
- Maximilian Rosa
- Timothy Smith
- John Cook
- Juan Novello

Annual Report - to create and edit this report

- Teddy Georgeoff (Chair)
- Emily Georfsky
- Timothy Smith
- John Cook

Community Outreach - to facilitate new initiatives of public engagement

- Sandra Frye-Lucas
- Emily Georfsky
- Jose Goris Jr
- Nikki Paschal
- Maximilian Rosa
- Marbella Sala

E. Commission Staff

The Measure U Commission is supported primarily by the following staff members.

- Angel Solis, Senior Deputy City Attorney
- Michael Jasso, Assistant City Manager
- Denise Malvetti, Deputy Director, Office of Innovation and Economic Development
- Ash Roughani, Special Projects Manager, Office of the City Manager

Commission Staff Contact Information

City of Sacramento – Office of the City Manager
915 I Street – Sacramento, CA 95814
aroughani@cityofsacramento.org
(916) 808-7751

<https://www.cityofsacramento.gov/city-manager>

2. Key Accomplishments

This report covers the period since the Commission's last report, January 2025 through December 2025.

In 2025, the Commission held nine (9) meetings.

In its 2025 Workplan, the Commission identified the following goals:

1. ***Department Presentations to the Commission:*** Highlight City departments that have received Measure U funding, and have them present their accomplishments and the impact of the funding.
2. ***High-Level Budget Presentations:*** There is interest in conducting high-level presentations on Measure U budgeting to ensure that commissioners are informed about fiscal priorities and able to guide decision-making effectively.
3. ***Further Development of Outcome-Based Performance Metrics with an Equity Lens:*** Continue the development and implementation of outcome-based performance metrics to ensure that Measure U funds are effectively advancing racial equity, particularly in affordable housing, youth services, and economic development.

The Commission is proud to identify the following accomplishments in 2025:

1. ***Collaboration with City Staff on Updated Metrics:*** Further Development of Outcome-Based Performance Metrics with an Equity Lens: The Measure U Commission continued the development and implementation of outcome-based performance metrics to ensure that Measure U funds are effectively advancing racial equity, particularly in affordable housing, youth services, and economic development. The Commission has made great strides in identifying the metrics used by the departments that receive Measure U funding. Our next step will be to work with applicants to link programmatic outcomes to Measure U's purposes.
2. ***25/26 budget recommendations:*** The Measure U Advisory Commission shared non-binding recommendations on the Measure U portion of the City Budget that conform to City Council Ordinance 2024-0039, adopted September 24, 2024, which outlines the purpose and the powers and duties of the Measure U Community Advisory Commission; specifically, to ensure that the expenditures of City resources reflect Council and community priorities.
3. ***Measure U Focus Groups Implementation and Final Report:*** In November 2024, the City executed a professional services agreement with Stanford Settlement to provide Measure U Focus Group Planning and Implementation. Stanford reported to the Commission on the budgetary priorities identified by focus group members.

3. Advice to City Council Regarding Community Priorities

A. Reflections on FY2025/26 Adopted Budget

Our FY2025/26 budget recommendations were brought to council fairly late in the process, and we thank Councilmember Dickinson and the rest of B&A who were vocal about ensuring that this commission's feedback gets heard sooner. We are working with Pete and the budgeting department to ensure that happens next year, which will be helpful to all involved so it's less rushed and more useful.

Many of the specific recommendations Measure U suggested, we are grateful that they were acted on. We kept funding for GPIT, \$1.3 million reduction to youth programs was backfilled with other funding, and we stayed firm in funding our diversity programs within our city.

At the time of recommendation we had only begun the program goals work, and so our ability to recommend on specifics were not able to be backed by objective data, and program results. As this initiative continues the council should expect deeper level analysis and data driven recommendations from this committee.

Measure U Community Advisory Committee is charged with overseeing expenditure of revenue captured from the Measure U tax, but it's very apparent to all members and anyone doing our work that a proper budget analysis cannot be done in isolation of the General Fund. Programs have mixed funding models from both pools, departments receive mission based funding from both, so something may be underfunded when looking at MU in isolation, but when accounting general funds an initiative may actually be over funded. As our commission looks to next year's cycle, we intend to take a more broad view and holistic approach to our analysis, even though our recommendations will remain focused on only Measure U programs.

A copy of the Commission's FY2025/26 Measure U budget recommendations is included as Appendix A.

B. 2026 Measure U & Budgeting Analysis

It is the position of the Measure U Commission that spending priorities must reflect the new economic reality. Sacramento now faces a fiscal environment defined by a structural deficit, reduced external funding, and residents who are already carrying significant economic strain.

This reality demands a shift in how Measure U is managed: from a revenue-driven fund to an impact-driven investment strategy that protects taxpayer trust, delivers measurable community outcomes, and sustains the long-term credibility of the measure.

1. The federal government is likely not coming to save Sacramento.

The expiration of COVID-era ARPA and CARES funding, combined with the federal government's pivot toward deficit reduction, will cascade to the state and then local levels. Sacramento is already dependent on state passthroughs for homelessness, infrastructure, and public safety, all of which will face sharp reductions.

For example Sacramento received ~\$27 million from HHAP Round 5 in FY2024–25 but the State has not guaranteed ongoing rounds beyond that. If HHAP is reduced or eliminated, the City would have to either backfill from the General Fund (which it cannot afford) or cut shelter and outreach programs.

2. There is little appetite for new or more taxes.

Sacramento residents are already burdened by rising housing costs, utilities, and inflation. There is no economic bandwidth from the taxpayers for new taxes or bonds. For example:

- In 2022 - the county attempted to implement a 0.5% sales tax increase via Measure A, it was rejected by 56% of voters.
- In 2024 - the city attempted to increase taxes on local businesses via Measure C, it was rejected by 62% of voters.
- In 2024 - the state attempted to lower the super majority requirement for local bond measures via Proposition 5, it was rejected by 55% of voters.

Implications for Measure U

Measure U's credibility depends on demonstrating measurable community outcomes rather than seeking more revenue from increased consumer spending. The Commission recommends focusing on:

- Demonstrating a clear return on investment per dollar spent by showing a tangible improvement in public safety, housing stability, youth outcomes, and economic mobility per dollar invested.
- Ensuring every Measure U-funded initiative clearly ties to the measure's core purpose: public safety, affordable housing, libraries, parks, economic development, and youth programming.

- Embedding transparency through data: departments should track who benefits from Measure U investments and report progress through standardized, public outcome dashboards.

Recommendations for MU funded program evaluation:

For the upcoming fiscal year, it is recommended that programs which receive funding from Measure U be evaluated across the following three vectors:

1. Programs impact measures.

There are at least 17 programs which in the aggregate receive \$19 million in MU funding which have no reported metrics. It will be our recommendation that programs unable to provide measurable impact must provide impact metrics before continued funding.

2. Impact measures alignment with Measure U priorities.

The Measure U fund is subsidizing expenses which should be covered by the General Fund. For example (not exhaustive):

- \$2.2 million of Measure U funding is allocated to the “repair or replacement of roofs, structural elements, plumbing, electrical service, mechanical systems, and exterior coatings of City facilities”.
- \$58,000 of Measure U funding is allocated to “the management of department-wide technical equipment and software expenditures”.
- \$500,000 of Measure U funding is allocated to “help the city comply with state and federal civil rights laws to eliminate physical barriers which cause discrimination to individuals with disabilities. Remediate conditions or barriers that hinder the participation of individuals with disabilities in City’s programs, services, and activities.

While these programs are essential to city operations, they should be funded through the General Fund not Measure U.

3. Prioritize impact over activities where possible.

Many of the City’s performance measures are activity counts that may not effectively capture the impact on the citizens of Sacramento. For example (not exhaustive):

Department	Category	Measure	Why its activity based
Community Response	Outreach	Count of Type of Services Provided	Describes what’s delivered, not impact

			on clients.
Community Response	Shelter Service Provider	Total Number of Scheduled Intakes	Counts throughput; no measure of housing retention or client stability.
Community Response	Case Management	Total number of clients provided a service	Count participation only.

- Counting how many services were delivered says little about whether the service worked. The MU commission must move from “what did we do?” to “did it change anything?”.
- Activity-based metrics can create an illusion of progress. The City Manager’s inclusive economic development program can hit its target of assisting 500 new businesses and still fail to improve citywide economic outcomes (no net job creation, stagnant median income).
- Outcome measures reveal ROI and accountability. By tracking end results, we can prioritize MU funded programs that produce lasting change and redirect funds from those that do not.

However, the commission recognizes that change takes time and the evaluation of change can carry a high cost burden. While we recommend that all Measure U programs push measurement towards impact and outcomes, all programs must demonstrate a clear basis in evidence-based best practices that are proven to lead to the desired outcomes.

What Measure U Commission is doing in collaboration with departments:

Today, departments collect a significant amount of data, but metrics are internally defined, and not all made public in an easily digestible manner. We are also cognizant that asking for metrics has a cost, so we wish to ensure our asks can be done efficiently with staff and do not cause too much time spent on data collection vs services.

Therefore the measure U commission is aligned with staff to update our quarterly report to include program level goals. This will ensure every department’s Measure U presentation demonstrates how its programs contribute to Measure U prioritized outcomes. By the end of this year, it is the goal of the Measure U Commission and staff to have a first draft of this, and iterate as we find ways to improve our reporting structure.

C. 2026 Program Recommendations

The commission feels that funding should be prioritized for programs that align with the intended purpose of Measure U, and the priority areas identified by focus group participants. Without metrics being made available, it is difficult to make meaningful suggestions for program funding prioritization. However, the commission has received detailed presentations from departments regarding their Measure U funded programs and reviewed all available details and metrics currently reported in the public dashboard. Using this information, the commission has developed the following list of programs it feels should be prioritized due to the strong alignment with Measure U priorities, along with programs that may be considered for deprioritization due to the lack of apparent alignment.

Areas of Alignment	Notes
Small-business and Workforce Development	Focus should be in low-income, marginalized communities
Libraries	Emphasis on areas without access, such as District 8, which as experienced a 2 year closure
Inclusive Economic Development	Prioritize programs that engage residents in planning and address historical underinvestment
Youth and Community Programs	Aquatics, community centers, violence prevention, and youth expanded-learning initiatives were highlighted as cost-effective investments in long-term public safety and community health.
Cultural Arts Grants	Cultural arts are central to the Measure's goal of creating thriving, vibrant communities
Homeless Programs	Emphasis on programs that address root issues and a proven track record of success in establishing permanent and stable housing
Public Safety	Public safety services (e.g., police, fire, emergency medical services, citywide emergency management and youth-centered prevention services)

Participatory Budgeting	Should be prioritized to ensure transparency in funding allocation and addressing community needs
-------------------------	---

While these areas of alignment are broad, the commission feels that programs, even those within areas of alignment, should be evaluated and deprioritized when they:

- Increase the structural deficit
- Have low performance history
- Are unable to measure output
- Should be part of the City's general funding
 - Maintenance on City Hall
 - Legal obligations, such as ADA compliance

4. Commission Resources Expended

In 2025 we held 9 meetings. The estimated cost per meeting is **\$5,405.81**. The estimated cost to support the Measure U Commission's meetings in 2025 was **\$48,652.29**.

At the Measure U Commission's request, the City Council approved additional expenditures of up to \$16,000 to support the implementation of Measure U focus groups. The actual cost of the Focus Groups Implementation Consultant was **\$14,000.00**.

Therefore, the total estimated cost to support the Measure U Commission in 2025 was **\$62,652.29**.

5. 2026 Workplan

A. Commission Principles

- A commitment to ensuring that every Measure U dollar delivers measurable community impact.
- A deeper collaborative and constructive engagement with city staff, departments, and council.
- Our work plan aligns with current city goals because we are hyper focused on helping our city with the structural deficit.

B. 2026 Goals and Objectives

1. Program Goals & Transparency

- Receive short presentations from all Measure U–funded departments
- Assess how departments are using funds to achieve outcomes.
- Get presentations ahead of time so we can coordinate questions ahead of time with the departments.
- Establish the low cost process for goal data collection & aggregation.

2. Budget Engagement

- Review program goal progress quarterly.
- Provide Commission recommendations to Council prior to and during budget development.
- Discuss with departments for deeper insights into programs where questions remain.

3. Performance

- Continue to refine outcome-based measures quarterly
- Track progress in areas that Measure U stands for, public safety, vibrant neighborhoods, equity, economic development, and youth development.

4. Community Engagement

- Explore opportunities to gather input from community members on Measure U investments.
- Increase public engagement at commission meetings.

C. Discussion Topic Schedule

Month	Topic / Activity	Deliverable(s)	Strategic Focus Area(s)
January	Budget Update, Department Presentations, Program Goals Review	Submit preliminary recommendations to the Budget Dept.	Budget Engagement / Performance
March	Department Presentations (cont.)	Approve Commission Budget Priorities	Dept Accountability
April	Department Presentations (cont.), Develop Commission Budget Recommendations	Program Goals Revision	Goals/Metrics
May	City Manager Proposed Budget Review	Approve Commission Budget Recommendations	Budget Engagement
June	Review Metrics	Mid-year equity/performance review	Budget Engagement / Performance
August	Community Engagement Session	Community Engagement report Program Goals Revision	Community Engagement
September	Develop Annual Report and Workplan		Dept Accountability / Performance
October	Develop Annual Report and Workplan (cont.)	Annual Report Draft	
November	2027 Budget Priorities	Submit Annual Report to Council	All focus areas

D. Deliverables Summary

- Annual Report to City Council (December)
- Mid/End Year program goals revision.
- Community Engagement report

E. Measures of Success

Define how the Commission will evaluate its effectiveness, e.g.:

- % of programs that contain measurable goals in quarterly update which allows for objective analysis of these programs.
- Months prior to the budget finalizing that the commission submits recommendations.
- Community engagement - Number of public speakers.

APPENDICES

A. FY2025/26 Measure U Budget Recommendations

B. Final Report on the 2025 Measure U Focus Groups

C. Program Importance - Survey of Commission Members

Measure U Commission

25/26 Budget Recommendation

Dear Mayor McCarty and Councilmembers:

On behalf of the Measure U Community Advisory Commission, we thank you and your staff for your continued support of community-centered initiatives. The impact of Measure U funding has been felt in many areas regarding quality of life but especially in the Community Response Program, the Utilities Rate Assistance Program and the Free Ride Transit Program for Youth. These programs are vital to improving public safety, equity, and access for Sacramento's most underserved communities.

In alignment with the goals of the Measure U ordinance—which include advancing racial, economic, and gender equity, strengthening community health and safety, and supporting inclusive economic development—we respectfully offer the following budget recommendations:

Funding Recommendations:

1. Youth and Older Adult Programs

The Commission recommends funding for robust youth and senior programs, particularly in historically underinvested neighborhoods. The Commission does not support the proposed \$1.3 million reduction in youth programming. Additionally, we oppose any fee increases for youth and seniors in communities already facing economic barriers.

In a presentation to the Commission in January of this year, YPCE leaders reported that Measure U funding supports 55 community-based organizations with more than 8,000 program participants. These programs support entire families and communities who benefit when youth have safe and engaging programming after school and in the summer; reducing these opportunities is short-sighted.

Furthermore, the Commission recommends that funding allocated to the Hart Center be equitably redistributed to support other centers that provide services for older adults in underinvested neighborhoods. A citywide approach to aging equity ensures all seniors regardless of where they live have access to wellness programs and social support.

2. Allocate Funding to Reinstate the Participatory Budgeting Process

The result of the City's pilot program on participatory budgeting, driven by this commission, was not only greater investment of resources to underserved communities and high impact organizations, but an inclusive process that allowed for establishing trust and creating ownership and agency for city residents. We recommend Participatory Budgeting be reinstated as a structural component of Measure U funding. The City's initial investment of \$1 million established a baseline and allowed for a process to be established and evaluated, but it is clear that the need in underserved communities and among our community organizations - now threatened by severe federal funding cuts - is far greater. We urge substantial investment into participatory budgeting-directed community programs that would have an outstanding impact in communities throughout the City of Sacramento. A time of budget shortfall makes all the more clear why community members should be

engaged and involved in the funding-tradeoffs the council faces. We hope the City Council can approve increased funding for Participatory Budgeting of \$3 million.

3. Affordable Housing & Supportive Services

We strongly urge continued and increased investment in affordable housing and supportive services. Stable housing is foundational to community well-being and reduces reliance on emergency response systems.

4. Redirect Police Vacancies to Community-Based Safety Programs

We recommend redirecting funding from unfilled vacancies in the Sacramento Police Department to community-based alternatives to public safety, such as mental health crisis response, violence prevention, and programs.

5. The City's Diversity, Equity, and Inclusion (DEI) program

The DEI program is a cornerstone of the City's commitment to building a more inclusive, equitable, and just community. This work is not peripheral—it is central to the City's strategic goals and values. The Commission strongly opposes the proposed elimination of the full-time equivalent (FTE) position currently funded with Measure U resources. This position is essential to maintaining the capacity and continuity necessary to advance the City's DEI objectives. Removing this FTE would significantly undermine the City's ability to implement and sustain meaningful DEI initiatives, jeopardizing progress already made and sending a troubling message about the City's priorities.

Accountability & Equity:

We urge the adoption of a transparent process to ensure Measure U funds are serving the purpose of the half cent tax increase approved by voters in 2018. The purpose of this tax as presented to voters on the ballot include: "enhance essential public safety services, including 9-1-1 response, fire protection, community neighborhood policing, and other essential services, including homeless supportive services, affordable housing, libraries, park maintenance, high-wage job promotion, and youth programming."

The Measure U Advisory Commission is currently developing a proposed metrics framework that would give us the more robust data needed to fully fulfill our duties of evaluating if City spending serves these purposes, and we understand the City is engaged in similar discussions with council.

In the absence of this data, our recommendations rely upon presentations from department directors that, while appreciated, do not give us any standard criteria or apples-to-apples comparisons to evaluate programs or identify the best return on taxpayers' Measure U investment.

For example, while we acknowledge the city's investment in firefighter recruitment and outreach—including the funding of 17 FTEs through Measure U with the goal of increasing diversity—it is unclear whether these efforts have yielded tangible progress. The same concern applies to the Police Department. We urge the City to evaluate the effectiveness of these programs and prioritize equity-driven outcomes rather than continue to invest in strategies that have yet to demonstrate success.

Fiscal Responsibility:

The Commission is deeply concerned that the City may attempt to balance the budget at the expense of youth, seniors, and other vulnerable populations. Measure U was passed by voters to uplift communities most impacted by historic disinvestment—not to reinforce the status quo. Budget decisions must reflect that commitment.

In Summary:

We urge the City to:

- Maintain and increase funding for youth and senior services.
- Prevent fee increases for low-income and under-resourced communities.
- Invest in affordable housing and community-based safety strategies.
- Reassess the return on investment in public safety recruitment initiatives.
- Ensure Measure U funds are used in accordance with equity and community empowerment goals.
- Fund the Participatory Budgeting Program and ensure community input in the City's budgeting process.

We thank you again for your collaboration and leadership, and we look forward to continuing to work together to build a more just and inclusive Sacramento.

Sincerely,

The Measure U Community Advisory Commission

Measure U Focus Groups Final Report

April 21, 2025

Julie Rhoten, MSW, ACSW

Stanford Settlement Neighborhood Center

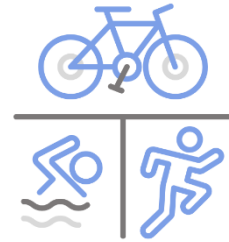
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1. Executive Summary

Top Priorities

Overall, focus group participants prioritized using an equity lens to identify priorities. Primary focus of priorities included City parks and aquatics programming; libraries; road improvements for bicycle safety; support for business development and regulatory reform; homeless services and affordable housing; and zero-fee programming.



Areas for Deprioritization

Focus group participants would deprioritize police funding; libraries; pet adoption fee waivers; and the use of Measure U funding to address general budget shortfalls within the City of Sacramento. There was agreement that these items are important and beneficial to the community, but that they should not be funded through Measure U.



People Love the Measure U Budget Dashboard

The Measure U Budget Dashboard has been well-received by participants, who appreciate its transparency and accessibility. However, they expressed a desire for even more detailed data, particularly around the impact and effectiveness of the programs funded by Measure U. This information would help them form more informed opinions about the funding priorities and ensure that the investments align with community needs.

Desire for More Data on Impact and Effectiveness

Participants want to see not only how many people are served by Measure U programs but also the tangible outcomes these programs have achieved. They emphasized the importance of having both quantitative data (e.g., number of individuals impacted, funds allocated) and qualitative data (e.g., how is the community better off because of Measure U funds) to better assess the effectiveness of the funding. This comprehensive data would help residents evaluate whether Measure U funds are truly making a difference in their communities.

Trust in Efficient Use of Measure U Funds

There was a strong desire to ensure that Measure U funds are being used efficiently. Participants want to trust that the funds are being allocated to programming that has measurable impact, both in terms of numbers and the quality of the services provided. Ensuring that funds are spent wisely would help reinforce public confidence in the program and its goals.

“ ———
What I see as the greatest need may not **BE** the greatest need. Each community knows best what they need to be successful. We must engage in trust-building in neighborhoods.

—Focus Group Member

”

Ensuring Measure U Funds Reach Under-Resourced Communities

A recurring theme was the importance of ensuring that Measure U funds are directed toward under-resourced and underserved communities within Sacramento. Participants want to see that the funds are being used for their intended purpose, which is to provide support and resources to those who need them most. There is a strong call for accountability to ensure that these communities are truly benefiting from Measure U investments.

Focus on Equity

Equity was a central theme in all of the focus group discussions. Participants stressed the need for Measure U funds to prioritize the needs of marginalized communities, ensuring that every neighborhood in Sacramento has access to the resources and services they need. They highlighted the importance of addressing systemic inequities and providing support in a way that is accessible to all, regardless of their background or location.

Desire for Continued Community Engagement

Residents expressed a strong interest in participating in more conversations like this one. They want to be actively involved in shaping decisions that affect their communities, especially when it comes to the allocation of public funds. There was a clear desire for ongoing engagement, whether through focus groups, surveys, or other forms of outreach, to ensure that community voices continue to be heard and considered in the decision-making process.



2. Background

At the November 20, 2022 meeting, the Measure U Community Advisory Commission (Commission) discussed the possibility of conducting focus groups with community members to inform the Commission's budget priorities and recommendations to City Council. At the Commission's request to solicit participation, approximately 500 respondents to the City Auditor's 2022 Community Survey indicated their interest in participating in a focus group regarding the use of Measure U funds and provided their email address to be contacted.

In adopting the Fiscal Year (FY) 2024/25 Approved Budget on June 11, 2024, the Sacramento City Council allocated resources in response to the Commission's request for funding to support the implementation of focus groups to learn more about community member preferences for Measure U spending.

The City of Sacramento (City) contracted with Stanford Settlement Neighborhood Center (SSNC) to plan and implement three focus groups to gather community input on Measure U spending priorities to inform Commission recommendations on budget allocations for Measure U funds in the fiscal Year 2025/26 Budget.

A focus group is a qualitative research method that involves gathering a small, diverse group of people to discuss specific topics or issues in a structured, facilitated setting. The primary purpose of a focus group is to explore participants' perceptions, opinions, beliefs, and attitudes towards a particular product, service, concept, policy, or other subjects of interest.

Four focus groups were convened by SSNC to gather community input on Measure U spending priorities to inform Commission recommendations on budget allocations for Measure U funds in the Fiscal Year 2025/26 Budget.

The focus groups consisted of two virtual and two in-person sessions. SSNC provided logistical and facilitation support. Recruitment of focus group participants targeted community members who expressed prior interest in participating through the 2022 City Auditor's Community Survey. Participants were invited to participate in focus groups with a goal of being representative of the population demographics of the City of Sacramento.

The results of the focus groups are detailed in this Final Report to the Commission, synthesizing broad themes that emerged from the discussion.

3. Methodology

SSNC met virtually with Measure U Commissioners Georgeoff, McGee, and Sala on December 27, 2024 for a general discussion about the focus groups.

The group discussed both the approach and the goals of the focus groups. In terms of approach, there was high value placed on organic discussions and guided responses to scripted questions. The questions to be covered during the focus groups were developed by the group following the meeting.

Special Projects Manager Ash Roughani provided SSNC with data from the 2022 Community Survey, and also created an updated survey (Attachment 1) to assess interest in participating in upcoming focus groups.

This new survey (Attachment 2) was emailed on January 21, 2025 to 410 email addresses from the 2022 Community Survey, with a letter from Teddy Georgeoff, Chair, Measure U Community Advisory Commission and Julie Rhoten, SSNC Focus Group Convener. 100 individuals responded, forming the pool of possible focus group participants. Demographics about the respondents can be found in Attachment 3.

Participant selection

Respondents were divided by City Council district to ensure representation from across the City and assigned a unique number identifier. Focus group members were selected using a random number generator, and received an invitation to specific focus groups, based on their stated location preferences. Details are below.

1. Hagginwood Community Center: March 10, 2025 • 5:30 pm
 - A total of 13 individuals were invited
 - Six individuals confirmed
 - Four individuals did not respond
 - Three individuals declined and were offered another date.
 - Two individuals attended the focus group
2. Pannell Community Center: March 17, 2025 • 2 pm
 - A total of 6 individuals were invited
 - Four individuals confirmed
 - Two individuals did not respond
 - Three individuals attended the focus group
3. Virtual meeting on Zoom: March 15, 2025 • 10 am
 - A total of 24 individuals were invited
 - Six individuals confirmed
 - One individual declined and was offered another date
 - Fifteen individuals did not respond
 - Five individuals attended the focus group

4. Virtual meeting on Zoom: March 22, 2025 • 2 pm

- A total of 17 individuals were invited
- Five individuals confirmed
- Two individuals declined
- Ten individuals did not respond
- One individual attended the focus group

In total, eleven individuals participated in a focus group. Details about participant demographics can be found in Attachment 4.

Approach

Each of the focus groups was facilitated by Julie Rhoten. At least one member of the Measure U Commission was also in attendance at every focus group. In-person focus groups were audio recorded; virtual meetings were recorded via Zoom. The flow of the meeting followed the outline below:

- Welcome & Housekeeping: Refreshments, restrooms, materials, and structure of time together
- Introductions
- Overview: Background on Measure U, review Measure U Dashboard, questions & answers, and other feedback.
- Goals: Creating a space for open sharing, hearing from all present, understanding that all opinions are valid, and disagreeing without being disagreeable.
- About Measure U: history, purpose, priorities
- A look at the Measure U Dashboard
- Questions:
 - General Awareness: How familiar are you with Measure U and its intended purpose?
 - Funding Allocation: What areas of community investment do you believe should be prioritized and consequentially deprioritized with Measure U funding?
 - Equity and Inclusion: How do you think Measure U funds can be used to address inequities within our community?
 - Community Benefits: What positive changes have you noticed in the community as a result of Measure U funding?

- Accountability and Transparency: Do you feel there is enough transparency in how Measure U funds are being allocated and used? And how would you prefer this information be disseminated?
- Long-Term Vision: What are your long-term hopes for the impact of Measure U on our community, and how do you hope it would be measured by the city? (follow up) Are there specific metrics you would be interested in seeing?
- Involvement: What are the best ways for the city to involve residents in future decisions about Measure U? What would make you feel the impact of Measure U funds?
- Wrap Up: Is there any other information that you want to share about Measure U?

4. Summary of Responses

Dashboard Review

The [link to the Measure U dashboard](#) was shared with participants in advance of the focus groups and briefly reviewed at the beginning of each session. Overall, participants expressed appreciation for the dashboard's transparency and showed strong interest in exploring it further. While they were generally impressed, several questions and suggestions emerged:

- Add a key or glossary for acronyms such as CIP, MYOP, etc.
- Clarify the discrepancy between the stated projected \$139 million for FY 2024–25 and the \$159 million shown in the pie chart.
- Improve or complete descriptions that are currently blank or overly generic.
- Provide more detail and clarification for categories related to homelessness and the Department of Community Response.
- Include a comparison of Measure U funds to the overall City budget.
- Add functionality or visuals that reflect neighborhood-level investments.
- Incorporate language that ensures allocations are specific and measurable, helping prevent potential diversion of funds.

General Awareness: How familiar are you with Measure U?

Participants demonstrated varying levels of familiarity with Measure U, which appeared to correlate with how long they had lived in Sacramento. Some recalled it being on the ballot in both 2012 and 2018 and were well-acquainted with its history and intent. Others had only recently become aware of it.

One participant initially believed Measure U funds were primarily designated for youth services, specifically youth employment and training, before reviewing the dashboard.

Participants with a deeper understanding of Measure U emphasized the importance of ensuring that its original intent—supporting underserved and underrepresented communities, as outlined in the 2018 measure—continues to be fulfilled.

Several participants recalled that Measure U passed in 2012 in response to dissatisfaction over the lack of maintenance in City parks following the Great Recession. One participant noted they did not support the 2018 measure, citing concerns that firefighter salaries had increased significantly following the initial

passage in 2012. This sentiment reflected a broader concern about the disconnect between tax dollars and the tangible benefits received by residents.

Two key questions emerged during the discussion, which were explored further in the focus groups:

- What are the tangible benefits of Measure U?
- How are the results and impacts of Measure U communicated to the public?

Funding Allocation: What areas of community investment do you believe should be prioritized and consequentially deprioritized with Measure U funding?

Participants were asked to consider which areas of community investment should be prioritized—and which should be deprioritized—when allocating Measure U funds. The following themes emerged:

Funding Priorities:

- Programs that support disadvantaged and underrepresented communities
- Youth services, supports, and resources
- Expanded hours and increased access to City swimming pools, including more swim lesson options
- Library services
- Park improvements, including increased tree coverage and consistent maintenance of park restrooms
- Safer road infrastructure for bicyclists
- Zero-fee programs that increase accessibility
- Homeless services (with the caveat that they must be executed effectively)
- Business development initiatives, alongside efforts to reduce regulatory burdens
- Affordable housing

Areas for Deprioritization:

- Police funding
- Libraries (noted by some as a lower priority compared to other needs)
- Waiving adoption fees for pets
- Using Measure U funds to cover general City budget shortfalls

Questions and Concerns:

- What specific programs are funded under the “Community Investment” and “Entertainment Services” categories within Measure U? Are these investments designed to generate economic return or other indirect benefits for the City?
- Could the City expand volunteer opportunities across departments as a way to extend the impact of Measure U funds, given the acknowledgment that public resources will always be limited?
- Are Measure U-funded homeless services ever audited to understand where and how the funds are being spent?
- Measure U funds for public safety should be used to supplement projects, rather than covering the entire cost of a project.
- Participants expressed a desire for more information on the results of Measure U funding in order to better provide informed feedback on priorities.

Equity and Inclusion: How do you think Measure U funds can be used to address inequities within our community?

- Is there data available from individuals in underserved communities?
- Is the data disaggregated by specific community needs?
- Without this data, it is challenging to fully address the question.
- Ensuring access through transportation, ADA compliance, and geographic considerations.
- Strive for equity as much as practically possible.
- Build trust with neighborhood leaders in underserved areas and offer incentives for community participation.
- Ensure that citywide services are equitably distributed across all neighborhoods, particularly underserved ones.
- Host community events that are accessible to all, including offering childcare and food.
- Utilize the City’s SEED tool for better resource allocation.
- Address historical inequities and work to improve access to services and resources in underserved neighborhoods.
- Ensure safe access to housing and food for all residents.
- Focus on building up communities without displacing or gentrifying them.
- Increase the inclusion of underserved individuals on boards and commissions.

Community Benefits: What positive changes have you noticed in the community as a result of Measure U funding?

Participants acknowledged several positive changes in the community, although they were unsure if these improvements were directly tied to Measure U funding:

- Regular communication through City Minute emails
- Lawns being maintained and mowed in parks
- An increase in community events
- Faster response times to 311 reports regarding street light and stop sign repairs
- Zero-fee programming for greater accessibility
- Improvements in code enforcement response

Additionally, participants speculated that the slight improvement in communication between the City and County regarding homelessness might be a result of Measure U funding.

Accountability and Transparency: Do you feel there is enough transparency in how Measure U funds are being allocated and used? And how would you prefer this information be disseminated?

Again, there was strong support for the Measure U Budget Dashboard, though participants expressed a desire for more detailed information. They wanted to know how many individuals have been impacted by Measure U-funded programs, as well as more insight into outcomes and overall impact, beyond just the number of people served. There was also concern about the efficiency of fund usage and whether a third-party review of Measure U spending is in place.

Participants called for greater transparency regarding how funds are allocated, particularly in relation to improvements versus salaries. They suggested that this information be shared through City Minute, social media platforms, and signage at community centers. While transparency within departments is somewhat visible, participants felt more could be done. Increased transparency would help the community at large better understand whether Measure U funding is leading to tangible improvements.

Several creative ideas emerged for disseminating information about Measure U, including:

- Outreach to neighborhood associations
- Collaboration with community networks
- Signage and taglines highlighting Measure U-funded projects

- Communication via local access TV
- Email, text messages, and social media posts
- More frequent sharing of the dashboard link
- Inserting Measure U spending details in City utility bills
- Displaying Measure U information at City Councilmember tables at events
- Leveraging neighborhood news publications and online platforms

Long-Term Vision: What are your long-term hopes for the impact of Measure U on our community, and how do you hope it would be measured by the city? (follow up) Are there specific metrics you would be interested in seeing?

Long-term hopes:

- Measure U funds will be strategically allocated to support and uplift marginalized neighborhoods.
- Greater public understanding of Measure U's goals and outcomes will benefit everyone.
- A vibrant, active community with access to Measure U services will attract more people to Sacramento. As the city's population grows, increased support for businesses will follow.

Discussions about specific metrics were extensive across all focus groups. Several participants recommended adopting the SMART goals framework for Measure U budgeting, as well as for citywide budgeting. This approach would ensure that goals are measurable, achievable, time-bound, and relevant. Another group proposed using Key Performance Indicators (KPIs) to identify funding priorities, outline how goals will be achieved, and assess overall success.

There was broad consensus that shared metrics would create accountability and provide insight into where needs are most pressing. Some participants pointed out that they remember past City promises for certain services that were ultimately not delivered, or only delivered for a short time period. They emphasized the importance of ensuring the City is held accountable, particularly with Measure U funds and their intended uses.

Involvement: What are the best ways for the city to involve residents in future decisions about Measure U? What would make you feel the impact of Measure U funds?

Some participants commended the City for its effective outreach efforts, noting an increase in opportunities for community members to voice their opinions. However, they also identified several barriers to participation, including lack of time, limited resources, and general cynicism toward local government.

The value of a personal invitation to participate was emphasized, along with the need for continuous engagement. This could be achieved through ongoing focus groups, surveys, and other forms of regular feedback.

It was suggested that the City intensify its outreach and feedback efforts. For example, when signage, taglines, or emails indicate Measure U funding, they could simultaneously invite feedback through a link or QR code.

One participant posed a thought-provoking question: "If Measure U were to end, would people miss the services? What difference would be felt?" They suggested that answering this question could help the City tell a more compelling story about the impact of Measure U.

Wrap Up: Is there any other information that you want to share about Measure U?

Most participants did not have additional comments specifically regarding Measure U funds. However, concerns about the projected deficit for the City of Sacramento next year, along with the development of the FY 2025/26 City budget, sparked the following additional ideas.

- The City should convene focus groups for the City's budget process.
- Could the City create a dashboard similar to the Measure U Budget Dashboard for the whole City budget?

5. Focus Group Challenges & Limitations

When planning and coordinating the focus groups, securing meeting space at the Pannell Community Center proved to be challenging, as it is a highly utilized community venue. Consequently, the in-person meeting at Pannell was scheduled on a weekday mid-afternoon, which likely prevented some participants from attending.

Invitations were sent via both email and phone calls, with email being more effective. Phone calls were less successful, as many people no longer answer calls from unrecognized numbers. Despite participants committing to attend, many were unable to participate.

Perhaps more individuals should have been invited to attend each focus group. However, having too many attendees could have made it challenging to facilitate meaningful discussions and ensure everyone had a chance to contribute.

Originally, the City's agreement was for SSNC to provide three focus groups. A fourth virtual (Zoom) focus group was added by SSNC to both accommodate those who had been unable to attend their original group, as well as to accommodate additional invited participants. Unfortunately, only one individual attended the fourth focus group.

6. Conclusion

Thank you so much for trusting SSNC to lead these focus groups for the Measure U Commission. As we've shared before, SSNC's mission is about helping people create positive change in their own lives and in their communities—and this project truly aligned with that purpose. We're genuinely grateful for the opportunity to be involved.

Special thanks to Ash Roughani, Special Projects Manager for the City of Sacramento. His assistance, guidance, and technical support were invaluable to us.

On a personal note, I really appreciated the chance to connect with each participant. Listening to them share their thoughts, experiences, and hopes—not just about Measure U, but about Sacramento as a whole—was both moving and eye-opening. Hearing from both those who have recently made Sacramento their home, as well as those who have spent their whole lives here, gave me a deeper understanding of the City's complexities and its potential. Spending time with people who care so deeply about their community has given me a lot of hope.

Attachment 1

Measure U Focus Groups Survey Questions 2025

1. First Name
2. Last Name
3. Email address
4. Phone number
5. In which City Council District do you currently reside?
6. Please select your preferred focus group location/format. Choose all that apply.
 - In-person: Hagginwood Community Center (3271 Marysville Blvd, Sacramento, CA 95815)
 - In-person: Pannell Meadowview Community Center (2450 Meadowview Rd, Sacramento, CA 95832)
 - Virtual Town Hall (via Zoom)
7. What is your gender identity? Choose all that apply.
 - Woman
 - Man
 - Transgender
 - Cisgender
 - Genderqueer
 - Gender non-conforming/Non-binary
 - Questioning
 - Two-Spirit
 - I don't know
 - Prefer not to say
 - Prefer to self-describe
8. Please specify your race/ethnicity. Choose all that apply.
 - Asian
 - Black or African American (not of Hispanic origin)
 - Filipino (not of Hispanic origin)
 - Hispanic or Latino/Latinx
 - Middle Eastern or North African

- Native American or Alaska Native (not of Hispanic origin)
- Native Hawaiian or other Pacific islander
- White (not of Hispanic origin)
- Two or more ethnicities (check all that apply)
- Prefer not to say

9. What is your age range?

- 25-29 years of age
- 30-34 years of age
- 35-39 years of age
- 40-44 years of age
- 45-49 years of age
- 50-54 years of age
- 55-64 years of age
- Over the age of 64
- Prefer not to say

10. What is your total household income?

- Less than \$20,000
- \$20,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or More
- Prefer not to say

Attachment 2

Email to Previous Survey Respondents with Link to New Survey

On behalf of the Measure U Community Advisory Commission, we'd like to extend an invitation for you to participate in one of three upcoming focus groups aimed at gathering feedback on the impact of Measure U spending.

You're receiving this invitation because you previously completed a Measure U survey and expressed interest in providing further input. While it's been a little while since then, we hope you're still interested in sharing your feedback. We've created a [new survey](#) to assess current interest and would greatly appreciate your participation.

We're looking for your valuable insights on several key areas, including your awareness of Measure U, community priorities, its impact, future investments, and opportunities for further engagement. Your input will directly inform future recommendations from the Commission.

The three focus group sessions will take place at Hagginwood Community Center, Pannell Community Center, and one virtual session via Zoom. Each session will last approximately 90 minutes, with refreshments, childcare, and interpreters available upon request for the on-site sessions. We'll also provide public transportation vouchers as needed by request. Some services may be limited by capacity, but we will do our best to accommodate

Please take a moment to complete the [new survey](#). If you have any questions or need more information, feel free to reply to this email. We look forward to working with you.

Kind regards,

Teddy Georgeoff, Chair, Measure U Community Advisory Commission
Julie Rhoten, Focus Group Convener

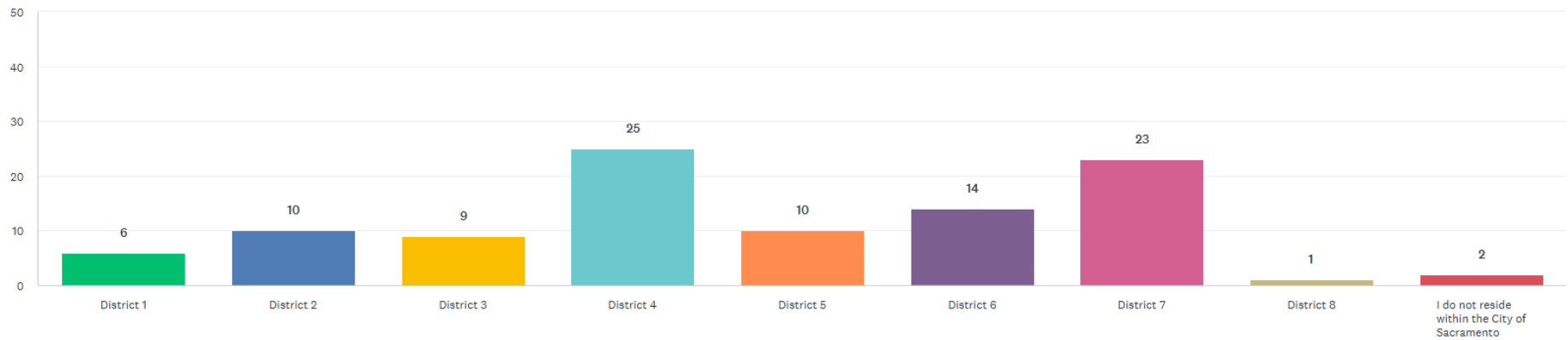
P.S. The City of Sacramento has recently launched its [Measure U Budget Dashboard](#) to increase transparency about how Measure U funds are being spent. We encourage you to take a look!

Attachment 3

Results of Measure U Focus Groups Interest Survey 2025

In which City Council District do you currently reside? Use the City's district lookup tool to search by address.

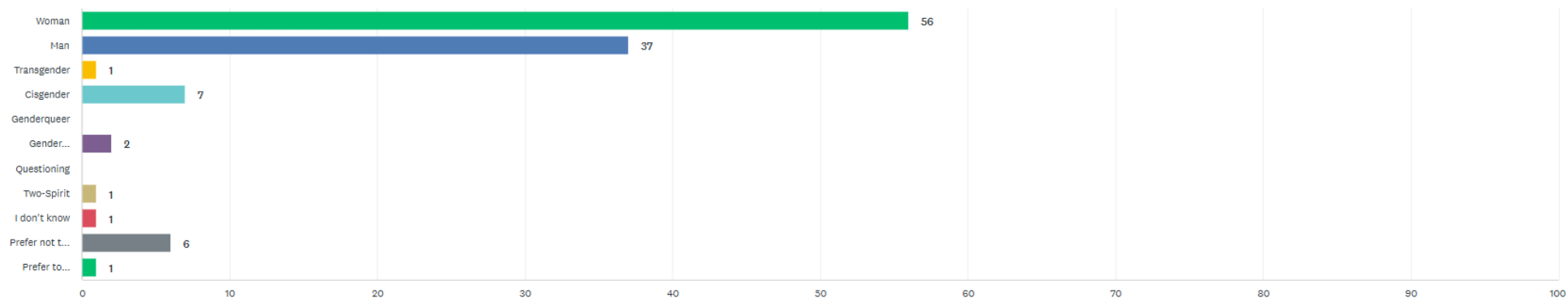
Answered: 100 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ District 1	6.00%	6
▼ District 2	10.00%	10
▼ District 3	9.00%	9
▼ District 4	25.00%	25
▼ District 5	10.00%	10
▼ District 6	14.00%	14
▼ District 7	23.00%	23
▼ District 8	1.00%	1
▼ I do not reside within the City of Sacramento	2.00%	2
TOTAL		100

What is your gender identity? Choose all that apply.

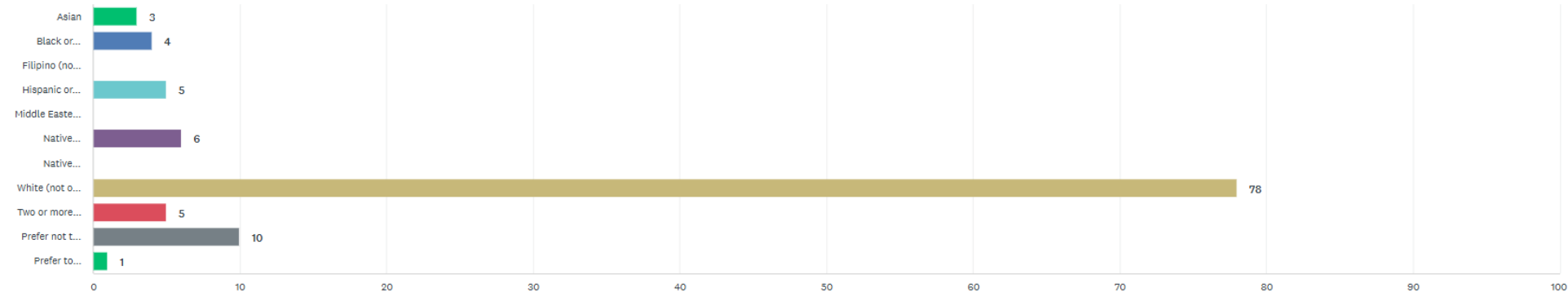
Answered: 100 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Woman	56.00% 56
▼ Man	37.00% 37
▼ Transgender	1.00% 1
▼ Cisgender	7.00% 7
▼ Genderqueer	0.00% 0
▼ Gender non-conforming/Non-binary	2.00% 2
▼ Questioning	0.00% 0
▼ Two-Spirit	1.00% 1
▼ I don't know	1.00% 1
▼ Prefer not to say	6.00% 6
▼ Prefer to self-describe	1.00% 1
Total Respondents: 100	

Please specify your race/ethnicity. Choose all that apply.

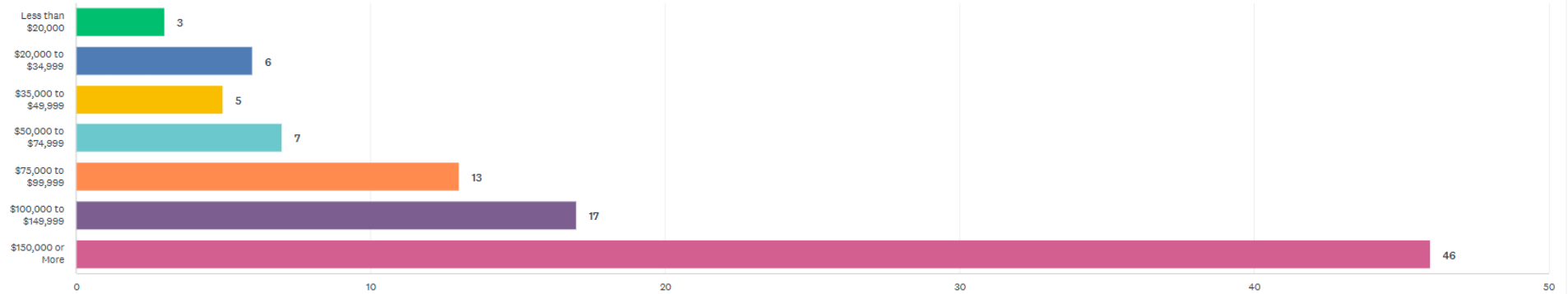
Answered: 100 Skipped: 0



ANSWER CHOICES	RESPONSES	
Asian	3.00%	3
Black or African American (not of Hispanic origin)	4.00%	4
Filipino (not of Hispanic origin)	0.00%	0
Hispanic or Latino/Latinx	5.00%	5
Middle Eastern or North African	0.00%	0
Native American or Alaska Native (not of Hispanic origin)	6.00%	6
Native Hawaiian or other Pacific Islander	0.00%	0
White (not of Hispanic origin)	78.00%	78
Two or more ethnicities (check all that apply)	5.00%	5
Prefer not to say	10.00%	10
Prefer to self-describe	Responses 1.00%	1
Total Respondents: 100		

What is your total household income?

Answered: 97 Skipped: 3



ANSWER CHOICES	RESPONSES
▼ Less than \$20,000	3.09% 3
▼ \$20,000 to \$34,999	6.19% 6
▼ \$35,000 to \$49,999	5.15% 5
▼ \$50,000 to \$74,999	7.22% 7
▼ \$75,000 to \$99,999	13.40% 13
▼ \$100,000 to \$149,999	17.53% 17
▼ \$150,000 or More	47.42% 46
TOTAL	97

What is your age range?

Answered: 100 Skipped: 0

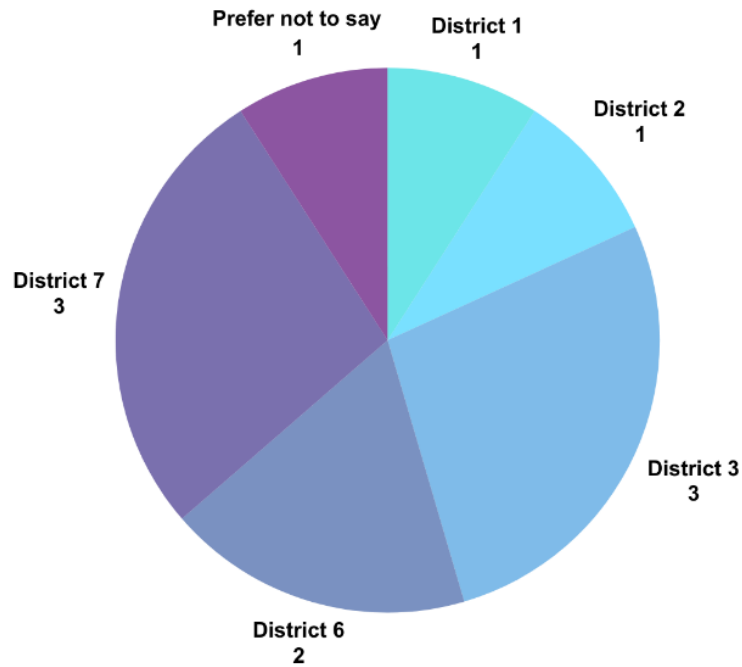


ANSWER CHOICES	RESPONSES
Under 20 years of age	0.00% 0
20-24 years of age	0.00% 0
25-29 years of age	1.00% 1
30-34 years of age	7.00% 7
35-39 years of age	12.00% 12
40-44 years of age	9.00% 9
45-49 years of age	10.00% 10
50-54 years of age	9.00% 9
55-64 years of age	11.00% 11
Over the age of 64	37.00% 37
Prefer not to say	4.00% 4
TOTAL	100

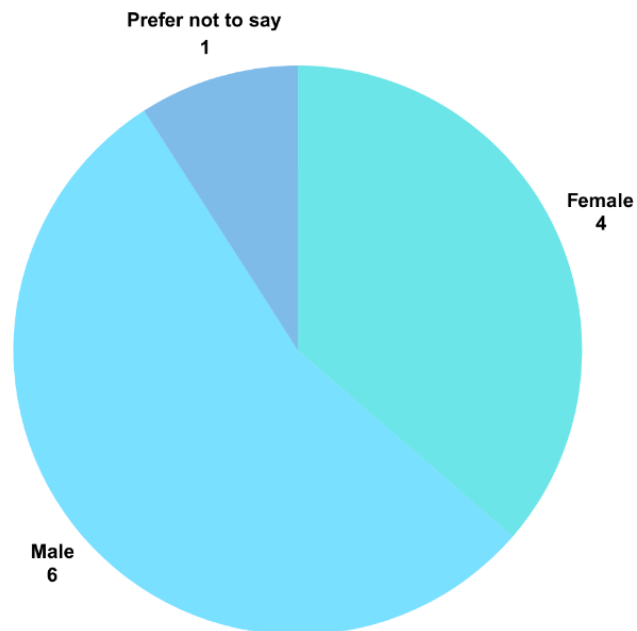
Attachment 4

Demographics of Focus Group Participants

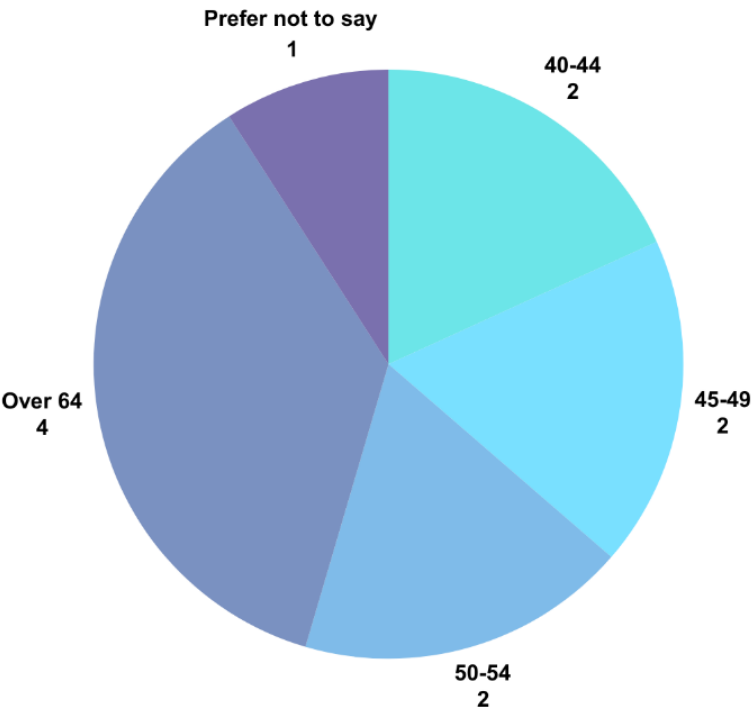
In which City Council District do you currently reside?



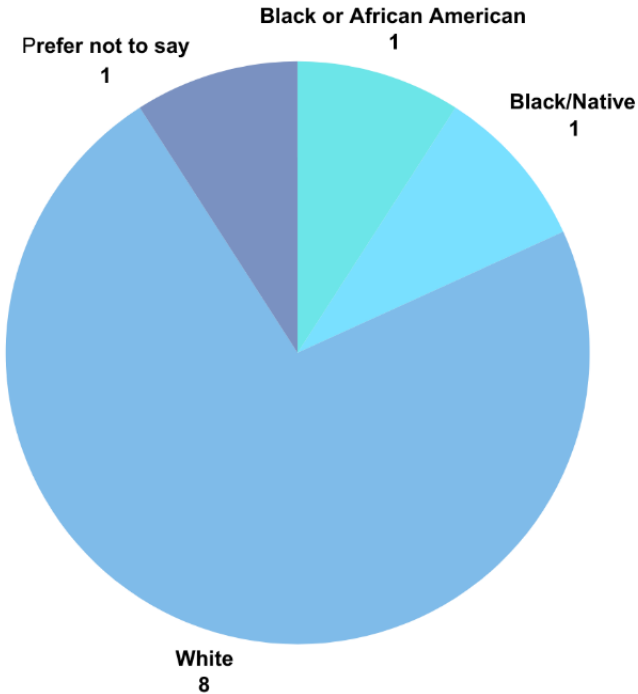
What is your gender identity?



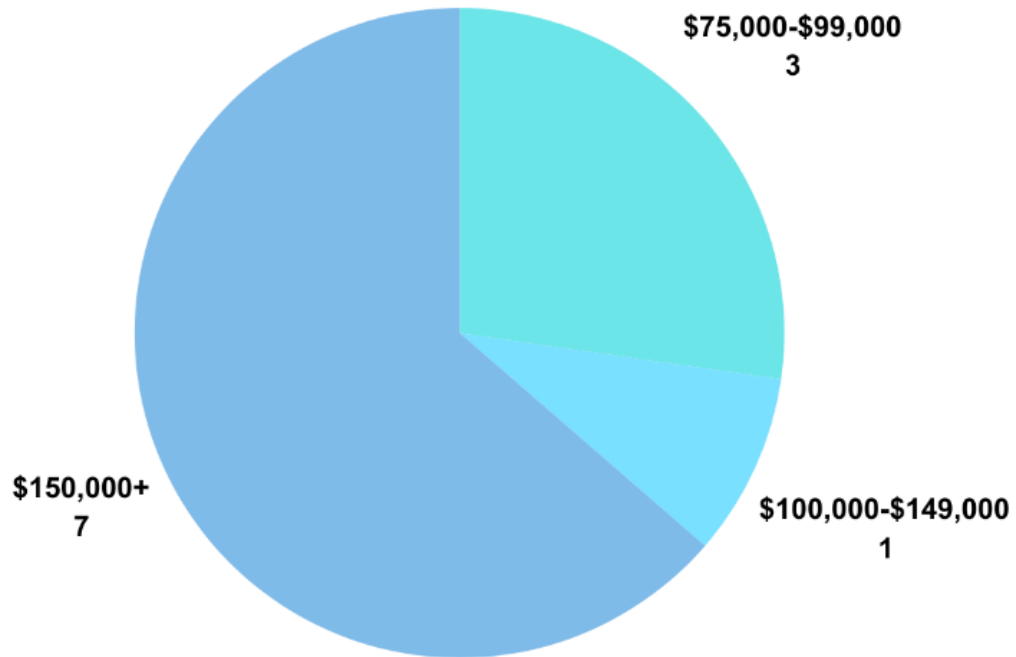
What is your age range?



Please specify your race/ethnicity



What is your total household income?



2026 Community Priorities: Commissioner Survey Results

October 20, 2025

At the request of the 2025 Annual Report and 2026 Workplan Ad Hoc Committee, staff conducted a survey of commissioners regarding their 2026 community priorities. Below are the survey results received through October 20, 2025:

What are your top priorities for our commission, and what do you want our commission to accomplish or effect change on in the next year?

Jose Goris, Jr.	Assist council with homelessness solutions Continue services for underserved communities Participatory budgeting, figuring out how to bring back.
Juan Novello	My top priorities are to ensure Measure U investments drive equitable economic growth and opportunity across historically under-invested Sacramento neighborhoods. I want our commission to strengthen accountability and transparency around how Measure U funds are deployed, especially ensuring small business support, workforce development, and neighborhood revitalization reach historically underserved communities. In the next year, I'd like us to measure impact not only in infrastructure outcomes, but in the number of residents and businesses that experience meaningful economic mobility because of these investments.
Sandra Frye-Lucas	I think that we need to revisit that activity because it's one of the few evaluation tools that are in place and one that, although the groups are small, have all said the same thing and are all based upon the priorities that Measure U has. However I'd like to suggest that the focus groups be fortified in workshops throughout city district's, program, festival and other activities that are already planned for the year, For, example in District 8 we have a breakfast update that we do each year we have various community programs and festivals where clients will come for fun. We can offer them gift certificates for their participation. If we are able to put together a focus group and or survey that people can complete at that time we may have better outcomes. I would also like that we consider training people at that time on how to use our dashboard. Again I would like to add that we should

	re-establish the city survey that you were talking about that we did in the past. That is an important tool and will also give us a feedback on particular program outputs. Lastly, I'd like to suggest that each Measure U program provide some funding equivalent to 50% or one full-time FTE yearly who is responsible for program evaluations that measure predetermined outcomes. Another top priority should be to get ahead of the budgeting process so that our recommendations can be taken more seriously. Get more participation from the board to participate on adhoc committees and actually show up. We need to engage in more community programs and district based activities (i.e. City Connect, district public functions such as neighborhood associations meetings, informational meetings and other kinds of gathers and festivities) that give us the chance to meet the people and to learn more about initiatives we are supporting and to meet City staff. We need to be sure to adhere to the Ethnic Training Requirements. Set time requirements for all presentations and request written reports ahead of such presentations. All should be required to submit written reports.
Richard "Teddy" Georgeoff, III	My top priority is for us to get to a point where all members, and by extension the public and City Council, feel comfortable in evaluating the programs that Measure U funds. To be able to make informed decisions about what programs to fund and which programs to cut. Create a framework that facilitates discussions of improvement of impact through goal oriented measurement and reporting.
Conner Johnston	A better understanding/complete/agreed to understanding for Measure U's purpose and how it fits within the city's overall budgeting process.
Timothy Smith	Aligning the Commission's budget recos with its purpose, integrating performance management and metrics into the Commission's recos, and improving methods of public engagement.
Marbella Sala	Economic Development for northgate and gardenland culturally and linguistically appropriate senior program, Gardenland Park, Participatory Budgeting, Northgate Mobility Plan, homeless prevention, ie. rental assistance job training and placement, micro homes, homeless campsite and parking

Of the programs you see listed in the Measure U Dashboard what programs / initiatives do you feel DO NOT fit within the spirit of Measure U and why?

Jose Goris, Jr.	IT maintenance and support Technology Administration Fleet Acquisition
Juan Novello	While many programs advance the city's goals, several appear misaligned with Measure U's intent to deliver equitable, community-centered investment: Large-scale downtown infrastructure projects that primarily benefit private development rather than neighborhood residents. Administrative or consultant-heavy initiatives that lack clear, measurable outcomes tied to job creation or community well-being. Community Programs that include financial support for special events and operations to ONLY Visit Sacramento, Downtown Sacramento Partnership (DSP), H Street Theater, and the annual New Years Even fireworks show. These should be expanded to include ALL PBIDS serving aging corridors. One-time capital expenditures with limited long-term benefit to residents in underinvested corridors (e.g., projects that do not include workforce or small business participation components).
Sandra Frye-Lucas	Library continues to report that they are fully operational when MLK Library, one of the oldest libraries in District 8 closed for two years for remodeling. There is no mention of this in their reporting nor and answer for "Where do District 8 citizens and FTE go for weekend and afterschool programs, tutoring, learning and studying for homework, or seniors without computers?" They are not traveling to other districts for these programs they just do have them. Where is the staff, are they still being paid to work in other libraries or, is there a savings on FTE costs not reflected in their reporting? I do recommend funding until this is clear. They have no reliable quantitative measures for performance. Community Investment, Older Adult Services- Hart I recommend a redistribution of funds to provide an opportunity for the involvement of programs with experience, willing and better prepared to serve our underserved communities/clients. For example, we should provide funding to senior centers in underserved communities, such as North and South Natomas, South Sacramento, Sims Center and not just the Hart Center.

	Traveling and parking at the Hart Center present many obstacles for seniors living in outlying areas. At the Hart Center there are no meaningful measures for their success nor indicators that tell us who they actually serve outside of their immediate area and for how long. Also, Hart has the distinct advantage of a trust fund which guarantees yearly funding, none of which (to my knowledge) are available to outlying senior centers. Our seniors want to live and play in their own communities. Finally, Hart is not located and in an underserved community, it is in a community that is well served and well-funded without Measure U dollars. Lastly, the program listed below is really not a obligation of Measure U to fulfill, it is the City's. This program does not involve the communities that are underserved in any way. They do not mention i.e., golf clinics for the underserved nor do they explain or have outreach activities relevant to the communities that are underserved who cannot afford to golf as a sport. City financial obligations for Golf are infrequent as the Lessee for all four golf courses is responsible for most expenses. However, the City is responsible for well costs over \$60,000 in a calendar year. Due to the aging well and pump systems, the City is responsible for \$135,164 in repair and replacement costs in late 2023.
Richard "Teddy" Georgeoff, III	City Facility Reinvestment Program - \$2.2M Facility ADA compliance Program - \$500k City Attorney Department - Address legal mandates related to the release of police videos - \$279k Zoning Operations - \$765k It would be much easier to evaluate the programs if the program line item comprised of ALL of the cost to run that program, and didn't separate out the IT, vehicle acquisitions, Office management, etc. into their own line items.
Conner Johnston	I still do not think we have a complete understanding of what it means to be "within the spirit of Measure U."
Timothy Smith	1. The Community Development Department's Long Range Planning Project does not fit within the mandate of Measure U and has no metrics attached to it... not even the creation of a plan. In fact, in my opinion, departmental planning efforts should be completed before applicants request Measure U funding, so as to align the purpose of the project and its performance measures with the purpose of Measure U funds. 2. YPCE - Fiscal and Management Services, Fleet Acquisitions, Fleet Facilities Program, Golf Administration, Historic City Cemetery, Measure U Park Maintenance Improvements. Though all of the functions performed by

	these programs are doubtlessly essential parts of YPCE, none track any metrics that link program operations to Measure U priorities or YPCE priorities. Furthermore, most of these functions could be performed in any number of alternative ways - some of which would be more directly relevant to Measure U. 3. Utility Rate Assistance Program (SURA) - Though immensely important for the quality of life of individuals served by this program, the program is inconsistent with the purpose of Measure U, inasmuch as its impact is limited to residents of particular economic profiles, it provides little evidence of systemwide impact, and fundamentally fails to address the economic conditions that cause ratepayers to qualify for the program in the first place..
Marbella Sala	Under Parks no administrative cost should be charged to Measure that is the City responsibility and should not be shifted. Community develop, insurance termination, retired employee benefits, citywide It and employee development are all city responsibilities and should not be shifted. Community Development no administrative cost for the animal shelter, zoning is the city's responsibility, long range planning, commission stipends is a city's responsibility; Fire department outreach efforts has not shown impact; Police department hiring practice has not shown real impact; city manager no administration costs, Thousand Strong to costly and no real impact

Of the programs you see listed in the Measure U Dashboard what programs / initiatives do you feel BEST fit within the spirit of Measure U and why?

Jose Goris, Jr.	Affordable Housing Cultural Arts Awards Sustainability Program
Juan Novello	Small Business & Inclusive Economic Development Initiatives that support minority-owned businesses and local entrepreneurship. Workforce Development and Youth Employment Programs that connect residents—especially from underserved areas—to career pathways that align with our region's economic growth. Neighborhood Revitalization Projects that combine infrastructure, arts, and cultural investments to strengthen community identity and local pride, prioritizing .
Sandra Frye-Lucas	All of the programs included under Inclusive Economic Development clearly focus on Measure U Goals for serving underserved populations/communities and for engaging them in the planning process. They all should be refunded.
Richard "Teddy" Georgeoff, III	City Manager - Community Engagement - \$1.56M - This program helps people help themselves and targets specific zip codes to boost economic prosperity for underfunded areas. YPCE - Aquatics - \$5M - Providing extracurricular activities that are safe and available throughout the city. This would be similar to the Community Centers as well or Youth Expanded Learning. Providing structured activities and community connection to help keep youth in productive activities. Violence Prevention - \$1M - Proactive approach to public safety, likely saves significant money for PD long term.
Conner Johnston	Same.
Timothy Smith	1. Animal Care/Administration and Animal Care Shelter - Clear set of throughputs and outputs that relate to the mission of Animal Care and the purpose of Measure U funds. 311 metrics directly address demand for services. I would like to see this department ask for more. 2. YPCE Park Operations Administration.- Parks are public goods with an intrinsic value to the communities they serve. It's next to impossible to track user satisfaction or park visitation, but the program utilizes quantitative metrics to get as close as possible.

Marbella Sala	(No response.)
--------------------------	----------------

What do you think the goals/metrics of the Measure U Commission should be for the next year? How should we evaluate ourselves?

Jose Goris, Jr.	We should carefully watch data on impact of measure u dollars being spent. Also, departments that receive measure u funds should be able to articulate the impact. We should be able to evaluate ourselves but sadly only meet 1 a month for up to 3 hr and it's not enough time many times. The commission should be allowed for research to meet and discuss metrics even if outside of a meeting (I do understand that it's a brown act violation but we are handicapped).
Juan Novello	The commission should define success by measurable improvements in equity, transparency, and community outcomes. Equity Investment Ratio: % of Measure U funds directed to disadvantaged or historically underserved neighborhoods. Small Business Impact: Number of local/minority-owned businesses supported or contracts awarded. Workforce Outcomes: Number of residents trained, placed in jobs, or upskilled through Measure U-funded programs. Community Trust: Resident satisfaction and engagement levels with Measure U projects (via surveys or town halls). Evaluation should balance quantitative results with qualitative feedback from community stakeholders, ensuring that we're not just funding projects—but fostering real progress.
Sandra Frye-Lucas	Next year I think we should consider the variables (700?) that have been already developed by the City as quantitative program outcomes, and we should develop our own questions that address qualitative outcomes. These questions should be based upon relevance (Is the intervention doing the right things), coherence (How well does the intervention fit), effectiveness (Is the intervention achieving its objectives), efficiency (How well are resources being used), impact (What differences does the intervention make) and sustainability (Will the benefit last). All expectations for this data should be discussed openly and on an ongoing basis.
Richard "Teddy" Georgeoff, III	% of programs that the commission feels they can evaluate effectively because data is provided. % of programs that have metrics we think capture impact vs actions Public involvement with the commission meetings.

	Sentiment of the public around Measure U spending from not-effective to effective. (could be captured via survey)
Conner Johnston	A clear and supported recommendation to the city council in time for it to incorporate the recommendation in the budgeting process.
Timothy Smith	To provide a set of recommendations for the City Council that reflect Measure U and City budget priorities,
Marbella Sala	Not Sure

CITY OF SACRAMENTO, CALIFORNIA

Measure U Sales Tax
Performance Audit

For the Period of July 1, 2024 to June 30, 2025



Certified
Public
Accountants

CITY OF SACRAMENTO, CALIFORNIA
Measure U Sales Tax Performance Audit
For the Period of July 1, 2024 to June 30, 2025

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Certified
Public
Accountants

Independent Auditor's Report on Performance

To the Mayor, Members of the City Council,
and the Measure U Community Advisory Committee
City of Sacramento, California

We were engaged to conduct a performance audit of the City of Sacramento, California (City), Measure U Sales Tax funds for the period of July 1, 2024, to June 30, 2025.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Our audit was limited to the objectives listed within the report, which includes determining the City's compliance with the performance requirements referred to in the Measure U Ballot Measure approved by voters of the City of Sacramento on the November 6, 2018, ballot. Management is responsible for the City's compliance with those requirements.

In planning and performing our performance audit, we obtained an understanding of the City's internal control in order to determine the extent of our tests of compliance, and not for the purpose of providing an opinion on the effectiveness of the City's internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over compliance.

The results of our tests indicated that the City expended Measure U funds for allowable activities as approved by the voters in accordance with the Measure U Ballot Measure for the period of July 1, 2024, to June 30, 2025.

A handwritten signature in black ink that reads "Macias Gini & O'Connell LLP". The signature is written in a cursive, flowing style.

Sacramento, California
December 19, 2025

CITY OF SACRAMENTO, CALIFORNIA
Measure U Sales Tax Performance Audit
For the Period of July 1, 2024 to June 30, 2025

OBJECTIVES OF THE AUDIT

The objectives of our performance audit were to determine whether that sales tax revenues related to Measure U were deposited in the Measure U Fund and accompanied by supporting documentation from the California Department of Tax and Fee Administration; to review a list of activities and determine if they are consistent with the Measure U ballot language; to compare expenditures by category to approved budgets to determine if expenditures were in excess of appropriations; and to select a sample of expenditures and review supporting documentation and determine if funds were expended on specific Measure U activities approved in the City Council's budget. The objectives of our performance audit were not to determine if the City used Measure U revenues in an efficient or effective manner.

BACKGROUND INFORMATION

On November 6, 2012, voters of the City of Sacramento, California approved Measure U to enact a one-half cent sales tax for six years *"To restore and protect essential public safety services, including 9-1-1 response, police officers, gang/youth violence prevention, fire protection/emergency medical response, and other essential services including park maintenance, youth/senior services, and libraries...with independent financial audits and citizen oversight"*. The original sales tax expired on March 31, 2019, and a new ballot measure raising the tax to a full cent, indefinitely, was voted on November 6, 2018. The new Measure U was approved as a general tax and can be used for any general government purpose.

A five-member Measure U Citizen's Oversight Committee was established during the year ended June 30, 2013. The purpose of the Committee was to review the City's annual independent auditor's report and prepare a report to City Council documenting the revenues generated by Measure U, the services and programs funded, and the results of their oversight. A new 15-member Measure U Community Advisory Committee was created in March 2019 and is responsible for providing recommendations to the City Council on how to allocate Measure U resources.

SCOPE OF THE AUDIT

The scope of our performance audit covered the period of July 1, 2024, to June 30, 2025. The population of expenditures that was subject to testing included all account and project codes associated with Measure U. Expenditures funded by local sources other than Measure U were outside the scope of the audit. Expenditures incurred subsequent to June 30, 2025, were not reviewed or included within the scope of our procedures or in this report.

PROCEDURES PERFORMED

We obtained the Measure U Fund general ledger and project expenditure summary reports and detail prepared by the City for the period of July 1, 2024, to June 30, 2025. For the period, we selected a judgmental sample of 34 expenditures and obtained the actual invoices and other supporting documentation to verify consistency with Measure U ballot language and compliance with the City Council's Measure U budget, and performed the following procedures:

- 1) We compared the list of activities performed to verify that the list of activities is consistent with the Measure U ballot language.
- 2) We verified that the Measure U revenues were deposited into the Measure U Fund.
- 3) We agreed the amounts in a judgmental sample of 12 Measure U revenue deposits to supporting documentation from the California Department of Tax and Fee Administration.

CITY OF SACRAMENTO, CALIFORNIA
Measure U Sales Tax Performance Audit (Continued)
For the Period of July 1, 2024 to June 30, 2025

PROCEDURES PERFORMED (Continued)

- 4) We judgmentally selected a sample of 34 expenditures incurred during the period and reviewed supporting documentation to verify the funds were expended on the specific Measure U activities approved in the City Council's budget.
- 5) We compared expenditures by category to the approved budget to determine if there were any expenditures in excess of appropriation.

RESULTS OF PROCEDURES PERFORMED

The City utilized Measure U funds for 176 of the 287 budgeted projects. The City recognized Measure U revenues of \$134.705 million, investment gains of \$3.667 million (due to adjustments of investments in the City Treasurer's cash and investment pool to fair value at year-end), and incurred expenditures of \$163.738 million on a budgetary basis and \$147.363 million in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP) during the period of July 1, 2024 to June 30, 2025, for the Measure U projects as shown in Table 1 (table shown in thousands).

NOTE TO TABLE

The City Manager submits a proposed budget to the City Council no later than 60 days prior to the commencement of the fiscal year. The City Council holds public hearings, modifies the City Manager's recommendations, and adopts a final budget in June. The budget adoption resolution specifies that budgets will be controlled at the department level (i.e., police, fire, public works, youth, parks, and community enrichment, etc.) by fund.

An annual budget is adopted for the Measure U Fund. Expenditures are appropriated on a modified accrual basis of accounting, except that commitments related to purchase orders are treated as expenditures in the year of the commitment. The Measure U Fund reported revenues in the amount of \$3.667 million for interest, rents, and concessions primarily representing investment gains associated with reporting the City Treasurer's cash and investment pool at fair value at year-end.

Budgets are modified throughout the year when the tax base changes, fees are modified, new revenue sources are identified, or programs are changed. The City Manager is authorized to administratively amend the budget during the year for transactions up to \$250,000 without City Council approval. All other appropriation adjustments during the year require City Council approval. Total net budget adjustments of \$7.125 million were made during the period of July 1, 2024 to June 30, 2025. Unencumbered annual budget appropriations lapse at fiscal year-end. The City honors contracts represented by year-end encumbrances and the appropriations are carried over to provide the authority to complete these transactions in future years. Multi-year project-length budget appropriations are automatically carried over in the next fiscal year.

CONCLUSION

Based on the procedures performed, the results of our testing indicated, for the items tested, the City has complied with the Measure U ballot language, in all significant respects, for the period of July 1, 2024 to June 30, 2025. Our audit does not provide a legal determination on the City's compliance with specific requirements or a determination of whether the City used Measure U revenue in an efficient or effective manner.

CITY OF SACRAMENTO, CALIFORNIA
Measure U Sales Tax Performance Audit (Continued)
For the Period of July 1, 2024 to June 30, 2025

MANAGEMENT COMMENTS AND RECOMMENDATIONS

None reported.

CITY OF SACRAMENTO, CALIFORNIA

Table 1 - Schedule of Measure U Sales Tax Fund Revenues, Expenditures, and Transfers For the Period July 1, 2024 to June 30, 2025

	Budgeted Amounts		Actual Amounts - Budgetary Basis	Variance with Final Budget- Positive (Negative)	Budget to GAAP Reconciliation	Actual Amounts
	Original	Final				
Revenues:						
Taxes	\$ 139,094	\$ 133,195	\$ 134,705	\$ 1,510	\$ —	\$ 134,705
Interest, rents and concessions	1,250	1,250	3,667	2,417	—	3,667
Total revenues	140,344	134,445	138,372	3,927	—	138,372
Expenditures:						
Current Department Operations:						
General Government						
Mayor/Council	1,876	1,880	1,979	(99)	—	1,979
City Manager	6,260	6,269	4,744	1,525	(3)	4,741
City Attorney	279	279	279	—	—	279
City Clerk	—	—	—	—	—	—
Information Technology	552	552	518	34	—	518
Human Resources	503	506	506	—	—	506
Subtotal - General Government	9,470	9,486	8,026	1,460	(3)	8,023
Police	7,819	7,826	6,467	1,359	—	6,467
Fire	10,330	9,788	9,612	176	—	9,612
Public Works	562	470	410	60	—	410
Convention and cultural services	3,554	3,241	3,303	(62)	—	3,303
Youth, parks, and community enrichment	43,522	42,725	40,279	2,446	37	40,316
Community Development	13,740	13,555	12,404	1,151	7	12,411
Community Response	5,863	5,875	4,367	1,508	—	4,367
Library	14,272	14,272	14,272	—	—	14,272
Citywide and community support	6,304	6,274	7,629	(1,355)	—	7,629
Multi-year Operating Projects:						
General Government						
Mayor/Council						
Thousand Strong (ETP Pilot)	1,500	1,500	—	1,500	—	—
Thousand Strong 18	—	—	710	(710)	(87)	623
Sac Municipal Reparations Comm	161	161	30	131	—	30
City Manager						
Homeless Housing Initiative	3,597	1,157	—	1,157	—	—
SHRA - Capitol Park Hotel	—	—	685	(685)	(685)	—
FY24 Women & Family Shelter	—	—	1,754	(1,754)	(110)	1,644
Step Up on Second- DCR FY24	—	—	552	(552)	—	552
Gang Prevention & Intervention	229	229	—	229	—	—
CA Rural Legal Assistance	—	—	500	(500)	(5)	495
FY22 M/C City's Racial Equity	300	300	38	262	—	38
NDAT Community Engagement	—	—	38	(38)	(1)	37
Forgivable Loan Program	—	—	1,234	(1,234)	(1,234)	—
La Familia Opportunity Center	—	—	943	(943)	(826)	117
California Mobility Center	—	—	230	(230)	(164)	66
Youth Workforce Development	—	—	18	(18)	(18)	—
Marina Vis/Alder Grv NBH Revitalization	—	—	59	(59)	—	59
ED Initiatives	201	201	—	201	—	—
Arts Education	—	—	12	(12)	(12)	—
Creative Economy	—	38	35	3	(11)	24
Artists and Creatives	—	—	10	(10)	(6)	4
Neighborhoods and Districts	—	—	38	(38)	(13)	25
Fare Free Transit for Youth	250	250	250	—	—	250
Stockton Blvd Anti-Displacement	2,959	2,959	1,749	1,210	(645)	1,104
Kind Project 7141 Woodbine Ave.	—	—	—	—	—	—
Next Step Transitional Housing	—	—	150	(150)	(150)	—
13th / C Housing	600	600	—	600	—	—
Youth Workforce	—	—	208	(208)	—	208
Participatory Budgeting Program	19	3	—	3	—	—
PBP - OJED	—	—	126	(126)	(8)	118
PBP - OYD/YPCE	—	—	101	(101)	(45)	56
MU Focus Groups	—	16	14	2	—	14
City Manager Youth Programs	157	157	—	157	—	—
City Clerk						
Commission Stipends	31	25	—	25	—	—
Animal Care Services Citizens Adv	—	2	3	(1)	—	3
Ann Land/Bertha Henschel Mem	—	1	1	—	—	1
Parks and Community Enrichment	—	4	3	1	—	3
Sac Community Police Review	—	3	3	—	—	3
Sacramento Youth Comm	—	—	3	(3)	—	3
IT						
Webgrant Restructuring Project	4	5	—	5	—	—
Digital Equity	400	400	265	135	(65)	200
Police						
Police Observation Dvcs (PODs)	8	8	8	—	—	8
Office of Violence Prevention	1,763	673	75	598	—	75
FY23 OVP GPIT	—	—	53	(53)	(1)	52
FY24 OVP GPIT	—	—	281	(281)	(117)	164
OVP GPIT - FY25	—	1,332	1,332	—	(334)	998
Youth & Family Investments	1,432	1,432	1,613	(181)	(798)	815
EBCVIDS (DRIP)	1,200	309	—	309	—	—
FY2023/24 EBCVIDS / DRIP	—	—	250	(250)	(98)	152
OVP EBCVIDS - FY25	—	775	775	—	(274)	501
Fire						
DOR Program	25	1,161	—	1,161	—	—
DOR EMS Trainees	—	—	26	(26)	—	26
DOR Par Scholarships	—	—	45	(45)	—	45
DOR Department Training	—	—	347	(347)	(163)	184
Utilities						
Utility Rate Assistance Program	5,403	21	21	—	—	21
Water Rate Assistance Program	—	1,803	1,727	76	—	1,727
Wastewater Rate Assistance Program	—	732	710	22	—	710
Solid Waste Rate Assistance Program	—	2,343	2,270	73	—	2,270
Storm Drainage Rate Assistance Program	—	504	252	252	—	252
Public Works						
Illegal Dumping	970	—	—	—	—	—
Illegal Dumping (FY22 FY23)	—	970	1,239	(269)	(46)	1,193
SPLA Maintenance	506	522	320	202	—	320
PW Sustainability Program	386	386	—	386	—	—
Cultural & Convention Services						
Powerhouse Science Center	600	600	600	—	—	600
Cultural Arts Awards	703	1,039	131	908	(2)	129
Cultural and Economic Vitality	6	48	—	48	—	—
Youth, Parks & Community Enrichment						
Fleet FY22 - YPCE Measure U	—	—	11	(11)	—	11
Fleet FY23 - YPCE Measure U	—	—	28	(28)	—	28
Fleet FY24 YPCE Measure U	—	—	211	(211)	—	211
FLEET FY25 YPCE MEASURE U	799	799	480	319	—	480
Summer Youth and Community Program	(47)	8	—	8	—	—
Job And Resource Fair	—	—	40	(40)	(2)	38
Colonial Heights Extended Lib Hours	—	7	—	7	—	—

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	Budgeted Amounts		Actual Amounts - Budgetary Basis	Variance with Final Budget- Positive (Negative)	Budget to GAAP Reconciliation	Actual Amounts
	Original	Final				
YPCE Youth Program Scholarship	370	370	275	95	—	275
Youth Pop Up Events	254	254	—	254	—	—
SYDPF 2021-2023 Services	—	—	472	(472)	(283)	189
M/C Econ Dev Priorities	600	600	288	312	(7)	281
Community CTR/CH Fee Waiver	300	300	300	—	—	300
Community Development						
Fleet FY24 CDD Measure U	—	—	291	(291)	(2)	289
Fleet FY25- CDD Measure U	225	225	40	185	—	40
Zero-dollar Rate Program	3,000	—	—	—	—	—
The Grace Mixed Use	—	183	—	183	—	—
69th St Apts	—	1,290	—	1,290	—	—
The Monarch	—	1,283	—	1,283	—	—
JFN Emerg. Home Rpr. Pilot	—	—	127	(127)	(28)	99
NDAT	1,206	606	—	606	—	—
Stockton Blvd Specific Plan	—	—	6	(6)	—	6
Marysville/Del Paso Implement	—	—	388	(388)	(360)	28
102 Acre Site	—	—	2	(2)	—	2
Planning Technical Assistance	—	492	—	492	—	—
Small Developer Education	—	25	25	—	—	25
Small Business Assistance	—	200	—	200	—	—
Multi-cultural Media Outlets	—	—	100	(100)	—	100
Citywide NDAT Implementation	—	—	137	(137)	(63)	74
Community Ambassadors	—	—	301	(301)	(130)	171
FY21 - Measure U Vehicle Abatement	—	—	14	(14)	(14)	—
Community Response						
Community Response	15,168	3,374	—	3,374	—	—
Hope Cooperative DCR Outreach	—	—	973	(973)	—	973
Forensic/Lean Citywide Cleanup	—	1,381	4,015	(2,634)	(121)	3,894
Coordinated Access System	—	—	1,000	(1,000)	(113)	887
Site Security Services	—	—	461	(461)	(76)	385
Roseville Road Campus Ops	—	249	249	—	—	249
FY25 OEC Hope Coop Operations	—	3,145	3,145	—	(1,767)	1,378
Step Up Case Carrying Outreach	—	688	688	—	(688)	—
FY25 Hope Coop Outreach	—	877	877	—	(532)	345
FY25/26 Roseville Road South	—	2,523	2,523	—	(2,097)	426
FS Global Citywide Cleanup	—	6,225	—	6,225	—	—
FS Global Disposal Services	—	500	—	500	—	—
HM FY24-Disposal at NARS	—	—	67	(67)	—	67
HM FY24 - Others	—	—	3	(3)	—	3
HM FY25-Disposal at NARS	—	503	411	92	(105)	306
HM FY25-Others (PW)	—	501	—	501	—	—
HM FY25-Street Maint Support	—	306	217	89	(17)	200
HM FY25-Security @ Marina	—	210	210	—	—	210
HM FY25-Others	—	216	19	197	—	19
Step Up Services for CMP FY25	—	205	205	—	(205)	—
Homeless Housing Initiative	10,313	10,213	—	10,213	—	—
FY 26 RRC Operation Costs	—	50	—	50	—	—
FY 26 OEC Operation Costs	—	50	—	50	—	—
FY26 EBH Operation Costs	—	—	15	(15)	—	15
O and E Center Hope Coop Operations	—	—	1,635	(1,635)	—	1,635
Homeless & Community Outreach	89	89	—	89	—	—
Capital outlay:						
Lease Agreements	—	—	—	—	1,599	1,599
Subscription Based IT Arrangements	—	—	—	—	—	—
Information Technology	—	—	—	—	—	—
311 Mobile Modernization	3	3	—	3	—	—
CIP Management Software Program	99	99	90	9	(25)	65
Police						
PD Fleet Equipment and Technology	2	2	—	2	—	—
Police Safety Equipment	551	551	—	551	—	—
Public Works						
FLEET FACILITIES	80	80	69	11	—	69
ADA Compliance Various	599	142	—	142	—	—
Del Paso Heights ADA Parking Upgrade	6	6	6	—	—	6
CSH - Parking & Path of Travel	6	4	4	—	—	4
Belle Cooledge CC ADA Parking	300	330	327	3	—	327
Coloma CC ADA Parking	19	2	4	(2)	—	4
Chambers Vestibule Door Up ADA	26	51	68	(17)	—	68
City Hall Ent. Door Upgrade	—	204	173	31	—	173
Hagginwood CC ADA Parkg Upgr	—	115	111	4	—	111
Energy Reinvestment Program	37	37	21	16	—	21
Energy Efficient Lighting Retr	(37)	—	—	—	—	—
City Facility Reinvest Program	2,722	160	245	(85)	—	245
Old Sacto - Reserves	15	15	12	3	—	12
Old Sac Dock Repair	79	119	132	(13)	—	132
Coloma CC Water Line Replacement	2	12	2	10	—	2
McClatchy Lib. Paint/Windows	78	78	9	69	(2)	7
Camp Sac Electrical Upgrade	418	418	75	343	(5)	70
Oak Park Community Ctr Renv.	—	51	52	(1)	(52)	—
PSAB Structural Repair Phase 2	—	235	180	55	(2)	178
Belle Cooledge Library Ext. Tile	96	96	(4)	100	—	(4)
South Natomas CC Chiller Repla	1	6	12	(6)	(10)	2
Central Lib. HVAC/Roof Repair	7	7	—	7	—	—
Animal Care Kennel Vents & Roof	100	100	13	87	—	13
Fire Station 6 Kitchen Remodel	30	(3)	4	(7)	—	4
Fire Station 1 Security Gate	1	5	8	(3)	—	8
Animal Care PED Gate	15	9	9	—	—	9
Old Sac Steamers Building Replacement	25	444	444	—	—	444
Pannell CC Roof 6,7,17	15	—	13	(13)	—	13
PSAB Roof 2 Replacement	9	—	—	—	—	—
H. Crocker Art Plaster Issue	13	129	113	16	—	113
CH 2nd Flr Restroom Hirsh Card	—	13	—	13	—	—
History Museum Coil Repair	—	(4)	—	(4)	—	—
Crocker Fire Alarm Replacement	3	49	49	—	—	49
24th Street Corp Yard Tie-offs	10	25	46	(21)	(3)	43
City Hall Chiller Control Panel VFD	273	273	239	34	—	239
Sequoia Pacific Archives CRAC	—	146	146	—	—	146
Crocker Window Rep & Scafld	—	90	87	3	—	87
Ice Rink Lines Rep Ali Y. Park	—	213	213	—	(213)	—
Sac Zoo Roof repair	—	150	99	51	(3)	96
Fire Station 17 Flooring	—	60	60	—	—	60
Fire Station 2 Flooring	—	67	67	—	—	67
Fire Station 7 Driveway	—	100	—	100	—	—
Kinney M/W RestRm. Lockers/HVAC	—	285	268	17	—	268
Fire St. 17 Driveway and Lot	—	281	184	97	(68)	116
Fire St 9 HVAC Replacement	—	45	32	13	(32)	—
Fire St. 11 HVAC/Water Heater	—	162	120	42	(120)	—
3900 Roseville Rd HVAC repl.	—	49	49	—	—	49
McClatchy Lib. Garage Fix	—	84	83	1	—	83
Rooney Fire Panel Repl.	—	35	32	3	(21)	11

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	Original	Final				
SuttersLanding Roof Safety Imp		48		48		
MLK Library Renovation	—	3,613	3,613	—	(3,613)	—
North Sac Library Relocation	3,710	98	405	(307)	(24)	381
Broadway/Alhambra Navigation Center	5	5	—	5	—	—
Development of Tiny Homes	43	43	—	43	—	—
3900 Roseville Site Build Out	820	820	982	(162)	(8)	974
EV Supply Equipment Project	35	35	4	31	—	4
Winn Park Tenant Improvement	79	304	229	75	—	229
Front St. AnimalCare Off. Rem.	—	216	—	216	—	—
CH 3rd Floor Office Update	—	15	10	5	(1)	9
CH Office of Sust.Remod.	—	80	59	21	(56)	3
CH Cannabis 2nd Floor Move	—	12	—	12	—	—
Sacramento EV Blueprint Phase 2	103	96	68	—	(42)	26
Sac EV Blueprint Phase 2 Infrastructure	133	132	132	—	(32)	100
Del Paso Lib EV/Lot Impr.	—	239	230	9	(221)	9
Fire Station #14	18	18	—	18	—	—
SPLA Maintenance	—	(197)	—	(197)	—	—
Sac River Parkway Preliminary	3,042	3,042	50	2,992	(50)	—
Convention & Cultural Services						
Joe's Crab Shack Repair Program	128	231	1	230	—	1
Powerhouse Science Center	600	600	—	600	—	—
PA1 - Art in Public Places	5	5	5	—	—	5
PA2 - Art in Public Places	6	6	—	6	—	—
Old Sacramento Service Courts	187	190	—	190	—	—
Old Sacramento District Improvements	129	269	—	269	—	—
Mary Gregory Park Improvements	38	—	14	(14)	—	14
Old Sac Childrens Play Area	—	—	1	(1)	—	1
McClellan Park Archives Shelving	413	413	196	217	(10)	186
Youth, Parks & Community Enrichment						
District 2 Minor Park Improvements	1	1	1	—	—	1
Land Park Amphitheater Renovations	407	277	—	277	—	—
Woodlake Park Walkway Improvements	8	8	7	1	—	7
Robla Community Park Phase 4	35	(34)	—	(34)	—	—
Robla Comm Pk Restroom Imp	—	55	—	55	—	—
Sutter's Landing Park Phase 2	160	160	—	160	—	—
Robertson Park Restroom Replace	27	27	75	(35)	(16)	59
Mama Marks Park Improvements	93	123	201	(78)	(2)	199
Wood Park Community Garden	80	80	64	16	(20)	44
Renfree Field Phase 1 Design	—	235	232	3	(156)	76
Park Maintenance Irrigation System 4727	5	—	—	—	—	—
Hagginwood Park Soccer Field	12	2	2	—	—	2
Measure U Park Improvements	1,085	771	5	766	—	5
MU Land Park Walkway Repairs	8	—	—	—	—	—
MU Garcia Bend Restroom Replacements	—	—	2	(2)	(2)	—
MU City Cemetery Survey	236	55	56	(1)	(56)	—
Parks Sidewalk Repairs	81	437	405	32	—	405
MU Johnston Park Pipe Replacement	185	185	8	177	—	8
MU Ballfield Improvements	547	1,022	329	693	(8)	321
MU Park Safety Security Camera	38	38	—	38	—	—
MU Oak Park CC Crime - CCTV	3	—	—	—	—	—
MU St Rose of Lima Ice Skate	41	41	—	41	—	—
MU Community Gardens	35	50	19	31	—	19
MU Clunie Center Bathroom	14	14	—	14	—	—
MU Cabrillo Pool Men Restroom	220	220	—	220	—	—
MU Sutters Landing Skate Park	7	7	21	(14)	(14)	7
MU McKinley Park TT Emergency Ex	49	1	—	1	—	—
MU Citywide Sports Court Resurface	49	199	51	148	—	51
MU Land Park Restroom Replacements	169	169	163	6	(22)	141
MU Reith Park Improvements	219	219	—	219	—	—
Park Maintenance Irrigation Up	3	—	—	—	—	—
PM - Electrical Upgrades	79	—	—	—	—	—
Playground Repair and Maintenance	21	186	177	9	(10)	167
Southside Building Demo	69	76	77	(1)	—	77
Southside Sewer Pipe Replacement	200	15	—	15	—	—
Urban Forest Grant	100	100	—	100	—	—
Project Management Database	200	200	15	185	—	15
Land Park Corp Yard Improvements	77	77	77	—	—	77
Well Repair and Maintenance	49	266	189	77	—	189
Robert Brookins Canopy Replace	—	16	16	—	—	16
Sac N. Maint/Sfety Restoration	—	250	154	96	—	154
Glen Hall Ballfield Renovation	—	100	84	16	—	84
Softball Complex Irrigation Im	—	75	2	73	—	2
Robertson Pk Wading Pool	—	200	—	200	—	—
PIF Nexus Study	—	150	—	150	—	—
Sierra 2 Shade	—	300	51	249	(10)	41
Lewis Park Imp	—	335	306	29	(287)	19
Dixieanne Pk Playground Surfac	—	150	39	111	—	39
Colonial Park Restroom	—	50	—	50	—	—
Citywide Pool Assess/Repair	1,162	493	—	493	—	—
Oki Park Pool Repairs	9	9	—	9	—	—
Citywide Pool Repair - Tahoe	—	—	1	(1)	(1)	—
Citywide Pool Repair-GlennHall	—	17	17	—	—	17
Citywide Pool Repair - Pannell	570	740	244	496	(164)	80
Citywide Pool Repair - Clunie	8	72	69	3	(69)	—
Southside Park Pool Repairs	126	409	460	(51)	(16)	444
NNCCAC - Pool Repairs	—	70	64	6	(1)	—
Citywide Pool Repair - Doyle	206	206	184	22	—	184
Shade Structures Various Pools	—	35	33	2	—	33
Recreation Facility Improvements	570	892	—	892	—	—
Facility Imp - Camp Sacramento	205	205	30	175	—	30
Facility Imp - Hart Senior Center	73	73	—	73	—	—
Facility Imp - Hagginwood CC	—	(5)	—	(5)	—	—
Facility Imp - Meadowview	75	75	—	75	—	—
Facility Imp - Natomas	361	361	290	71	(11)	279
Facility Imp - Oak Park	21	—	—	—	—	—
Facility Imp - Access Leisure	145	145	144	1	—	144
Facility Imp - Sacramento Softball	79	79	1	78	—	1
Facility Imp - Robertson CC	3	—	15	(15)	(4)	11
Facility Imp - Musco Lighting	—	—	—	—	—	—
Public Counter Improvements @ 7 CC	117	—	—	—	—	—
Wi-Fi Access & Improvements	33	(1)	—	(1)	—	—
Facility Imp - Ctr Bottle Filler	38	—	—	—	—	—
28th & B Skate - Urban Art Park	80	80	—	80	—	—
Ctrs K2 Badging Upgrades	200	200	—	200	—	—
Facility Imp - Belle Cooledge	188	190	—	190	—	—
CW-Camp Sacramento Cabins	—	350	—	350	—	—
CW-Camp Sacramento Water	—	150	—	150	—	—
Nunn Park Improvements	29	29	29	—	—	29
Del Paso Reg Park - Softball Complex	56	54	52	2	—	52
Airport Park - Baseball Imp	—	—	2	(2)	—	2

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	Original	Final				
Ninos Park Improvements	25	60	40	20	—	40
Sim Park Improvements	25	25	—	25	—	—
Community Response						
ERF RRC Expansion	—	—	5	(5)	(5)	—
Debt service:						
Principal	—	374	374	—	—	374
Interest and other charges	—	36	36	—	—	36
Total expenditures	195,310	202,435	163,738	38,697	(16,375)	147,363
Excess (deficiency) of revenues over (under) expenditures	(54,966)	(67,990)	(25,366)	42,624	16,375	(8,991)
Other financing sources (uses):						
Operating transfers in						
Public Works	—	—	80	80	—	80
Citywide & Community Support	—	388	388	—	—	388
Operating transfers out						
Youth, Parks & Community Enrichment	(250)	(280)	(280)	—	—	(280)
Community Development						
Zero-dollar Rate Program	—	(244)	(244)	—	—	(244)
City Manger						
Kind Project 7141 Woodbine Ave	(460)	(460)	(460)	—	—	(460)
Issuance of long-term debt						
Lease Agreements	—	—	—	—	1,599	1,599
Subscription Based IT Arrangements	—	—	—	—	—	—
Total other financing sources and uses	(710)	(596)	(516)	80	1,599	1,083
Net change in fund balance	\$ (55,676)	\$ (68,586)	\$ (25,882)	\$ 42,704	\$ 17,974	\$ (7,908)