

1. Community Identification

The community our partnership intends to work with – and within – is North Highlands/Foothill farms, one of the four Environmental Justice (EJ) communities identified by the Sacramento County General Plan in its Environmental Justice Element. As with the other EJ communities, during the drafting of the EJ Element in 2018 and 2019, staff from the Sacramento County Department of Planning and Environmental Review (PER) determined the boundaries for the North Highlands/Foothill Farms EJ community based on a combination of California Environmental Protection Agency’s (CalEPA) Disadvantaged Communities (DAC) map with SACOG’s Low Income High Minority (LIHM) areas identified from its Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS).

The primary reason why North Highlands/Foothill Farms was selected was not only due to its unique challenges, but also the various opportunities to improve the quality of life for its residents via the North Watt Avenue Corridor. The Sacramento County Department of Transportation (SacDOT) has recently initiated the Re-Imagine North Watt Corridor Plan. This project aims to enhance the transportation sector of Watt Avenue as a multimodal corridor, incorporating safety upgrades to allow residents to easily reach jobs, shopping areas, and public services without relying on a personal vehicle. Concurrently, PER is updating the North Watt Avenue Corridor Plan land use plan with funding from the Green Means Go program so that future land use can coincide with improved transportation services, meet desired land use goals to accommodate more housing, and locate needed services and amenities closer to residents. Through these efforts, North Watt Avenue has the potential to build off nearby economic development projects and locate much-needed resources along one of the busiest corridors in Sacramento County while reducing vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions in the region.

Despite these ongoing projects and various engagement efforts, community outreach has been a consistent challenge in this area. Through the EEI grant, the Project Team intends to engage in an outreach effort that helps inform the SPA update with a Community Needs Assessment (CNA) that will speak to the challenges and concerns that the community faces while offering an opportunity to foster closer relationships between governmental agencies, community-based organizations, and the community at large.

Community Make-Up and Socioeconomic Challenges

A mostly residential-zoned area with more than 10,500 people, North Highlands/Foothill Farms has many distinguishing demographic characteristics that warrant attention. The area has among some of the highest percentages of Black and Hispanic or Latino residents compared to the rest of the County, and less than half of non-English speakers at home are English proficient (49.5% versus 60% in non-EJ Communities). These statistics indicate potential disadvantages when attempting to gain important information from public agencies. Furthermore, designated EJ areas generally have less representation through a neighborhood or community association compared to non-EJ areas in the County.

North Highlands/Foothill Farms has a lower median income than the County at large (\$39,604 versus the County’s \$55,987). This possibly contributes to a few other quality-of-life issues in the area, namely its 22.19% food insecurity rate (mainly due to incomes that don’t meet baselines for Federal nutrition programs despite its relatively lower income compared to the County). This lower household income may also contribute to crime patterns; the area has two prevalent robbery hotspots and the second highest rate of crime compared to other EJ communities (3.9 incidents

per 1000 residents based on data from 2018). Additionally, the amount of housing cost-burdened households in the area (21.3%) is almost 6% higher than for non-EJ areas. The community also has one of the highest populations of people under the age of 20, signifying a need to engage with youth who face issues related to poverty, health, and crime.

North Highlands/Foothill Farms also faces specific environmental issues based on its proximity to the former McClellan Air Force base, which is currently a local epicenter for transformative redevelopment into McClellan Park after the base's closure in 2001. While McClellan Park is a business center hailed as an international model for its environmental remediation efforts, North Highlands/Foothill Farms had the highest score for groundwater threats among both EJ and non-EJ areas largely due to the large number of military cleanup sites at the former base, which is a designated EPA superfund site with 326 areas of known and suspected contamination. Many of these sites have either completed - or are in the process of - remediation, but ongoing development is gradual considering how time-consuming it is to report, monitor, and remediate these sites.

The original North Watt Avenue Corridor Plan SPA was adopted in 2012 with the distinct goal of economic redevelopment and revitalization that could potentially streamline mixed-use development, though development trends have not aligned with this goal over the past decade. On the contrary – local stakeholders have indicated that certain requirements within the Corridor Plan have *prevented* housing development due to unrealistic development standards, how difficult it is to understand, and various inconsistencies within the Corridor Plan text. An overhaul of the plan will simplify the development process for projects along the corridor, ideally addressing a few of the prominent Environmental Justice issues related to air quality, physical activity, and residential location to necessary resources.

Although a broad, eagle-eye perspective of the North Watt Avenue corridor can be somewhat helpful, this overhaul of the Corridor Plan should also be guided by qualitative, community-based input. Gathering insights directly from residents will help address the corridor's specific challenges more effectively. Through a targeted outreach process, the Project Team intends to solicit feedback and identify potential project opportunities that will 1.) align with SACOG's Blueprint pillars of equity, economy, and environment, and 2.) potentially reduce Greenhouse Gas (GHG) emissions by utilizing the intersection of land use and transportation in community conversations to further inform future planning efforts.

2. Historical Understanding

The history of North Highlands/Foothill Farms and the North Watt Avenue corridor consists of a contrast between two areas: one that is currently receiving ongoing investment, and another that has much untapped potential for development that can best serve the needs of the community. This contrast can best be attributed to the location of the former McClellan Air Force Base, which operated across 3,000 acres from its opening in 1935 through its 2001 closure. Throughout its operation, the base amassed 326 known waste areas, with nearby water wells containing high levels of carcinogens such as hexavalent chromium. After its closure, the area was identified as an opportunity site to bring an economic center to the area, concentrating massive cleanup efforts to turn it into a job and business hub. Years later, the establishment of McClellan Park demonstrates a unique juxtaposition between two disparate – yet geographically close – areas. The area along North Watt Avenue, in particular, lacks needed community investment despite its proximity to McClellan Park. There are also physical features that make necessary development difficult along and surrounding the corridor, including major drainage issues and lack of necessary

sewer capacity, both of which drive down opportunities for new housing and commercial construction due to additional cost burdens on property owners. Compounded with the high level of traffic congestion during peak hours (adding to the lack of safety and connectivity), the corridor also poses problematic development conditions.

From a land use perspective, the success of McClellan Park has not visibly carried over into other areas along the North Watt Avenue Corridor. Based on research conducted by the Urban Lands Institute (ULI), nearby community members felt that the area lacked public funding, a sense of community, and few opportunities for intergenerational housing for elderly individuals to age in place. Community members have expressed that there are few connections to potential resources within this area, such as when they learned that COVID vaccines were available in McClellan Park but assumed that the area was “off-limits” to those who didn’t work or live there. In addition, the infrastructure and design features around McClellan Park lend to a “gated” atmosphere, which may further contribute to community members’ assumptions that the area is inaccessible.

Traditionally, North Watt Avenue has been used as a corridor to “pass through” rather than as a destination. This issue is further exacerbated by the economic activity stemming from McClellan Park; most of McClellan Park’s 22,000 workers live outside of the area and largely utilize North Watt as a travel corridor, which further worsens traffic and safety issues.

ULI’s outreach efforts also revealed that there were no evident booster groups or community development corporations that could represent and address community needs, further contributing to the lack of community cohesion and identity. The work that the Project Team intends to undertake in North Highlands/Foothill Farms is to potentially close this gap by opening opportunities for future engagement efforts, connect residents to available County resources, identify community leaders, and potentially create partnerships between community organizations and residents.

3. Partnership

PER is partnering with Mutual Assistance Network (MAN) due to 1.) their previous engagement efforts within North Highlands/Foothill Farms; 2.) their employment of successful methodologies during previous engagement efforts; and 3.) their sustained connections with other community-based organizations who have provided needed services to the area’s residents.

PER will act as the key financial partner and will offer technical support during this engagement process. Specifically, PER staff will manage the grant contract, ensure that all key milestones are being met per their respective deadlines, will lead coordination meetings, and make timeline adjustments as needed. PER staff will also provide administrative assistance and necessary data to help triangulate the area’s demographic and socioeconomic characteristics to ensure effective engagement with target community groups. The County will also draw from previous efforts and tie in work generated from the North Watt Avenue SPA Update in coordination with pertinent staff. Lastly, PER staff will attend community meetings – as appropriate to the comfort of community members – to provide background information on the services that the County offers and how the information will be used to inform its decision-making. During community meetings, PER staff can provide technical knowledge and expertise for how the County operates, how its various functions intersect, and how community members could be more involved in County decision-making as a way to build a relationship and sense of presence within the community. PER staff will use information gathered to compose a Community Needs Assessment (CNA), which is intended to provide a comprehensive overview of the engagement conducted and a resulting set of objectives that can help direct the County in its future planning efforts in North Highlands/Foothill Farms.

MAN will be the primary engagement partner throughout this effort, utilizing its expertise to best find methodologies to communicate with local leaders, key stakeholders, business owners, and the community at large. MAN will leverage its relationships with organizations in the area to determine the most important needs among community members and how they can best be met with County services (or in ways that the County can incentivize much-needed investment within this community). MAN will also gather and compile information in a way that PER will use to compose the CNA.

Decision-Making Structure

The Project Team will make its decisions during ongoing biweekly working group meetings between PER and MAN staff, as well as incorporating members from subcontracted partners. While consistent communication will be shared via email on an ad hoc basis, real-time communication (either online, via conference call, or in-person) will be key to ensuring that all team members are in accord with all decisions made throughout the course of the project. The key topics of these conversations will be determined by an agenda that PER will compose and distribute before the start of each meeting. However, given the nature of the project and the different perspectives and experiences involved, the intention is for these discussions to be flexible enough to consider unforeseen questions or challenges.

Other Key Partners

While the partnership between MAN and PER would draw from various experiences and engagement efforts, both groups acknowledge that other community-based partners will be needed to provide their own specialized knowledge about the North Highlands/Foothill Farms area. This includes groups that have directly engaged with community members one-on-one, have garnered trust with community members, and have filled gaps in critical services where community and family needs have not been adequately met.

Within the project scope, MAN and PER propose a level of flexibility to incorporate other organizations and agencies in this effort that can 1.) fill necessary language needs from the community as more information is gathered, 2.) provide a convenient gathering place for the community and/or 3.) partake in more on-the-ground engagement efforts that can help address common challenges for the primary partners, including time, staff, and ability to build from pre-established trust from community members so that they may be comfortable with sharing critical information. MAN and PER acknowledge that the amount of work that many key community members undertake is often without compensation. Therefore, flexibility within the scope is necessary considering the potential for new discoveries to be made about the community; as previous engagement efforts have been challenging and resulted in less input than anticipated, it is likely that the Project Team may learn of key community stakeholders that may be able to offer critical outreach services that deserve commensurate payment via a subcontract. Appropriate funding will be set aside in anticipation of these services.

4. Incorporating the Community

The overall goal of this outreach is to ensure that the Project Team prioritizes community voices that have not been heard during prior outreach efforts. Community engagement for this project will thus focus on three general approaches:

- Informing residents, business owners, stakeholders, and other key members of the community of this outreach effort so that they could disseminate critical information,

- Gathering input from community members by both focusing on larger gathering centers or by conducting interviews and key meetings on a smaller scale, and
- Educating the community on the county development process and projects happening within their area.

MAN intends to reach out to the community by utilizing a suite of engagement strategies, which will center on building a table of community representatives to share information they know about their community and for the Project Team to gather critical feedback. These strategies will include identifying potential community liaisons, going out to existing community events, holding community meetings to solicit for direct engagement via design charrettes and workshops, and disseminating surveys so that all levels of engagement – both focused and wide-reaching – are being executed. MAN also intends to provide further accommodation and incentives in order to maximize community involvement, such as providing translation, food and beverages, and playcare at select meetings so that parents or caregivers are able to attend.

The Project Team will identify whether outreach is successful through the employment of pre- and post-meeting surveys or listening sessions to gain feedback about the outreach process itself. Survey questions could include, but would not be limited to:

- Whether attendees felt heard and included in the process,
- Whether attendees felt connected to the Countywide planning process,
- Whether trust in local government decreased, increased, or remained the same after engagement, and
- Whether the proposed final deliverable is something that reflects community needs and something that they would like to see composed and released.

PER acknowledges that due to a lack of engagement with this community in previous years, it is possible that many community members are not aware of the various County functions and services available to them. Additionally, there may also be a level of trepidation to communicate or share information or an inability to convey critical input due to language barriers, all of which would hinder the transactive approach that PER staff want to undertake. Making community members aware of what the County is (or isn't) capable of would help to build a cornerstone for understanding for how their feedback would be used, as well as how they could engage with the County in the future. Thus, a level of transparency via information-sharing would be needed to establish trust and build a sustainable relationship with the North Highlands/Foothill Farms community. PER intends to be present during these meetings, as appropriate to the comfort of community members, to provide the necessary insight into County functions and services and what the information would be used for.

Scope of Work

Summary of Approach & Work

The community this partnership chooses to work within is the Environmental Justice Community of North Highlands/Foothill Farms, specifically the neighborhoods within and around the North Watt Corridor as identified in the North Watt Avenue Corridor Plan. The North Watt Corridor is one of the Green Zones identified by the County consistent with the Sacramento Area Council of Governments (SACOG) Green Means Go (GMG) program. These also include Arden Way Corridor, Butterfield RT Station, Fair Oaks Boulevard Corridor, and South Sacramento-Stockton Boulevard-14th Avenue to Mack Road. As per SACOG's specifications, these Green Zones are within infill areas (as defined by the 2020 MTP/SCS Community Type map), within areas planned for growth or are being considered for increased growth through current local planning work, and supported by local policies that support increased development or redevelopment. These are also areas where SACOG has encouraged outreach in disadvantaged communities, proactive anti-displacement policies, and mitigation strategies in an attempt to reduce gentrification and displacement as they grow and transform.

Based on these priorities, the work that the partnership is proposing to undertake is engaging with the underserved and hard-to-reach members of the North Highlands/Foothill Farms community with the intention of creating a Community Needs Assessment that would accomplish the following:

1. Inform the revision of the North Watt Avenue Corridor Plan to best suit community needs and address community concerns, and
2. Fill information gaps about this community that can inform future planning efforts.

The identified co-applicant for this effort is Mutual Assistance Network (MAN), who has history working within North Highlands/Foothill Farms. MAN also has connections with other organizations that have closely engaged with and provided services to community members within this area.

Known Partners, Roles, and Responsibilities

The following list are the partners that the team intends to collaborate with on this effort. The County and MAN intends to revisit and revise this list should other partners be required throughout the engagement process.

Organization Name	Lead Staff	Task/Role/Responsibility
County of Sacramento Department of Planning and Environmental Review	Nathan Serafin Other staff as needed	Project Manager
MAN	Katy Robb Other staff TBD if funded	Lead on community engagement work Oversee subcontracts: create MOU's, deliverables, payment provisions, etc.

Task 1. Project Coordination and Initiation

1.1 – Project Team Kick-Off Meeting - March 2025 (Month 1)

Lead Partner: Sacramento County

The Project Team will initiate a kick-off meeting (either online or in-person) to identify responsible staff and establish roles and responsibilities, confirm the project objectives, review schedule and key milestones, exchange data needs, and confirm communication protocols. The meeting will ideally set the standard for a collaborative environment between all participating parties and align core goals and values.

This meeting will especially be important to help establish a relationship between County Staff and MAN, as MAN has not yet worked directly with Planning and Environmental Review.

1.2 – Project Coordination - March 2025 – July 2026 (Ongoing: Months 1-16)

Lead Partner: Sacramento County

The project team will schedule and conduct coordination meetings every two weeks over the course of the project to review its status and ensure that the objectives and milestones are being achieved. PER staff will prepare an agenda and summary of action items for each meeting.

Task 2. Pre-Engagement – Months 1-3

2.1 – Literature Review - March-April 2025 (Months 1-3)

Lead Partner: Sacramento County

The project team will compile reliable sources that speak to the history of the North Highlands/Foothill Farms community, bolstered by knowledge gathered from previous data collection and outreach efforts. The information will be used to create a defined narrative for the area and will identify the following:

1. Potential knowledge gaps about the community
2. Groups that have been historically underrepresented
3. Opportunities to foster community involvement

Previous engagement efforts that will inform this process will draw from the current North Watt Avenue Corridor Plan as well as the Urban Land Institute's Advisory Services Panel Report on Folsom and Sacramento County

2.2 – Demographic Research and Analysis- March-April 2025 (Months 1-3)

Lead Partner: Sacramento County

The project team will compile demographic research for groups within the North Highlands/Foothill Farms Environmental Justice Area to identify the following:

- Demographic makeup of the community (including age, race, and ethnicity)
- Environmental justice indicators (including household income and proximity to environmental waste sites)
- Geographic concentration of specific demographic groups
- Primary and secondary languages utilized within households to maximize outreach opportunities
- Methods of commuting to indicate primary mode of travel
- Location of popular gathering places

During the gathering of this research, data sources will consist of (but not be limited to) the following:

- Current GIS shapefiles of the incorporated and unincorporated areas of the county, as well as census blocks and/or census block groups
- The most up-to-date and reliable data from the American Community Survey
- Resource area designations based on data from the California Tax Credit Allocation Committee
- Existing available routes and infrastructure for alternative travel modes (such as bus routes and bicycle lanes) as well as plans for future alternative travel routes.

This task will expand on what is currently depicted in the Sacramento County General Plan Environmental Justice Element and will provide current information from the most recent American Community Survey and environmental data, among other research and datapoints as new discoveries about the area are made.

2.3 – Identification of Local Stakeholders - May 2025 (Month 3)

Collective Effort Between MAN and Sacramento County

The project team will endeavor to answer the following questions, with accommodation for more nuanced questions as more knowledge is gathered:

- Who are the trusted voices within the community? (This can include community organizers, church leaders, or content creators.)
- What businesses operate in the community? Who are the owners and who do they typically service?
- Which schools and other local agencies serve the community?
- Who provides necessary services to at-need community members? (This can include local food pantries, shelters, clinics, local community centers, and other community-based organizations.)

More questions will likely arise during this phase of research based on evolving knowledge of community needs. The project team will adjust its question set accordingly based on new and unprecedented information that is learned during this phase.

As the project area is located along Supervisorial Districts 1, 3, and 4, the pertinent offices for each Supervisor will be contacted as a way to establish connection with local community members so

they are aware of their representatives and services they offer. MAN has also already established a relationship with these Supervisor districts, and outreach towards their respective offices will leverage these existing relationships.

2.4 – Identification of Necessary Outreach Methodologies - May 2025 (Month 3)

Lead Partner: MAN with input from Sacramento County

Upon gathering sufficient supportive research about the community, the project team will meet to brainstorm and identify the appropriate outreach methodologies that will be used for the creation of a detailed Engagement Plan. The assembly of these methodologies will account for the demographic, cultural, linguistic, and accessibility needs of the community based on the information gathered, as well as consider the existing trusted resources and gathering places that could be used to maximize attendance from community members.

Methods will be developed based on prior experience working with the community, best practices, and a balance between soliciting for qualitative and quantitative information.

Task 3. Engagement Plan – Months 2 - 3

Lead Partner: MAN with input from Sacramento County

3.1 – Engagement Goals- April and May 2025 (Months 2 and 3) **Collective Effort Between MAN and Sacramento County**

MAN and PER staff will set out to achieve the following:

- Prioritize the voices of the community residents, especially those that haven't been heard during prior outreach efforts.
- Invest in long term relationships and trust, utilizing the collaboration between the County and MAN to bridge the knowledge gaps between the Project Team and the community.
- Build excitement and sense of ownership of community-decision making by relying on community-focused engagement methodologies.
 - The long-term objective for this task is so that community members feel comfortable attending these types of meetings in the future.
 - Knowledge of County functions and services can be provided on an as-needed basis to foster a sense of transparency and so that community members are clear on how their input is being used.
- Accommodate needs of residents to maximize attendance and input, including:
 - Transit Accessibility needs (such as locating outreach meetings near transit)
 - Language accommodation
 - Childcare needs
 - Other corresponding needs as deemed appropriate for the target outreach community
- Build capacity of local CBOs in the North Highlands/Foothill Farms Environmental Justice Area to further community engagement work for this area past the project date.

- Build the capacity of community members so that they may continue to engage in advocacy efforts to support work along the North Watt Avenue corridor in the future. This is to ensure that community involvement will continue even after the outreach project has been completed.

3.2 – Identify the Key Audience- April 2025 (Month 2)

Lead Partner: MAN with input from Sacramento County

MAN and Sacramento County staff will set out to achieve the following:

- Gain a better understanding of those who are traditionally left out of the engagement process and incorporate ways to include them.
- Identify different demographic groups based on information gathered during Task 2.2- Demographic Research and Analysis.
- Identify primary languages used.
- Locate and assign appropriate staff to accommodate language needs.
- Attune outreach based on cultural and demographic knowledge about the community.

3.3 – Engagement Activities- May 2025 (Month 3)

Lead Partner: MAN

Engagement Activities will include the following:

- **Community Liaisons**: Build a table of community liaisons whom MAN will meet with on a monthly basis. The role of the liaisons is to disseminate information and gather community feedback.
- **Community Events**: Identify existing community events, meetings for MAN and project partners to attend to build relationships, share project information and hear community feedback and invite to participate in project activities.
- **Surveys**: If needed, project partners will create and disseminate a survey to gather feedback from a larger audience. MAN will build in incentives for participation.
- **Design Charettes**: This presents an opportunity for project team or subconsultants to capture the community's vision, goals and desires to incorporate into future design and implementation plans.
- **Workshops**: the intention of this strategy is to educate residents on the history of the development of North Watt Avenue Corridor Plan, North Watt Ave., the impact of the development of McClellan AFB and to facilitate a discussion about potential solutions and strategies to revise the North Watt Avenue Corridor Plan.
- **Community Education**: Educate the community on development process and how to engage in future development projects, whether they are community lead or advocate for funding or policies that support projects.

The goal for this outreach is to also build capacity and a sustainable relationship with the community so that community members feel inspired to partake in more engagement efforts with the County in the future.

The tools and resources for effective community engagement will include:

- **Marketing:** design of website development and content and social media platforms, as well as visuals, information sheets, and handouts to advertise community events.
- **Multilingual outreach materials:** Internally, MAN can create outreach materials in English, Spanish, Hmong and Dari. MAN will work with the City or consultants for additional languages as needed. This may include flyers, information sheets, etc.
- **Translation at community meetings:** MAN will utilize internal staff or consultants to translate at community meetings as needed.
- **Outreach event materials:** flyers, informational sheets, etc. to disseminate project information and invite the community to participate. Included are items to attract visitors to an outreach table.
- **Food and beverages:** to be provided at community meetings and workshops
- **Playcare:** to maximize community participation, MAN will offer playcare at select workshops and meetings. MAN staff and volunteers who have completed a criminal background check will facilitate activities for youth while their parents/caregivers participate in the event.

3.4 – Manage Financial Arrangements with Participating Organizations and Individuals - May 2025 (Month 3)

Collective effort between MAN and Sacramento County

MAN will set up subcontracts with key individuals, organizations, and CBOs to support with community engagement efforts, as these entities will have ties to their respective communities and a sphere of influence. Subcontracts will define their role within the project, milestones, payment provisions and timeframe to conduct the work.

MAN has the fiscal infrastructure and experience to receive funds and distribute funds. MAN has done this with its previous engagement work with housing developers, as the lead for community engagement with the City of Sacramento for the Forward Together Action plan. In addition, as the Community Incubator lead for Black Child Legacy Campaign in Arden Arcade, MAN has overseen a mini grant process for community residents and smaller non-profits.

3.5 – Meeting Facilitation and Collaboration - May 2025 (Month 3)

Lead Partner: MAN with assistance from Sacramento County and other engagement partners

Using experience from previous engagement efforts, MAN will spearhead meeting facilitation with other SBOs, project partners, community groups, stakeholders, and other individuals or groups as specified. MAN will lead in meeting logistics that include setting an agenda with PER staff, identification of facilitators, meeting locations, materials, and note taking and dissemination.

3.6 – Timeline- March and April 2025 (Months 1 and 2)

Collective effort between MAN and Sacramento County

The project team will create a timeline that can simultaneously accommodate the parameters set by the SACOG EEL guidelines as well as set aside enough time to effectively gather community input.

This timeline is intended to correlate with the June 2026 end date for the North Watt Avenue Corridor Plan Update.

The Project Team acknowledges that it is difficult to accurately predict future hurdles. Regardless, the overall timeline of the Engagement Plan will be constructed to anticipate flexibility in schedule due to unforeseen circumstances and to reschedule certain events as needed.

Task 4. Execution of Community Engagement Plan – June 2025 to March 2026 (Months 4 through 10)

Lead Partner: MAN with assistance from Sacramento County and other engagement partners

The tasks required to execute the community engagement plan are as follows:

- Create a scope of work that identifies the goals, objectives, activities, roles and timelines for community engagement
- Identify clear parameters and messaging for community about the goals of the project – specifically what this project can and cannot accomplish and the roles of the county and project partners.
- Create a calendar of community engagement that includes all methods of community engagement and identify project staff to lead or support.
- Map out logistics for engagement events, meetings, workshops
- Create engagement materials and translate materials as needed
- Discuss community engagement at project Team meetings to review strategies, results and identify solutions to barriers.
- Use communication channels and platforms to share project information, educate residents, and invite to project events.
- Business walks: MAN and project team will conduct business walks to outreach to business owners and employees. If allowed by businesses, MAN will leave businesses with flyers about the project, upcoming activities, and how to learn more.
- MAN and its project partners will utilize their relationships with print, television and radio media to engage their audiences.
- Leverage existing relationships: project partners will identify the individuals and families they currently have relationship with through their programs, activities and services.
- Project team will identify important community events to attend so that they may share project information and invite the community into the process.

Task 5. Evaluation - June 2025 to March 2026 (Months 4 through 10)

Lead Partner: MAN with input from Sacramento County

MAN and PER staff will conduct the following to gauge effectiveness of the outreach:

- Pre and post-meeting surveys or listening sessions measuring the effectiveness of the engagement:
 - Feeling heard & included, as compared to before the engagement

- Feeling more connected to the planning process, as compared to before the engagement
- Trust increased/decreased as a result of the engagement process
- The final product reflects the needs of the community
- Participant counts (Compare to previous outreach efforts in the area, if possible)
- Narrative documentation

Task 6. Final Deliverables– March through June 2026 (Months 10 through 15)

Collective effort between MAN and Sacramento County

- a. A Community Needs Assessment that will contain the following:
 - Summary of Outreach Efforts
 - Identification of community needs
 - Locations of hotspots requiring community investment
 - Other information deemed necessary through the outreach process
 - A documentation of narratives
 - A list of recommended or prioritized future projects and implementation of “readily achievable goals,” as allowed.

This information will be utilized to inform land use planning efforts already underway for the GMG grant, as engagement efforts may identify specific community needs and/or wants such as community gathering areas, ways to incorporate nightlife, and other quality-of-life improvements.

- b. Project Closeout Report
- c. Evaluation Summary
- d. A report on Best Practices & Lessons Learned
- e. Project team briefings with Supervisor districts
- f. If budget or time allows, the project team will also consider a final document that will portray specific community needs identified throughout the engagement process to inform future efforts. This could consist of:
 - A toolkit for future planning and engagement efforts in the area, or
 - An identification of a needed project, specifically for a project that the community has specified during the outreach process
 - The formation of neighborhood resident and business forums, clubs, or committees that are intended to continue to engage and could act as a “sounding board” for future projects along the corridor

Task 7. Budget

The proposed preliminary budget provides total budget necessary for each Task and the budget split between PER and MAN for that task. A total award amount of \$500,000 is requested with 70 percent of funds allocated to MAN (\$350,000 to MAN and \$150,000 to PER). The figures presented in this preliminary budget will be further refined during project initiation to best meet the needs of the community and to meet all SACOG and federal compliance requirements.

Hourly rates for MAN and PER are provided below. Note: PER's hourly rates include salary and benefits, indirect costs, and admin and overhead. MAN's hourly rate includes salary and benefits, indirect costs, admin and overhead, materials and supplies, and necessary subcontractors to complete the tasks identified in this Scope of Work.

Hourly Rates:

- MAN: \$600
- PER:
 - Associate Planner: \$211
 - Senior Planner: \$233
 - Principal Planner: \$253

Task #: Description/Title	MAN Cost	PER Cost	Total Cost
Task 1: Project Coordination and Initiation	\$10,000	\$25,000	\$35,000
Task 1.1: Project Team Kick-off Meeting	\$1,200	\$4,000	\$6,200
Task 1.2: Project Coordination	\$8,800	\$21,000	\$29,800
Task 2: Research Phase	\$15,000	\$25,000	\$40,000
Task 2.1: Literature Review	\$3,750	\$6,250	
Task 2.2: Demographic Research and Analysis	\$3,750	\$6,250	
Task 2.3: Stakeholder Identification	\$3,750	\$6,250	

Task #: Description/Title	MAN Cost	PER Cost	Total Cost
Task 2.4: Identification of Necessary Outreach Methodologies	\$3,750	\$6,250	
Task 3: Engagement Plan	\$50,000	\$25,000	\$75,000
Task 3.1: Engagement Goals	\$2,500	\$2,500	\$5,000
Task 3.2: Identify the key audience	\$2,500	\$2,500	\$5,000
Task 3.3: Engagement Activities	\$25,000	\$10,000	\$35,000
Task 3.4: Manage financial arrangements with participating organizations and individuals	\$10,000	\$3,750	\$13,750
Task 3.5: Meeting facilitation and collaboration	\$7,500	\$3,750	\$11,250
Task 3.6: Timeline	\$2,500	\$2,500	\$5,000
Task 4: Community Engagement	\$185,000	\$25,000	\$210,000
Task 5: Engagement Evaluation	\$65,000	\$25,000	\$90,000
Task 6: Toolkit Development	\$25,000	\$25,000	\$50,000
Total	\$350,000	\$150,000	\$500,000