Title: Transformative Climate Communities (TCC) Program Grant Application and Memorandum of Understanding (MOU)

Location: Citywide

Recommendation: Pass a City Council Resolution: 1) declaring support for the Sacramento Integrated Place-based Living (SIMPL) Project to promote equity, prevent displacement, support economic development, and strengthen the health of communities that face social, political, and economic vulnerability; 2) authorizing the Sacramento Housing and Redevelopment Agency (SHRA) to submit an application for $23 million in grant funds from the Strategic Growth Council and the California Department of Conservation for the Transformative Climate Communities Program; 3) authorizing the City Manager or his designee to execute the Memorandum of Understanding for the SIMPL Project and Implementation as a grant co-applicant; 4) authorizing the City Manager or his designee to verify the City’s commitment of any leverage funds that may be put toward the implementation of the projects in the SIMPL grant application in the form of a letter detailing the commitment and whether the funds are contingent on grant award; 5) certifying that the activities authorized under the SIMPL Project will advance state planning priorities identified in Government Code section 65041.1; and 6) directing SHRA, if the grant is awarded, to create an indicator tracking plan, a displacement avoidance plan, community engagement plan, and a workforce development plan specific to implement the grant.

Contact: Tyrone Roderick Williams, Director of Development, (916) 440-1319; Jo Anna Davis, Management Analyst, (916) 440-1309, Sacramento Housing and Redevelopment Agency

Presenter: Tyrone Roderick Williams, Director of Development, (916) 440-1319, Sacramento Housing and Redevelopment Agency

Attachments:
1-Description/Analysis
2-Resolution
3-Exhibit A Memorandum of Understanding
4-Project Area Map
Description/Analysis

**Issue Detail:** Approximately $23 million per applicant in State grant funds over a five-year funding period is available to implement projects that reduce greenhouse gas (GHG) emissions and implement place-based strategies to provide local economic, environmental, and health benefits to disadvantaged communities through the Strategic Growth Council’s (SGC) Transformative Climate Communities (TCC) Program, authorized though AB 2722.

Recently, a statement of intent to apply for TCC funding was sent to the SGC by SHRA on behalf of co-applicants including, but not limited to, the City of Sacramento, Sacramento Regional Transit District, McCormack Baron & Salazar Inc., Sacramento Tree Foundation, and Breathe California Sacramento Region for the SIMPL Project. The proposed project has the potential to benefit more than 10,000 residents living in the extended project area, transform the surrounding community and provide regional benefits.

SHRA, along with more than a dozen co-applicants, leverage partners and other collaborative stakeholders including other local government agencies, community based organizations, and residents have identified several objectives that would benefit individuals and families residing in the project area including: increasing affordable housing and associated infrastructure, increasing access to public transit, expanding active transportation and low-carbon transportation options, enhancing the urban forest, and creating equitable access to healthy food.

As outlined in the Memorandum of Understanding, if the grant is awarded stakeholders will participate in an extensive community engagement process where residents will have the opportunity to provide input during various phases of the program including the conceptualization, development and implementation of the SIMPL Community Engagement Plan. Additionally, extensive outreach will be conducted to inform residents about how to access health benefits and economic opportunities including workforce development. Low-income residents including, but not limited to Twin Rivers Public, Cannery Place Apartments and Washington Plaza will have an opportunity to provide leadership as a part of the collaboration. Community partners, including Sacramento Municipal Utilities District, WalkSacramento, Alchemist CDC, and Urban Strategies, Inc. will work to maximize outreach efforts to improve health outcomes.

A cross sector partnership including the Sacramento Employment Training Agency, Samuel Merritt University, Sutter Health, Kaiser Permanente, and GRID Alternatives will focus on increasing employment, business development, healthcare and green businesses through training programs to provide access to high quality jobs.

California State University, Sacramento’s Institute for Social Research and Sacramento Metropolitan Air Quality Management District are providing additional support with data management and monitoring and reporting GHG reduction goals for the proposal and limited ongoing assistance.
The full application must demonstrate “readiness” requirements established by the State, including implementation plans for indicator tracking, community engagement, displacement avoidance and workforce development. If awarded, the grant agreement, budgetary and other implementation actions will be subject to City Council approval.

**Policy Considerations:** The proposed project is consistent with the City’s policy to promote resiliency with respect to issues such as air quality, food availability, renewable energy, sustainable land use, and the reduction of GHG emissions.

Applying for the TCC grant would also support the City’s policy of promoting social equity by encouraging economic and racial integration, fair housing opportunity, and elimination of discrimination. The TCC Program requires applicants to include policies and programs that help avoid the displacement of existing residents and local businesses and help ensure key stakeholders benefit from the investment. This is specific to the project development and does not require the City to approve such a plan. The new Twin Rivers housing development and other projects will also employ Section 3 workers and support the City’s new local hire ordinance.

The Project has been reviewed for consistency with the goals, policies, and targets of the 2035 General Plan. The Project will advance the following goals, policies, and targets that will directly or indirectly conserve energy resources and reduce GHG emissions.

**Land Use**

**LU 2.6.1 - Sustainable Development Patterns.** The City shall promote compact development patterns, mixed use, and higher-development densities that use land efficiently; reduce pollution and automobile dependence and the expenditure of energy and other resources; and facilitate walking, bicycling, and transit use.

**LU 2.6.9 - Sustainability Leader.** The City shall expand existing partnerships with educational institutions, neighborhood groups, businesses, and community organizations to continue efforts to maintain the City’s status as an environmental “green” leader.

**LU 4.2.2 – Enhanced Urban Forest.** The City shall pursue opportunities to enhance the urban forest in existing suburban neighborhoods by undertaking neighborhood street tree planting programs that introduce more trees into the public right-of-way, rather than depending on trees in private yards.

**LU 7.1.2 – Housing in Employment Centers.** The City shall require compatible integration of housing in existing and proposed employment centers to help meet housing needs and reduce vehicle trips and commute times, where such development will not compromise the City’s ability to attract and maintain employment-generating uses.

**Mobility Element**

**M 3.1.12 – New Facilities.** The City shall work with transit providers and private developers to incorporate transit facilities into new private development and City project designs including incorporation of transit infrastructure. (i.e., electricity, fiber-optic cable, etc.), alignments for transit route extensions, new station locations, bus stops, and transit patron waiting area amenities.
M 4.2.2 – Pedestrian and Bicycle-Friendly Streets. In areas with high levels of pedestrian activity (e.g., employment centers, residential areas, mixed-use areas, schools), the City shall ensure that all street projects support pedestrian and bicycle travel.

Solid Waste Diversion
U 5.1.25 – Educational Programs. The City shall sponsor public educational programs regarding the benefits of solid waste diversion and recycling and encourage residents and businesses to redistribute reusable materials.

Public Health and Safety
PHS 4.1.7 – Vulnerable Populations. The City shall support community organizations that address social equity issues related to climate change effects/impacts to assess resilience of low-income communities and guide relevant future policy/program development.
PHS 5.1.8 Climate Change Education. The City shall incorporate climate change effects and impacts into public emergency preparedness education programs, with special consideration given to effective methods to communicate the issue to a general audience.

Environmental Resources Element
ER 3.1.8 – Public Education. The City shall promote the importance and benefits of trees and of the urban forest through awareness, partnerships, and efforts that educate residents on the best methods of planting and maintaining trees.

ER 6.1.7 – Greenhouse Gas Reduction in New Development. The City shall reduce greenhouse gas emissions from new development by discouraging auto-dependent sprawl and dependence on the private automobile; promoting water conservation and recycling; promoting development that is compact, mixed use, pedestrian friendly, and transit oriented; promoting energy-efficient building design and site planning; improving the jobs/housing ratio in each community; and other methods of reducing emissions.

ER 6.1.15 Air Quality Education. The City shall educate the public about air quality standards, health effects, and efforts they can make to improve air quality and reduce greenhouse gas emissions in the Sacramento region.

Economic Impacts: The TCC grant is focused on investing in communities that are the most overburdened by environmental, socioeconomic and health inequities. The project area has been identified as one with a majority of Census Tracts that fall within the top 5 percent of disadvantaged communities, as defined by the California Environmental Protection Agency. Nearly a quarter of the residents in the project area live in poverty (24 percent), twice that of the County (12.7 percent). Unemployment rates in the project area are remarkably high at 25.72 percent compared to the County at 11.8 percent.

Through this grant funding, programs will:

- focus on investments in low-income communities and households;
- utilize leverage funds to effectively catalyze and support innovative community; and climate transformation in disadvantaged communities; and
• identify additional public and private sources of funding to sustain and expand the program.

**Environmental Considerations:**

**California Environmental Quality Act (CEQA):** The application for and administration of grant funds are not considered a project under CEQA pursuant to CEQA Guidelines §15378, as this is a government administrative and fiscal activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.

The purpose of the MOU is to memorialize basic terms to govern the planning and implementation of the scope of work included in the Transformation Plan, pass through specific Guideline policies and obligations, implement the Collaborative Stakeholder Structure, create a clear decision-making process, define roles, responsibilities, and requirements for community engagement. Execution of the MOU is exempt under CEQA pursuant to CEQA Guidelines §15378, as this is a government administrative activity which does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.

For any specific projects which will utilize TCC grant funds, CEQA review will have to be completed prior to committing to or funding the project.

For projects which fall within the scope of the River District Specific Plan, program-level CEQA review has already been completed. The Sacramento City Council adopted a resolution certifying the Environmental Impact Report (EIR) and adopting the Mitigation Monitoring Program (MMP) for the River District Specific Plan Project on February 15, 2011. No further review under CEQA is required for activities in furtherance of the River District Specific Plan Project.

For projects that fall within the scope of the Twin Rivers Transit-Oriented Development Project, CEQA review has already been completed. The City of Sacramento prepared a combined Initial Study/Environmental Assessment (IS/EA) for the Twin Rivers Transit-Oriented Development Project. Along with site entitlements, the Planning and Design Commission for the City of Sacramento adopted a resolution approving the project, certifying the Mitigated Negative Declaration (MND), and adopting the MMP for the project on July 27, 2017. No further review under CEQA is required for activities in furtherance of the Twin Rivers Transit-Oriented Development Project.

For any projects identified for TCC Program grant funding that fall outside of the scope of the River District Specific Plan EIR or Twin Rivers Transit-Oriented Development Project IS/MND, CEQA review will be required prior to funding commitment or any other choice-limiting action.

**National Environmental Policy Act (NEPA):** The application for and administration of grant funds and related actions is considered an administrative activity and is exempt pursuant to NEPA at 24 CFR 58.34(a) (3).
Execution of the MOU is exempt under NEPA pursuant to 24 CFR §58.34(a) (1) and (3), and does not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment.

If any federal funding sources or federal actions are required to match TCC Program grant funding, NEPA review will have to be completed prior to funding commitment or any other choice-limiting action.

At the time of approval of the River District Specific Plan project, there were no federal funding sources allocated to the project and no federal action was taken, therefore, NEPA review was not required. The TCC Program grant is a State grant and any grant funds allocated to the project will not require NEPA review for activities in furtherance of this project. If federal funds are later identified that will be allocated to the activities in furtherance of the River District Specific Plan Project, NEPA review will be conducted by the Responsible Agency prior to commitment of funds or any other choice limiting action.

For projects that fall within the scope of the Twin Rivers Transit-Oriented Development Project, HUD NEPA review has been completed. The City of Sacramento prepared a combined Initial Study/Environmental Assessment (IS/EA) for the Twin Rivers Transit-Oriented Development Project. The City issued a notice of Finding of No Significant Impact (FONSI) pursuant to NEPA on June 12, 2017. No further review under HUD NEPA is required for activities in furtherance of the Twin Rivers Transit-Oriented Development Project. The Federal Transit Authority is in the process of completing a NEPA review for this project. If any different federal funding sources are allocated for this project, additional NEPA review may be required.

**Sustainability Considerations:** The California Global Warming Solutions Act of 2006 established a Scoping Plan through the California Air Resource Board and establishes the framework for actions implementing GHG reduction. SHRA will receive ongoing technical assistance prior to submitting the grant application and throughout the duration of the program implementation to assist with the methodology for quantification of GHG emissions. Through the initial technical assistance, the SIMPL Project will identify a level of GHG reduction for goal setting purposes. Additionally, indicators will be used to measure various aspects of climate investment project types and community participation that impacts social determinants.

The grant funding provides an opportunity to transform the project area through climate investments that reduce GHG emissions, protect natural resources and increase public awareness of the benefits and values of environmental conservation through environmental stewardship among residents.

The Project has been reviewed for consistency with the goals, policies, and targets of the 2035 General Plan. The Project will advance the following goals, policies, and targets that will directly or indirectly conserve energy resources and reduce greenhouse gas emissions, in part, from 2035 General Plan (Appendix B: Climate Action Plan).
**Commission Action:** It is anticipated that, at its meeting of October 17, 2018, the Sacramento Housing and Redevelopment Commission will approve the staff recommendation for this item. Staff will notify the Council in the event this does not occur.

**Rationale for Recommendation:** Long-term exposure to air pollution can contribute to the development and exacerbation of Chronic Obstructive Pulmonary Disease (COPD). Residents in the 95811 zip code are exposed to air pollution and reported higher rates of Emergency Department (ED) room visits due to COPD compared to the County. The highest rate of ED visits due to COPD was found in 95814 at 847.82, more than three times the state rate.

- **Diabetes:** Patients diagnosed with diabetes have an enhanced susceptibility to COPD which is further exacerbated by poor air quality. ZIP code 95814 had the highest rate for both ED visits and hospitalizations due to diabetes. Residents in the 95811 zip code area reported higher hospitalization rates for diabetes compared to the County.

- **Low Birth Weight:** Both zip codes reported high rates of low birth weight births as compared to the county. The project area has a disproportionate amount of infants born with low birth weight, which disproportionately affects African-Americans. The Sacramento County Blue Ribbon Commission Report on Disproportionate African American Child Deaths states African American children comprised 25 percent of all the perinatal condition deaths. Deaths resulting from perinatal conditions include prematurity, low birth weight, placental abruption and congenital infections. Perinatal conditions are often related to maternal health during pregnancy and preconception. Social determinants, economic and environmental factors including low-income, low educational levels, stress, and domestic violence increase the risk of low birth weight.

- **Injuries:** North 12th Street and Richards Boulevard, in the project area, are designated as part of the High Injury Network meaning that there are higher incidences of traffic related injuries and fatalities in the RDTP area.

- **Energy Burden:** Sacramento had the second highest energy burden in the state based on median household income as compared to other metropolitan cities in California.

- **Air Pollution:** The American Lung Association identifies Sacramento as one of the top 10 cities with the worst air pollution. Portions of the 95811 zip code had census tracts with scores in the second highest quintiles for air pollution. The effect of exposure to pollution may contribute to the high rates of respiratory illness experienced by residents in the RDTP area.

- **Homeless Population:** This population is significant in the project area and racial and health disparities are exemplified by the disproportionate number of African-American deaths which accounted for 50 percent of homeless accidental deaths. People of color accounted for 80 percent of homeless homicides.

**Financial Considerations:** If awarded, approximately $23 million dollars of funding will be available for California Climate Investment fundable projects, community engagement, and workforce development initiatives. The application requires a commitment of at least 50 percent matching funds, which will come from sources including Community Development Block Grant, Choice Neighborhoods Implementation funds, Active Transportation Program funding, and in-kind contributions from partner agencies.
SHRA, plans to leverage $48.86 million from federal Choice Neighborhoods Initiative Implementation, Community Development Block Grant funds, and the Section 108 Loan as grant match. Potential fiscal impacts to the City include staff time for oversight for active transportation projects, participation in stakeholder meetings and community engagement activities. Fiscal impacts to SHRA will include staff time for administering the grant, oversight of stakeholder meetings and community engagement, which should be reimbursed through the grant.

**LBE - M/WBE and Section 3 requirements:** Not applicable to this report.
RESOLUTION NO. 2018 -

Adopted by the Sacramento City Council

On date of

APPROVING THE APPLICATION FOR GRANT FUNDS FOR THE TRANSFORMATIVE CLIMATE COMMUNITIES PROGRAM AND EXECUTION OF ALL NECESSARY AGREEMENTS; ENVIRONMENTAL FINDINGS

BACKGROUND

A. Cities across California and the U.S. are developing efforts addressing climate change that prioritize policies, resources, and tailor regulatory tools to specific areas experiencing high levels of cumulative pollution and negative health impacts to advance environmental justice and community revitalization, and that are each unique and crafted based on community-identified concerns and solutions.

B. In cities across California and the U.S., low-income, disadvantaged communities experience significant economic and health disparities as well as face disproportionate impacts of pollution, urban blight, and the adverse effects of climate change.

C. The Sacramento Housing and Redevelopment Agency (SHRA) is a nationally recognized, award-winning, joint powers authority helping to revitalize the Sacramento community, provide affordable housing opportunities for low-income residents, and serve as the Housing Authorities for the City and County of Sacramento.

D. On March 3, 2015, the City Council adopted the Sacramento 2035 General Plan, which included cross-cutting strategies to promote smart growth and sustainability such as bicycle and pedestrian-friendly neighborhoods, infill development, green infrastructure and goals and policies supporting equitable distribution of housing and services.

E. The City of Sacramento has demonstrated a legacy of leadership against the threat of climate change, having adopted goals in the General Plan of a 15 percent reduction in community-wide GHG emissions and a 22 percent reduction in municipal GHG emissions below 2005 levels by 2020, and a commitment to strive towards a 49 percent and 83 percent reduction by 2035 and 2050, respectively.
F. The project area of the Sacramento Integrated Place-based Living (SIMPL) Project is no larger than five square miles located in a geographical area in which more than fifty-one percent of the area consists of disadvantaged and low income-communities.

G. On July 18, 2017, the City Council adopted Resolution 2017-0281, “Reaffirmation of Adopted Climate Goals and Supporting Paris Agreement,” re-affirming the City’s commitment to reduce climate pollution and resolving to stand with cities and other public and private sector partners to advance climate action.

H. On August 3, 2017, the City Council adopted Resolution 2017-0311 entitled “Directives to Work with Electrify America for Expedited Implementation of Volkswagen’s Zero Emission Vehicle Investments In Sacramento,” to support Green City programs, including support for comprehensive community engagement, and partnership programs to expand public awareness and increase public understanding of ZEV feasibility and benefits, with programs that involve local groups, community and business organizations, neighborhood associations, and other stakeholders.

I. On August 21, 2018, the City Council adopted Resolution 2018-0348 to create a Local Hire and Community Workforce Training Program and launch a Local Business Involvement Pilot Program applicable to the Sacramento Convention Center and Community Center Theaters renovation projects.

J. The Legislature and the Governor of the State of California have provided funds for the State’s Strategic Growth Council’s Transformative Climate Community program to utilize climate investments to improve health and economic disparities through funding from the Cap and Trade Greenhouse Gas Reduction Fund.

K. SHRA, along with co-applicants and partners including the City of Sacramento, Sacramento Regional Transit, Sacramento Municipal Utility District, Sacramento Metropolitan Air Quality District, Sacramento Tree Foundation, Breathe California Sacramento Region, Sacramento Regional Transit, and McCormack, Baron, and Salazar, and other community-based organizations, are jointly submitting a grant application for the SIMPL Project.

L. The SIMPL Project focus will be on the needs of those community members who are over-burdened and live in low-wealth areas, as well as people of color, youth, and people with disabilities, low-income residents, and elders. Efforts will include community engagement and investment in community initiatives that are innovative and involve coordination with other local and regional plans.

M. If selected, agreements with the State of California Strategic Growth Council and the Department of Conservation will be needed and SHRA will be responsible for compiling and submitting all invoices and reporting requirements for the River District Transformation Project, whose goals, progress metrics, and
environmentally conscious strategies promote health and economic development.

N. The application for and administration of grant funds are not considered a project under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines §15378, and execution of the MOU is exempt under CEQA pursuant to CEQA Guidelines §15378.

O. For any specific projects which fall under the scope of the Twin Rivers Transit-Oriented Development Project, CEQA review has been completed and no further review under CEQA is required; for projects which fall under the scope of the River District Specific Plan, program level CEQA review has been completed and only project level would be required.

P. For all other projects which will utilize TCC grant funds and do not fall under the scope of the River District Specific Plan or the Twin Rivers Transit-Oriented Development Project, CEQA review will have to be completed prior to committing to or funding the project.

Q. The application for and administration of grant funds and related actions is exempt pursuant to the National Environmental Policy Act (NEPA) at 24 CFR 58.34(a)(3), and execution of the MOU is exempt under NEPA pursuant to 24 CFR §58.34(a)(1) and (3).

R. If any federal funding sources or federal actions are required to match TCC Program grant funding, NEPA review will have to be completed prior to funding commitment or any other choice-limiting action.

S. For projects that fall within the scope of the Twin Rivers Transit-Oriented Development Project, HUD NEPA review has been completed. If any different federal funding sources are allocated for this project, additional NEPA review may be required.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. The City Council declares its support for the SIMPL Project to promote equity, prevent displacement, support economic development, and strengthen the health of communities that face social, political, and economic vulnerability.

Section 2. The Sacramento Housing and Redevelopment Agency is authorized to submit an application for $23 million in grant funds from the Strategic Growth Council and the California Department of Conservation for the Transformative Climate Communities Program for the SIMPL Project.
Section 3. The City Manager or his designee is authorized to execute the attached Memorandum of Understanding for the SIMPL Project for the City as a co-applicant.

Section 4. If financial assurances and certifications are required for the grant application, SHRA is authorized to certify that, pursuant to the Memorandum of Understanding, SHRA and all of the co-sponsors will have sufficient funds to pay invoices before seeking reimbursement from the state.

Section 5. The City Manager or his designee is authorized to verify the City’s commitment of any leverage funds that may be put toward the implementation of the projects in the SIMPL Project grant application in the form of a letter detailing the commitment and whether the funds are contingent on grant award.

Section 6. It is certified that the activities authorized herein will advance state planning priorities (Government Code section 65041.1), which are intended to promote equity, strengthen the economy, protect the environment, and promote public health and safety in the state, through appropriate reuse and redevelopment of previously developed, underutilized land that is presently served by transit, streets, water, sewer, and other essential services, particularly in underserved areas, and to preserving cultural and historic resources.

Section 7. If the grant is awarded, SHRA is directed to create an indicator tracking plan, a displacement avoidance plan, community engagement plan, and a workforce development plan specific to implement the grant.

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Exhibit A - MOU
MEMORANDUM OF UNDERSTANDING BETWEEN
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (LEAD APPLICANT)

AND ITS

CO-APPLICANTS, DATA, AND SPECIAL LEVERAGE PARTNERS

FOR THE SACRAMENTO INTEGRATED MULTIMODAL PLACE-BASED LIVING
(SIMPL) PROPOSAL AND IMPLEMENTATION

This MEMORANDUM OF UNDERSTANDING ("MOU"), dated October ___, 2018, for purposes of identification, is between the Lead Applicant: SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY ("SHRA" or "Grantee"), the Co-Applicants: SACRAMENTO REGIONAL TRANSIT, MCCORMACK, BARRON, AND SALAZAR, SACRAMENTO TREE FOUNDATION, BREATHE CALIFORNIA SACRAMENTO REGION, and (collectively, "Co-Applicants" as identified in Attachment A), the Partners: ALCHEMIST COMMUNITY DEVELOPMENT CORPORATION, GRID ALTERNATIVES, SACRAMENTO METROPOLITAN AIR QUALITY MANAGEMENT DISTRICT, SACRAMENTO REGIONAL CONSERVATION CORPS, WALKSACRAMENTO, (collectively the "Partners"), the Data Partner: CALIFORNIA STATE UNIVERSITY, SACRAMENTO: INSTITUTE FOR SOCIAL RESEARCH (the "Data Partner"), and the Leverage Partners: CITY OF SACRAMENTO, SACRAMENTO AREA COUNCIL OF GOVERNMENTS, URBAN STRATEGIES, INC., SACRAMENTO MUNICIPAL UTILITY DISTRICT, (collectively the "Leverage Partners") (together, the Lead Applicant, Co-Applicants, and Special Leverage Partners are collectively referred to as "Special Leverage Partners") (together, the Lead Applicant, Co-Applicants, and Special Leverage Partners are the "Collective" or the "parties") for the purpose of implementing a Transformative Climate Communities grant ("TCC Grant" or "Grant") from the Sustainable Growth Council for the central city neighborhoods including the River District, Alkali Flat/Mansion Flats, and Downtown ("SIMPL project area" as identified in the map in Attachment B).

RECITALS

WHEREAS, SHRA is a public body, corporate and politic, duly created, established and authorized to transact business and exercise powers under and pursuant to the provision of the Housing Authorities Law, consisting of Chapter 1 of Part 2 of Division 24 of the California Health and Safety Code; and

WHEREAS, the Co-Applicants and Partners are organizations or public entities, authorized and missioned under their own Articles of Incorporation or relevant law to lead community-
based projects, and have the individual wherewithal and expertise to competently execute their proposed project or program, fund (and thereafter receive reimbursement, if applicable), monitor and report on their progress; and incorporate community interests and voices in their process; and

WHEREAS, this MOU is entered into pursuant to requirements of the 2018 Transformative Climate Communities Program Final Guidelines (the “Guideline” or “Guidelines”) and the Sacramento Integrated Place-based Living Project (“SIMPL Project”) and to memorialize basic terms to govern the planning and implementation of the scope of work included in the Transformation Plan, pass through specific Guideline policies and obligations, implement the Collaborative Stakeholder Structure defined in Section 6, create a clear decision-making process, define roles and responsibilities, and requirements for community engagement.

WHEREAS, the Lead Applicant, Co-Applicants, and Special Partners desire to improve the community of the SIMPL project area and have individually and collectively engaged the residents and stakeholders of the SIMPL project area in multiple visioning and planning processes over the past decade, culminating in the public workshops which created the SIMPL Project; and

WHEREAS, the Lead Applicant, Co-Applicants, and Special Partners believe the SIMPL Project can accomplish a positive and effective transformation of the SIMPL project area and achieve strong public health and economic goals along with taking strides to reduce significantly Greenhouse Gas emissions; and

WHEREAS, the Lead Applicant, Co-Applicants, and Special Partners have developed the projects included in the SIMPL Project, their respective budgets and schedules with the understanding of the SIMPL Project TCC program requirements; and

WHEREAS, the Lead Applicant, Co-Applicants, and Special Partners are prepared to lead and participate for the term of the Grant and for five years after, as applicable, in monitoring and evaluating the programs and projects implemented to create evidence-based outcomes; and

WHEREAS, the Lead Applicant, Co-Applicants, and Special Partners desire to enter into this MOU for the purpose of setting forth basic terms to govern the implementation and necessary decision making related to the SIMPL TCC implementation, define expectations and responsibilities of the parties and the Collaborative Stakeholder Structure, address legal and financial considerations, define a decision-making process, and describe the community engagement process; and

NOW, THEREFORE, in consideration of the foregoing recitals and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:
1. **Lead Applicant.** As the Lead Applicant, SHRA commits to all duties and responsibilities corresponding to the Lead Applicant role under the SIMPL Project for the term of the SIMPL TCC Grant. Specifically, those duties and responsibilities include the following:

   A. **Basic Commitments to all Co-Applicants and Partners:**

      i. **Commitment to the Transformation Plan and Implementation Schedule.** SHRA acknowledges that it:

         a. has reviewed the FY2018 Transformative Climate Communities Grant Program NOFA, Final Guidelines and related guidance from the State of California’s Strategic Growth Council;

         b. has participated in the preparation of the 2018 TCC SIMPL Grant application ("TCC Application"); and

         c. is fully committed to the goals and requirements of the NOFA, the SIMPL Project, the Application, the requirements of the Grant, and this MOU and agrees to take all actions necessary to effectuate the requirements of the Transformation Plan in accordance with State of California requirements.

      ii. **Commitment to Work Collaboratively.** SHRA commits to work collaboratively with Co-Applicants, and other Partners and stakeholders throughout the term of the Grant.

      iii. **Leverage of Available Funds.** SHRA will leverage, as appropriate, or assist in leveraging available federal, state, local, and private funds as available with additional public and private funding to support integrated strategic investment for transformation of the SIMPL project area and its immediate surrounds.

      iv. **Incorporation of NOFA and Grant Agreement Requirements.** SHRA is entering into the Lead Applicant role in furtherance of the SIMPL Project, and as required by Section II.A.1 and II.I of the Guidelines. SHRA intends that this MOU shall conform to and satisfy all requirements of the NOFA and Guidelines. In the event of any inconsistency between any Final Guideline requirement and the provisions of this MOU, or in the event of a failure to include a provision necessary to satisfy such requirements, then if necessary, SHRA, only with the consent of Co-Applicants and Partners, will execute in writing an amendment to this MOU. In addition, SHRA agrees to initiate any amendments with agreement from Co-Applicants and Partners necessary for this MOU to comply with the provisions of the Grant Agreement should a Grant be awarded.

   B. **Roles and Responsibilities of SHRA as Lead Applicant:**
i. Lead Applicant. SHRA shall be the Lead Applicant for the Grant and will carry out all responsibilities required of the Lead Applicant as described in the NOFA and the Grant Agreement. SHRA agrees that it will be responsible for performance of the Grant.

ii. Lead Applicant Responsibilities. As the Lead Applicant, SHRA will be principally responsible for:

a. Coordinating all components of the Transformation Plan and for processing the approval of the Transformation Plan through the Strategic Growth Council as may be necessary or appropriate;

b. Facilitating resident and neighborhood involvement in planning for and implementing the Transformation Plan for the SIMPL project area neighborhoods, including coordinating and supporting resident involvement in major decisions and developing and managing a coalition of stakeholders in support of the Transformation Plan;

c. Overseeing and coordinating the four TCC Initiatives: Equitable Housing and Neighborhoods, Urban Greening, Transit and Mobility Access, and Health and Well-being Initiatives, all Co-Applicants, and the Special Partners work on Data, Community Engagement, Workforce Development, and Non-Displacement, defined in Section 4, and Special Leverage, defined in Section 5, with respect to the SIMPL Project and holding regular review meetings to discuss the current status and planned activities in connection with implementation efforts. SHRA will enter into any necessary agreements with the Co-Applicants and Partners outside of the MOU for the implementation of the SIMPL Project;

d. Accessing the SIMPL Project Program funding through the Strategic Growth Council and administering the funds disbursed under the Grant Agreement. SHRA shall comply with all of the accounting, disbursement, and recordkeeping requirements set forth in the Grant Agreement;

e. Preparing and disbursing the Grant funds to Co-Applicants as reimbursement for eligible predevelopment, development, administration, and services within 30 days of submission of full and complete disbursement requests by Co-Applicants, subject to State review and approval;

f. Reporting and submitting all required documents and reports to the Strategic Growth Council or other governmental agencies, including financial, management and project status activity reports;
g. Providing staff support during the entirety of the Grant term;

h. Applying for State, federal or other funding as opportunities arise; and

i. Achieving and monitoring goals and associated indicators as defined by the SIMPL Project.

iii. Build Equitable Policies. SHRA will engage other public partners, residents and community stakeholders to participate in the implementation process to ensure support for equitable development and to shape and enforce good policy around the opportunities and projects embedded in the SIMPL Project.

iv. Site Control. SHRA, through its constituent entity the Housing Authority of the County of Sacramento, is the owner of the Twin Rivers public housing site and will lease the site to be used for the development of affordable housing contemplated under the Transformation proposal.

v. Commitment of funds. SHRA will abide by its commitment of funds described in the Commitment letter to leverage the TCC funding for administration and projects.

vi. Governance. SHRA commits to establishing, coordinating and working with the SIMPL TCC Leadership Council, Initiative and Working Groups as described below in Section 2, within the proposed governance structure to ensure successful implementation of the Transformation Plan.

vii. Sustainability. SHRA will work with the Co-Applicants and other key partners to implement a sustainability plan to ensure long term viability of the improvements made under this SIMPL Project for current and future residents.

viii. Relocation Responsibilities. SHRA will be responsible for all Relocation Activities in the Twin Rivers Relocation Plan adopted by its Governing Board of the Housing Authority of the County of Sacramento in August 2017 and required for the construction of the Transformation projects incorporated in the SIMPL Project.

ix. Additional Responsibilities. In addition, SHRA will be responsible for:

   a. assisting with the involvement and capacity building of the residents and stakeholders in the Transformation Plan;

   b. providing staff support during the implementation of the Transformation Plan;

   c. providing lead support for the involvement of the public housing residents of the SIMPL project area in the implementation of the Transformation Plan;
d. working with relevant stakeholders to increase the involvement of neighborhood residents, businesses, non-profits, grassroots and faith-based organizations in the Transformation Plan;

e. encouraging all Co-Applicants to prioritize opportunities for local hire through access to job training and educational programs for adults and youth to improve economic opportunities for existing residents and maximize the potential of the existing workforce and overseeing the Workforce Development Plan including implementation and monitoring as requested; however, if Co-Applicant is a public entity, then Co-Applicant is required to comply with its applicable hiring requirements;

f. ensuring the Displacement Avoidance Plan, described in Attachment C and to be developed by SHRA, and the approved Community Engagement Plan, described in Attachment D, are being implemented by all Co-Applicants and addressing issues or oversights of either plan with expediency when they arise;

g. working with the Data Partner and Co-Applicants to develop the indicator plan and local monitoring guidelines, design and implement data collection tools for all Co-Applicants, and develop a project dashboard to track progress and outcomes.

h. developing and approving all community outreach tools to be utilized by all Co-Applicants, including a website, fact sheets, and public presentations.

i. overseeing the Displacement Avoidance Plan to anticipate needs of the community, focus on key educational opportunities and encourage advocacy and accountability on behalf of residents and businesses.

2. Co-Applicants. By execution of this MOU, the Co-Applicants agree that they serve as Co-Applicants, with SHRA serving as the Lead Applicant, for the submission of the TCC Grant for the SIMPL Project. Co-Applicants will participate in one or more of the Initiatives based on the categorization of the project(s) for which they are responsible and may agree to lead an Initiative, taking on the relative duties required of that position. As Co-Applicant and potential Initiative leads, the Co-Applicants commit to all duties and responsibilities corresponding to the Co-Applicant role and the execution of the respective goals and strategies associated with their projects under the SIMPL Project for the length of the SIMPL TCC Grant term. Specifically, those duties and responsibilities include the following:

A. Basic Commitments for all Co-Applicants:
i. Commitment to the Transformation Plan and Implementation Schedule. Each Co-Applicant acknowledges that it:

a. has reviewed the FY2018 Transformative Climate Communities Grant Program, NOFA, Final Guidelines and related guidance from the State of California’s Strategic Growth Council;

b. has participated in the preparation of the SIMPL Project planning and Application; and

c. commits to the goals and requirements of the NOFA, the SIMPL Transformation proposal, the Application, the requirements of the Grant, and this MOU and agrees to work in good faith to effectuate the requirements of the Transformation Plans in accordance with State of California requirements.

ii. Commitment to Work Collaboratively. Each Co-Applicant commits to work collaboratively with SHRA, the other Co-Applicants, Partners, stakeholders, government entities, and other key individual partners (or sub-consultants) it has selected to assist in implementation of its respective project(s) as well as residents and stakeholders throughout the entirety of the Grant term.

iii. Non-Discrimination. Lead Applicant and each Co-Applicant shall ensure that that their projects, activities, and practices shall be free from discrimination based on actual or perceived race, color, ancestry, national origin, ethnic group identification, age, religion, marital or parental status, physical or mental disability, sexual orientation, gender, gender identity, or gender expression, English language proficiency, or on the basis of a person’s association with a person or group with one or more of these actual or perceived characteristics.

iv. Leverage of Available Funds. Each Co-Applicant will leverage, as appropriate, or assist in leveraging available federal, state, local, and private funds as available with additional public and private funding to support integrated strategic investment for transformation of the SIMPL project area. Additional Leverage Partners may be identified and added as an addendum of this MOU.

v. Incorporation of NOFA and Grant Agreement Requirements. The Co-Applicants are entering into the Co-Applicant role in furtherance of the Application, and as required by Section II.A.2 and Section II.I of the Guidelines. Each Co-Applicant intends that this MOU shall conform to and satisfy all requirements of the NOFA and Guidelines. In the event of any inconsistency between any Guideline requirement and the provisions of this MOU, or in the event of a failure to include a provision necessary to satisfy such requirements, if necessary, each Co-Applicant reserves the right to review, edit or reject any amendments to this MOU prior to execution. In addition,
each Co-Applicant agrees to amend this MOU to comply with the provisions of the SIMPL TCC Grant Agreement should a grant be awarded.

B. Roles and Responsibilities as Co-Applicant:

i. Co-Applicant. Each Co-Applicant agrees that it will be responsible, along with SHRA as Lead Applicant, for performance of any project for which it is the lead under the Grant. Each Co-Applicant will also serve as a member of the Leadership Council, responsible for providing guidance and oversight for the transformation plan.

ii. Coordination of Co-Applicant Activities. Each Co-Applicant will take the lead, with the assistance of SHRA, in obtaining all government approvals or discretionary reviews required for implementation of the Co-Applicant’s projects and coordinate any permits, approvals, funding or review by City, County and/or related agencies required in the appropriate and legal implementation of the Co-Applicant’s projects under the Transformation Plan.

iii. Commitment of Funds: Each Co-Applicant will ensure that all public and private funds stated as Leverage or Match funding for its respective project(s) will be used appropriately to implement the projects for which it is the lead. SIMPL Project funds shall not be used to supplant any Leverage or Match commitment. Each Co-Applicant will be responsible for abiding by any specific requirements of these leveraged sources and ensuring that there are no conflicts between policies or restrictions on all sources of funds needed to complete its project.

C. Responsibilities of the Co-Applicant as Implementing Entity and Initiative Participant.

i. Initiative Categories. The SIMPL Project will initiate its operation with four Working Groups or Initiatives. These are: Equitable Housing and Neighborhoods; Urban Greening; Transit and Mobility Access; and Health and Well-being. Any recommendation to change the number or type of Initiatives should be submitted to the Leadership Council for consideration and final decision.

ii. Implementation Entity. Each Co-Applicant will implement its respective project components of the Transformation Plan and will be responsible for implementing day-to-day improvement activities associated with the Transformation Plan. Each Co-Applicant may contract with various non-profits, sub-consultants, and sub-contractors who will provide needed administrative, design, engagement, or implementation support to coordinate and oversee initiation and completion of specific Initiative projects.

iii. Each Co-Applicant reaffirms its understanding of and commitment to the standards of the SIMPL Project and TCC Guidelines, including that the Transformation Plan is intended to create the conditions necessary for public and private investment in
the SIMPL project area to offer the kinds of amenities and assets, including increased public safety, quality educational facilities, improved infrastructure, increased mobility, reduced carbon emissions, more affordable housing and housing stability, new local jobs, opportunities for business incubation and other critical quality of life values that are critical to creating a healthy and vibrant community.

iv. Each Co-Applicant agrees to participate and incorporate the following implementation policies, as appropriate, to their project: the Community Engagement Plan, Non-Displacement Plan, and prioritize local contracting and hiring goals in SHRA’s Section 3 Guide and Compliance Plan for contracting any portion of work associated with Co-Applicant’s project and hiring any related temporary or permanent positions unless Co-Applicant is a public entity, in which case, it is required to comply with its applicable hiring and contracting statutes.

v. Each Co-Applicant specifically commits to undertake the following activities, as detailed in the Application:

a. Coordinating the services and activities included in their work plan, indicator plan and budget. Achieving the vision for any project will require the involvement of many entities and stakeholders as outlined in the Transformation Plan. Each Co-Applicant will be responsible for coordinating the work of these entities to implement their Initiatives and should inform and coordinate their activities to maximize efficiency, utilize existing relationships and leverage the impact of multiple projects to garner improved response and collaboration from outside entities.

b. Oversee the implementation of their projects as defined by the Grant Agreement, addressing any change in schedule, design or outcome immediately with Lead Applicant and Leadership Council, as appropriate, to determine if such change will require State review and/or change the GHG calculation of the project. Prepare and propose solutions and an action plan to address any issues should they arise, working collaboratively with sub-consultants, Partners and other Co-Applicants to ensure projects do not deviate from intended purpose and expectations of the residents and stakeholders of the SIMPL project area.

c. Look for opportunities to build on Co-Applicant projects to develop and administer new programs or projects that directly impact neighborhood quality and align with the vision of the SIMPL Project.

d. Consider applying for funding opportunities that may benefit the SIMPL Project as they may arise during the implementation period.
e. Collect and input data for planning, tracking, and evaluation of the Co-
Applicant’s projects in accordance with the indicator plan and in collaboration
with the Data Partner and Lead Applicant. Develop and submit regular monthly
and/or quarterly reports to the Lead Applicant and Leadership Council; update
any joint dashboard metric on project schedule and objectives on a routine
basis; and provide appropriate photos, stories, meeting and event notices in a
timely fashion to Lead Applicant and Leadership Council.

f. Prepare regular reports to the Lead Applicant and Leadership Council on
progress towards objectives and participate in responding to requests for any
specific reports from the State or the Lead Applicant.

g. Acknowledge and commit to Co-Applicant’s responsibility for front-funding all
TCC-reimbursable expenses in order to advance the project and receive TCC
funding on a reimbursable basis.

h. Prepare timely disbursement requests with all required back up documentation
and submit to SHRA no more than once a month for review and submittal to
the State. Respond to SHRA requests for further documentation, as
necessary, or inquiries from the State on expenditures on a timely basis.

i. Maintain all records in accordance with State requirements under the Grant
Agreement and make available to the public, auditors and the State as
requested. Allow SHRA the opportunity to inspect and have full and complete
copies of all records related to the implementation of the project, including but
not limited to all public engagement documentation, receipts, contracts, data,
correspondence, and reports.

j. Allow for assignment of applicable professional, construction and engagement
contracts to Lead Applicant and include Lead Applicant as additional insured
on all required insurance. Provide SHRA with copies of all contracts for review
prior to execution to ensure that contracts meet all scope of work,
programmatic and policy requirements.

k. Acknowledge duty to perform and accept all responsibility associated with such
duty.

l. Develop an individual Engagement Plan for the project that best meets the
needs of the project and incorporates at least three engagement strategies
from Table 4 of the Guidelines.

vi. Initiative Participation. Each Co-Applicant will participate in one of more Working
Groups or Initiatives, based on the project types it intends to implement.
Participation in an Initiative requires attendance at regular meetings; coordination
with organizations doing like projects in the Initiative; joint problem-solving and resource-sharing; coordination of community engagement and outreach activities, joint development and input on data tools and metrics; submission of their data on time for the Initiative Report to the Leadership Council and preparation of Initiative materials for public dissemination.

3. Role of Data Partner.

A. The Transformation Plan implementation is focused on collecting and utilizing data to improve project delivery and quality and to hold the Lead Applicant and Co-Applicants accountable for specific impact goals. California State University, Sacramento: Institute for Social Research (“ISR”) will serve as the Lead Data Partner for developing overall data collection methods and goal-related indicators of non-GHG data for the Transformation Plan.

B. ISR faculty will work closely with SHRA, the Leadership Council, and Co-Applicants to identify specific indicators that will be tracked over time to understand project quality and to assess public health, economic development and other project-specific outcomes.

C. ISR will inventory and analyze how indicators are used for decision making or quality improvements, which indicators are governed by funder or regulatory requirements, how data variables are defined (i.e. a data dictionary). This process will allow ISR to recommend common variables for easy data integration.

D. ISR in collaboration with SHRA will guide Co-Applicants on how to collect and report on data to meet State requirements and overall Grant goals.

E. ISR specifically commits to undertake the following activities, as detailed in the Application:

i. Annual resident and neighborhood surveys will be developed by Community Engagement partners, with technical assistance from ISR. Community Engagement partners will be responsible for collecting survey data; ISR will analyze and report the survey results.

ii. ISR and SHRA will identify publicly available data (e.g., Census, Bureau of Labor Statistics) for tracking neighborhood and community-level metrics that are identified by the stakeholders. Examples of potential metrics include: stress levels, rates of chronic diseases, and community cohesion.

F. ISR and SHRA will lead the development of data sharing agreements that allow Co-Applicants to participate in a centralized data portal for inputting and accessing data and monthly data reports. The collaboration will create a data dashboard that provides monthly, quarterly, and annual reports on key indicators that the group defines.
G. ISR will lead quarterly discussions with the Leadership Council on review of dashboard indicators to track individual Co-Applicants against their performance goals and to understand initiative-wide progress toward goals.

i. If metric targets are not met, the Leadership Council will discuss potential issues, challenges, or barriers to success, and make recommendations for technical assistance, programmatic adjustments, or other interventions.

ii. Underperforming Co-Applicants will be asked to develop a program improvement plan that identifies specific and measurable goals, outcomes, and indicators of success within a specific timeline.


A. In addition to ensuring that all Co-Applicants and Partners abide by the Displacement Plan, the SIMPL Project incorporates supplemental services to existing programs offering housing counseling and eviction prevention for both residents and businesses.

B. As the Non-Displacement Lead, SHRA will oversee efforts to prevent resident displacement by actively working with partners in matters of foreclosure avoidance and tenant’s rights.

C. SHRA will specifically commit to undertake the following activities, as detailed in the Application.

i. Assist households with foreclosure prevention education;

ii. Provide referrals for tenant advocacy and low-cost legal representation.

iii. Oversee collaboration with partners to offer workshops focusing on financial education, homeownership, tenant’s rights, and local resources;

iv. Keep a database of the number of clients and the services they received and provide summary quarterly updates to the Leadership Council;

v. Lead efforts to implement the Displacement Plan, analyze the effectiveness of existing policies and programs on residents and businesses; make modifications as necessary; and report regularly to the Leadership Council on related Non-Displacement efforts.
5. Special Leverage Partners.

A. The Special Leverage Partners are responsible for delivering non-Initiative projects that compliment and are critical to the SIMPL Project. These projects are not funded through TCC but fulfill the SIMPL Project goals, providing public health benefits, economic benefits and reducing Greenhouse Gas Emissions.

B. The Special Leverage Partners are responsible for the design and implementation of its projects during the term of the Grant in accordance with its work plans, and budgets.

C. The Special Leverage Partners are expected to incorporate the principles of the implementation policies attached to this MOU including the Engagement Plan and Non-Displacement Plan into its projects, as applicable.

D. The Special Leverage Partners will coordinate any hiring opportunities in its projects through the Sacramento Employment Training Agency as appropriate and incorporate Section 3 Local Hire goals unless such goals conflict with other funding requirements imposed by its institutions, grantors or investors.

E. The Special Leverage Partners are a part of the Collaborative Structure and are invited and encouraged to attend and participate in the Leadership Council and any relevant Initiatives or Working Groups and are asked to designate a representative to sit on the Council for the term of the Grant. The parties anticipate that the Special Leverage Partners will coordinate and leverage opportunities throughout the term of the Grant with Co-Applicants to improve outcomes for the SIMPL project area.


A. Collaborative Stakeholder Structure. The SIMPL Collaborative Stakeholder Structure will use the framework attached in the Organizational Chart in Attachment E to govern the implementation of the Grant and make decisions related to the Grant and changes to the Transformation Plan needed during Grant implementation.

B. Leadership Council and Process for Involving and Community Representatives.

i. Membership. The SIMPL Collaborative Leadership Council (“Council,” “Collaborative” or “Leadership Council”) is an advisory body that will be convened and administratively supported by SHRA. Membership on the Leadership Council will be held by one representative of the Lead Applicant, one representative of each Co-Applicant, one representative of each project lead for projects in Equitable Housing and Neighborhoods, Urban Greening, Transit and Mobility Access, and Health and Well-being initiatives. Additional seats will be held by the other key project implementation Partners such as one representative each of the Workforce Working Group, Breathe Sacramento and the River District PBID. Additionally, Co-Applicants can recommend a Sub-contractor, with a
maximum of one per project type, to sit on the Council. The Council also includes a representative of the Mayor's office, a representative of the office of the city council member from city council district 3, the Data Partner, the Non-Displacement Partner; and up to eight at-large seats for interested low-income residents residing in the project area including, two (2) residents from Twin Rivers public housing, two (2) residents from Cannery Place and one (1) resident from Washington Plaza and community stakeholders. Individuals or Organizations may petition to sit on the Council by sending in a letter of interest to the Lead Applicant. If all seats are filled, a new seat can be created by two-thirds vote of the existing Leadership Council. It is a volunteer membership but will require committed participation. Invitations to prospective members to be on the Leadership Council will be made by SHRA and Co-Applicants.

ii. Meetings, Frequency and Purpose. The Council will meet once a month for the first six months of Grant establishment, starting within a month of notice of Grant Award. The Council will determine if it needs to continue to meet monthly after six months or move to a regular quarterly calendar. Once all Initiatives, Working Groups and communication processes are fully established, the Council will meet on a quarterly basis to discuss progress on all aspects of TCC proposal implementation, provide guidance on approach, develop parameters for success; and ensure that the projects and programs integrate with each other and connect with additional efforts in the neighborhood. The Leadership Council brings together key community stakeholders that can help to address issues that arise from both a policy perspective as well as provide insight into the grassroots needs of the community. These organizations represent the ability to problem-solve with financing, legislation and human capital.

iii. This Council is built to provide guidance and resources to ensure the projects funded by TCC are on track and outcomes are achieved or exceeded. If projects are stalling or organizations are not performing, these issues will be raised with the Council and the Council is expected to evaluate the situation and provide options for resolution.

iv. All meetings of the Leadership Council shall be publicly noticed to interested stakeholders from the community. Agendas for each meeting shall be posted and distributed beforehand to ensure residents and businesses in the SIMPL project area and Leadership Council members are informed and able to participate in the decision-making process. Translation of agendas and presentation materials into Spanish will be available upon request.

C. Responsibility.

i. Process Responsibility. SHRA, with assistance from the Co-Applicants, is ultimately responsible for the success of the activities embodied in the SIMPL Project. Within these organizations, high-level staff have been assigned to manage
the project. SHRA and Co-Applicants will participate in the Working Groups developed to manage the Equitable Housing and Neighborhoods, Urban Greening, Transit and Mobility Access, and Health and Well-being Initiatives as well as the Workforce Working Group, Engagement Working Group and any other Working Groups established by the Leadership Council; allowing them to monitor the day-to-day work program and be aware of roadblocks, conflicts or performance issues.

ii. Communication. SHRA and Co-Applicants leading these efforts are in regular communication and hold regular meetings to ensure cohesive oversight and management of all TCC projects, programs and events. SHRA will take the primary lead for communicating with the State.

iii. SHRA and Co-Applicants will consult with their implementing partners as well as the Leadership Council to ensure clear messaging and communication on goals and requirements; address conflicts and roadblocks as they arise; and ensure that decisions are well-informed and made quickly to guarantee success. The Working Groups and Initiatives as well as the Leadership Council provide forums for discussion, information-sharing and advice, but the Lead Applicant has ultimate decision-making power regarding changes in direction, lead agencies, implementing partners. All program or project shifts made within the Initiatives must be done in consultation and with the approval of SHRA as the Lead Applicant.

D. Initiative Implementation

i. Purpose and Organization. Because the work of each Initiative is so complex and involves its own set of implementing partners and constituencies, each Initiative should have its own organizational structure, with one or two Co-Applicants agreeing to act as Initiative Lead. These Initiative Leads may receive minor compensation under the administrative budget, if required, to organize meetings, take meeting notes, ensure community participation in Initiative meetings, and report back to the Leadership Council. The Initiative Leads are required to commit to managing the Initiative for a minimum of one year. Unless the Initiative establishes co-leads, if more than one organization wants to lead the Initiative, then the Co-Applicants in the Initiative will vote and the organization receiving the majority vote will become the Initiative Lead. Although most of the work will be done within the setting of the individual Initiatives, the leadership within each Initiative is connected directly back to SHRA, the Co-Applicants and the Leadership Council thereby ensuring consistency in messaging, access to the same high-level advice, funding and tools and expediency in implementation.

ii. Sub-Contractor Participation. In addition to the applicable Co-Applicants, all sub-consultants are strongly encouraged to participate in the Initiative meetings. Sub-
contractors play a critical role in assisting the Co-Applicants in reaching their goals and should be part of the cross-pollination process.

iii. Number of Meetings, Noticing and Public Access. Should the grant be awarded, each Initiative will be convened initially by SHRA, as Lead Applicant, and shall establish its meeting schedule, meeting guidelines, agenda, and structure. Meetings will be held at a minimum on a quarterly basis. During the first year of the grant award, meetings will be held monthly for the first six months.

iv. Initiative meetings will be publicly noticed and community members and residents are encouraged to attend to observe, participate and provide feedback. SHRA, as Lead Applicant will ensure that the meetings meet all Limited English Proficiency (LEP) requirements and will provide administrative support to all Initiatives and Working Groups, as needed.


A. All substantive changes or material issues related to implementing the TCC proposal shall be presented to the Leadership Council, in a public forum where all Leadership Council members have an opportunity to speak on the topic and members of the public are invited to listen and provide comment. As an Advisory Body, the Leadership Council will make recommendations and suggest alternatives. SHRA and all impacted Co-Applicants must consider these recommendations and present them to the State if issues or modifications require State intervention or a modification to the TCC contract or scope of work.

B. Although Advisory, SHRA and all Co-Applicants must take recommendations seriously, if the Leadership Council is deeply divided on an issue and disputes arise, SHRA should pursue conflict resolution and address the division before moving forward. It is the goal of the process to have the majority of recommendations or advisory statements be supported by the majority of council members.

C. Every opportunity shall be made to ensure decisions are made at regular, or specially scheduled meetings. Notwithstanding the above, the parties recognize in some circumstances decisions and changes related to TCC implementation may require more expedient action. In the case of an emergency decision, discussion and notification can be made via email to the Leadership Council members and a recommendation can be made with the necessary affirmative votes via email. Such decisions will be reported and revisited at the next regular Leadership Council meeting.

D. Engagement Working Group. In order to support coordination on Community Engagement, the Leadership Council may choose to develop an Engagement Working Group that can
coordinate and plan outreach activities, craft communication messages, and provide input on the website and other social media, ensure participation in the larger SIMPL project area community events, and recruit grassroots organizations and networks to assist in disseminating information and notices.

E. Workforce Working Group. The Workforce Working Group overseen by SHRA will be utilized by all Co-Applicants and Partners as appropriate for advice and coordination on all training and hiring opportunities within each project type. If the Co-Applicant is a public entity, then Co-Applicant is required to comply with its applicable hiring requirements. The Workforce Working Group will assist in job mapping, local labor force referrals, developing and advising on training modules, and connecting Co-Applicants and Partners to education and workforce partners.

8. Governance and Meeting Facilitation Procedures.

A. Upon successful award of a TCC Grant, the Leadership Council at its first meeting shall discuss governance procedures and set key priorities for managing future meetings. Also, at the first meeting, the Leadership Council shall appoint representatives of the parties to serve as Chair, Vice Chair, and Secretary of the Council. The Treasurer shall be a representative of SHRA, as the Lead-Applicant and responsible party.

B. Each meeting shall have an agenda with sufficient time dedicated to each agenda item for full consideration and participation from the Council. Meetings shall be run in regular order with the Chair recognizing speakers to allow for an organized exchange of ideas. Meetings will be scheduled at convenient times (e.g., after work) and convenient and accessible locations, with translation upon request and services for people of all ages and abilities, and childcare as necessary. Meeting agendas, materials and summaries/minutes will be posted on a user-friendly project web page and be available at certain locations (e.g., Twin Rivers community center, SHRA library, etc.).


A. SHRA will consult with Co-Applicants and Special Leverage Partners as well as other Leadership Council members regularly to ensure clear messaging and communication on goals and requirements; address conflicts and roadblocks as they arise; and ensure that decisions are well-informed and made quickly to guarantee success. The Working Groups, Initiatives as well as the Leadership Council provide forums for discussion, information-sharing and advice but ultimately decision-making powers regarding changes in direction, lead agencies, implementing partners will lie with the Lead Applicant. All program or project shifts made within the Initiatives must be done in consultation with SHRA and the Leadership Council and be approved by the State of California.
B. SHRA staff leading these efforts are in regular communication and hold bi-monthly meetings to ensure cohesive oversight and management of all SIMPL Initiative projects, programs and events. SHRA will take the primary lead for communicating with the State of California.

C. The determination and implementation of some projects (specifically in the Urban Greening and Access Mobility Initiatives) require more design, and project Partners have committed to robust community participation in design and location. Allowing community residents and stakeholders a voice in what improvements look like and where they are located in their community is a critical aspect of the SIMPL Project.

10. Transparent Decision-Making Processes - Plan for Accountability. SHRA shall work with the parties and stakeholders to engage them on what measures the community would like to see to ensure accountability throughout the process. In order to be accountable to the community, SHRA and the Co-Applicants commit to regular tracking of project metrics by third parties including ISR. All projects include strong levels of community engagement and input and are required to report out to their respective Initiative Partners, allowing for peer-to-peer accountability and evaluation as well as direct community accountability. ISR will engage residents and businesses in a survey geared towards developing community-wide indicators that can be tracked to determine if the TCC investments are changing attitudes, behavior, health and circumstance for the SIMPL project area. Leadership Meetings will be open to the public, broadly publicized with clear agendas, minutes and a record of attendance to ensure regular accountability. SHRA is responsible for ensuring the accountability of its Co-Applicants, Partners and Working Groups in meeting their responsibilities and implementing their projects in a timely fashion in accordance with their work plan and within their budget allocation. SHRA will dedicate staff to monitor all projects, participate in Initiatives and Working Groups and track progress through data dashboards and utilization of specific project management software and smart sheets and allow for task collaboration. Utilizing this software allows SHRA to measure progress and determine early on when tasks and timelines are not being met. SHRA, as Lead Applicant, will meet with Co-Applicants when items begin to get flagged as late and develop appropriate work plans to address issues as they arise. SHRA and Initiative Leads will engage in site visits to visually inspect progress and build out of all projects.

11. Term of the MOU & Termination.

A. Term of MOU. This MOU shall run for five years from the date of the execution of the Grant Agreement.

B. Termination of MOU. The Lead Applicant reserves the right to terminate this MOU for convenience upon 30 days’ written notice to the Co-Applicants. Co-Applicants reserve the right to terminate their participation in this MOU for convenience upon 30 days’ written notice to SHRA. This MOU will automatically terminate if the State does not award the Lead Applicant a grant award based on the SIMPL TCC Application that was submitted in response to the FY2018 TCC NOFA.
C. Co-Applicant Substitution. Lead Applicant may remove and substitute individual Co-Applicants to this MOU on an as needed basis, without the prior approval of other Co-Applicants. No substitute Co-Applicant will have any rights or duties under this MOU until the substitute Co-Applicant provides the Lead Applicant with a signed writing agreeing to be bound by this MOU.

D. Co-Applicant Shall Deliver Work Product in Event of Termination. In the event that this MOU is terminated under this Section 11, each Co-Applicant agrees that it shall promptly deliver to SHRA, or cause to be delivered to the SHRA, without warranty or representation, any concrete, transferable, and useable third-party work product generated in connection with the planning or implementation of the project that has been paid for in whole or in part with TCC funds. Co-Applicant may submit a final request for reimbursement within 60 days of termination. SHRA shall review and seek reimbursement for all Co-Applicant sums for services actually performed and properly accounted for prior to the effective date of termination. No reimbursement submittals will be processed if received more than 60 days after termination.

12. Indemnification. Each party ("Indemnifying Party") shall defend, hold harmless and indemnify every other party ("Indemnified Party"), its officers and employees, and each and every one of them, from and against any and all actions, damages, costs, liabilities, claims, demands, losses, judgments, penalties, costs and expenses of every type and description, including, but not limited to, any fees and/or costs reasonably incurred by Indemnified Party’s staff attorneys or outside attorneys and any fees and expenses incurred in enforcing this provision (collectively referred to as “Liabilities”), including but not limited to Liabilities arising from personal injury or death, damage to personal, real or intellectual property or the environment, contractual or other economic damages, or regulatory penalties, but only in proportion to and to the extent such Liabilities arise out of or are in any way connected with the negligence or willful misconduct of the Indemnifying Party, any subcontractor or agent, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, and arise out of the performance of or failure to perform this MOU, whether or not (i) such Liabilities are caused in part by a party indemnified hereunder or (ii) such Liabilities are litigated, settled or reduced to judgment; provided that the foregoing indemnity does not apply to liability for any damage or expense for death or bodily injury to persons or damage to property to the extent arising from the sole negligence or willful misconduct of the Indemnified Party, its agents, servants, or independent contractors who are directly responsible to the Indemnified Party, except when such agents, servants, or independent contractors are under the direct supervision and control of the Indemnifying Party. No provision of this MOU with respect to insurance shall limit the extent of the indemnity provisions of this Section 12.

13. Cooperation. The parties agree that they will each cooperate with the other, shall provide such information and documentation as is reasonably necessary to fulfill the intent of this MOU and shall make diligent response to inquiries and requests for information from the other Party. The
parties agree to provide all project-related information and documents as requested by the other Party or the State of California, including all grant related reporting and documentation.


A. Pursuant to Grant Agreement and this MOU, at its own cost and expense, Co-Applicants will procure and maintain insurance or provide evidence of self-insurance for the following types of insurance upon the execution of a Grant Agreement:

i. Statutory Workers' Compensation, as required by the California Labor Code, and listing SHRA as a Certificate holder; and

ii. Comprehensive General Liability, with limits not less than $1,000,000 per claim and 2,000,000 annual aggregate with SHRA as an additional insured; and

iii. Comprehensive Automobile Liability insurance with limits not less than $500,000 per occurrence for all owned and non-owned vehicles, with SHRA as an additional insured on the policy, as appropriate, based on project type and activities; and

iv. All parties utilizing volunteers and working with youth need to provide evidence of any specific additional insurance required or increased limits.

v. For those parties utilizing individuals’ personal identification information, Cyber Liability coverage with limits of no less than $1,000,000 per claim and $2,000,000 annual aggregate, covering all acts, errors, omissions, negligence, and including infringement of intellectual property in the performance of services for SHRA or on behalf of SHRA. The policy must provide for Data Security & Privacy “Cyber” coverage (including coverage for unauthorized access and use, failure of security, breach of confidential information, alleged or actual theft, dissemination, and/or use of personal or confidential information and any related forensic costs, crisis management costs, investigation, and costs of regulatory/governmental investigations).

B. All such insurance shall be from a company or companies rated A:VII or better by A.M. Best and shall be maintained in force at all times during the term of the Grant Agreement and for a period of two years thereafter for services completed during the term of the Grant Agreement. SHRA shall be given at least 30 days’ notice of the cancellation or expiration of the aforementioned insurance for any reason. All evidence of insurance coverage required to be submitted in accordance with this MOU shall be delivered to the attention of the Director of Development for SHRA at 801 12th St., Sacramento, CA 95814. SHRA shall make the final determination as to whether the documentation submitted conforms to the requirements of this MOU.
15. Effect of MOU.

A. The parties acknowledge and agree that nothing contained in this MOU shall be deemed a covenant, promise or commitment by either SHRA or any entity related to SHRA to enter into any other agreement on any particular terms or conditions, in furtherance of any the projects in the TCC Proposal if not selected for TCC funding. The parties further understand and agree that the State of California retains the ultimate discretion to approve or deny TCC funding. Each party’s execution of this MOU is merely an agreement to the terms of the collaborative stakeholder structure, contingent upon TCC funding and award.

B. This MOU is the complete and total understanding of the parties with regard to the subject matter hereof. Any changes, modifications or addendums to this MOU must be in writing, approved by SHRA, the Co-Applicants and by all the other parties, and signed by SHRA and all the other parties.

C. Nothing contained in this MOU shall be construed to require, or have the effect of requiring, SHRA to take any action inconsistent with any applicable law, rule or regulation which governs the SHRA’s actions.

16. State Disclaimer. The parties acknowledge that while SHRA has discussed the project with the Strategic Growth Council, the State has not stated the conditions, if any, on which it would approve any approach to be funded pursuant to this MOU. All terms and conditions stated in this MOU or any other document regarding the Lead, Co-Applicants’, or Partners’ participation in the project shall be modified as needed to meet all State requirements.

17. Assignment and Assumption. Neither SHRA nor any Co-Applicant or Partner shall assign any of their interests or obligations under this MOU to any other party, without the prior written consent of the other parties.

18. Binding Upon Successors. All provisions of this MOU shall be binding upon and inure to the benefit of the heirs, administrators, executors, successors in interest, transferees, and assigns of each of the parties; provided, however, that this section does not waive the prohibition on assignment of this MOU by any party.

19. Effect of Legal Judgments. Should any covenant, condition, or provision herein contained be held to be invalid by final judgment in any court of competent jurisdiction, the invalidity of such covenant, condition, or provision shall not in any way affect any other covenant, condition, or provision herein contained.

20. Notices. Any notice or other communication under this MOU must be in writing and is considered properly given and effective only when mailed or delivered in the manner provided by this section 20 to the persons identified below. A notice or other communication that is mailed is effective or considered to have been given on the third day after it is deposited in the U.S. Mail (certified mail
and return receipt requested), addressed as set forth below, with postage prepaid. A notice or other communication sent in any other manner will be effective or will be considered properly given when actually delivered. A party may change its address for these purposes by giving written notice of the change to the other parties in the manner provided in this section 20.

Sacramento Housing and Redevelopment Agency
801 12th Street, Sacramento, CA
Attention: La Shelle Dozier

City of Sacramento
915 I Street, 4th Floor, Sacramento, CA 95814
Attention: Rachel Hazlewood

Sacramento Regional Transit
1400 29th St Sacramento, CA 95812
Attention: Henry Li

McCormack Baron Salazar, Inc.
801 S Grand Ave # 780, Los Angeles, CA 90017
Attention: Dan Falcon

Sacramento Metropolitan Area Quality Management District
777 12th St, Sacramento, CA 95814
Attention: Alberto Ayala

Sacramento Employment Training Agency
925 Del Paso Blvd, Sacramento, CA 95815
Attention: Kathy Kossick

Alchemist Community Development Corporation
909 12th St #200, Sacramento, CA 95814
Attention: Tiffany Rosso

Sacramento Tree Foundation
191 Lathrop Way suite d, Sacramento, CA 95815
Attention: Ray Treheway

Sacramento Regional Conservation Corps
6101 27th St, Sacramento, CA 95822
Attention: David DeMers

Urban Strategies
1110 Egbert Ave, San Francisco, CA 94124
Attention: Isaac Dozier
21. Amendments and Modifications. Any amendments or modifications to this MOU must be in writing, and shall be binding only if signed by all the parties, and approved by the State of California.

22. Governing Law. This MOU shall be interpreted under and be governed by the laws of the State of California, except for those provisions relating to choice of law or those provisions preempted by federal law. This MOU is made, entered into and executed in Sacramento County, California, and any action filed for the interpretation, enforcement or other action with respect to the terms, conditions or covenants referred to herein shall be filed in the applicable court in Sacramento County, California.

23. Costs. The parties are responsible for their own costs incurred related to the negotiation of this MOU.

24. Counterparts. This MOU may be executed in counterparts, each of which shall be deemed to be an original, but all of which constitute the same MOU. Facsimiles, pdfs, and photocopies of signature pages of the MOU have the same binding effect as originals.

25. Time is of the Essence. Time is of the essence in the performance of each and every obligation of the parties under this MOU.
26. **Drafting.** Each of the parties agree that this MOU is the product of joint draftsmanship and negotiation and that should any of the terms be determined by a court, or in any type of quasi-judicial or other proceeding, to be vague, ambiguous and/or unintelligible, that the same sentences, phrases, clauses or other wordage or language of any kind shall not be construed against the drafting party in accordance with California Civil Code Section 1654, and that each such Party to this MOU waives the effect of such statute.

27. **Merger.** The parties acknowledge and agree that all prior discussion, negotiations, letters of intent and any other writings by and between the parties shall be deemed to be superseded and replaced by the terms of this MOU.

28. **Entire Agreement.** This MOU, including all exhibits and other documents incorporated herein or made applicable by reference, if any, constitutes the entire agreement of the parties concerning the subject matter hereof and supersedes all prior agreements, understandings and commitments, whether oral or written.
## Attachment A

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>PROJECT TYPES &amp; SUBTASKS</th>
<th>CONFIRMED LEAD</th>
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<tr>
<td>D-1: Equitable Housing and Neighborhood Development</td>
<td>01. Twin Rivers Housing Development Solar Installation</td>
<td>McCormack, Baron &amp; Salazar, Inc.</td>
</tr>
<tr>
<td>D-2: Transit Access and Mobility Strategy 2.2 Transit and Rail</td>
<td>02. Dos Rios Sac RT Station - Construction of new light rail station - Voucher distribution</td>
<td>Sacramento Regional Transit</td>
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<td>D-8: Health and Well-Being</td>
<td>05. Twin Rivers Housing Community Garden - Construction of a new community garden - Tree planting in the garden</td>
<td>McCormack, Baron &amp; Salazar, Inc.</td>
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<td>Transformative Plans</td>
<td>Climate</td>
<td>Sacramento Metropolitan Air Quality Management District</td>
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<td>Community Engagement Plan</td>
<td>Breathe California Sacramento Region</td>
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<td>Workforce Development Plan</td>
<td>SHRA</td>
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<td>Displacement Avoidance Plan</td>
<td>SHRA</td>
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<tr>
<td>Indicator Tracking</td>
<td>Data Management</td>
<td>California State University, Sacramento: Institute for Social Research</td>
</tr>
</tbody>
</table>
Attachment B

Map of the SIMPL Project Area
Transformation Climate Communities Project Area
Sacramento Integrated Place-based Living (SIMPL) Collaborative

INVESTMENT WITHOUT DISPLACEMENT POLICY

Projects incorporated in the Sacramento Integrated Place-based Living (SIMPL) Transformative Climate Communities proposal have been developed to promote investments that strengthen and stabilize the SIMPL project area as a community vulnerable to gentrification and displacement. Collaborative Partners concur that investment without displacement is vital to the survival of low-income communities and communities of color.

SIMPL Co-Applicants and Partners agree that achieving investment without displacement will require coordinated local and citywide actions. The SIMPL Collaborative Projects are grounded in localized neighborhood needs as identified by SIMPL project area residents and businesses, because they are the experts on what they need to thrive. The SIMPL Collaborative has ensured that its approach embraces a well-funded neighborhood engagement component from development through implementation.

To achieve development that benefits vulnerable communities, while bringing economic and environmental gains, the SIMPL Collaborative has worked together to ensure that its Plan incorporates:

Meaningful Resident Leadership and Influence in Planning Processes and Outcomes
The Leadership Council, Initiative Model and Project engagement plans are designed to place decision-making power about core implementation issues into the hands of the affected in a way that directly influences outcomes; guarantees that all planning processes will be linguistically accessible, transparent, and understandable to local residents; and will demonstrate that resident priorities and recommendations have been incorporated meaningfully into planning outcomes.

Investment in Community Assets to Meet the Needs of Low-Income Families in the SIMPL Project Area
The projects proposed to be implemented will promote cultural and community cohesion, recognize and strengthen existing community assets, and prioritize localized needs, community benefits, and priorities previously identified through multiple inclusive neighborhood-based Planning efforts.

The SIMPL project intends to build a “complete community” in the project area by creating improved access to essential resources such as healthy food and improved infrastructure such
as crosswalks, bike paths, transit stations, and community gathering and recreation areas. These projects will be coupled with leveraged funding to enhance services to protect tenants, low-income homeowners and develop more affordable housing.

**Protecting Tenants and Promoting Affordable Housing**

Maintaining existing homes that are affordable to low-income households can be encouraged by providing low- or no-cost energy and cost-savings measures to homeowners through Solar and Energy Efficiency Projects and foreclosure prevention services, ensuring long term building habitability and limiting foreclosures.

Safeguard the rights of tenants to remain in their homes through education and enforcement of just cause/fair rent laws and tenant protections.

Confirm that the projects will not cause temporary or permanent displacement outside of the SIMPL project area. In the Twin Rivers Project, the adopted Relocation Plan protects tenants with the right to return, no rescreening requirements, and the cost of all move expenses paid for.

The leverage funds in the SIMPL Project create security for low-income tenants and homeowners by funding tenant counseling services, rental and utility assistance programs, and counseling and assistance to help low-income homeowners at risk of foreclosure secure fair and affordable loan modifications.

**Tailor Economic Investments to Local Workforce and Project Area Needs**

The projects proposed in the SIMPL Project prioritize opportunities for local hire, with a goal of ensuring that 30% or more of all new hires are SIMPL project area residents and are provided access to job training and educational programs for adults and youth to improve economic opportunities for existing residents and maximize the potential of the existing workforce.

The projects that incorporate infrastructure improvements, especially along the River District business corridors will improve accessibility for all SIMPL project area residents and the projects proposed in the TCC proposal won’t displace or relocate existing businesses.

The projects will promote economic development that supports environmental sustainability and include green job training and placement opportunities.

The projects will provide opportunities for qualified local businesses to participate in available contracting opportunities and will work with Urban Strategies and SETA to assist existing small businesses and contractors.
Improve Transportation Access
The TCC projects will prioritize transportation investments that provide frequent, affordable, and reliable local-serving transit to support neighborhood networks for the SIMPL project area. The projects will bring new transportation options to the community and improve existing options focus on zero-emission vehicles to reduce GHG and promote improved environmental health in the community.
COMMUNITY ENGAGEMENT POLICY

Sacramento Integrated Multimodal Place-based Living (SIMPL) Collaborative

The SIMPL Collaborative Co-Applicants and Partners are committed to a strong Collaborative-wide and localized Community Engagement process that works for the SIMPL project area community and its unique and diverse constituency. We believe the strong community engagement which took place over a decade through a variety of grassroots and formal planning efforts has helped solidify neighborhood involvement in the SIMPL project area and buy-in that will carry over into subsequent implementation phases and future improvement efforts in the SIMPL Community Engagement Plan.

Collaborative-wide Community Engagement will be led by SHRA and the Leadership Council which will include neighborhood residents, local business owners, non-profit organizations, anchor institutions and community leaders who provide input on every aspect of the process with guidance and information provided to them by the Lead and Co-Applicants, academic partners and the respective “Initiatives.” Leadership Council members will act as a shared advisory body and as conduits between the SIMPL Project and their respective community-based groups. In addition to its quarterly meetings, the Leadership Council will hold an annual open meeting or open house which will be publicized via social media and through flyers distributed district-wide. The open house will be open to anyone interested in learning more about the SIMPL Project and will be a time to showcase progress, answer questions, and gain additional public input. In addition, during implementation a website will be developed to provide ongoing progress of project milestones and other indicators being tracked that will allow public comment and additional engagement. SIMPL Collaborative Partners commit to provide content for the website and social media on an as needed basis, participate actively in the Leadership Council and additional collaborative events, as applicable.

Co-Applicants and the Initiatives commit to designing their own unique engagement approaches that are meaningful and most appropriate to their unique set of projects, timelines and readiness. Partners will work with a variety of constituencies that might have a specific interest in their project and will employ or participate in multiple strategies for engagement during the design, implementation and evaluation of their respective projects. These engagement approaches should allow the community to collaborate on the project in a meaningful way and not just be used to convey information. Engagement approaches can
include things like learning activities, focus groups, public workshops, surveys, door-to-door canvassing, housing meetings, and use of social media and should be appropriate for the audience being engaged.

SIMPL Collaborative partners will look for opportunities to share outreach efforts when targeting the same communities or groups of residents in order to ensure quality participation over quantity of participation.

It is important to consider that ‘one size does not fit all’ when it comes to the SIMPL stakeholders and the type of community engagement that should be undertaken. Engagement techniques, cultural protocols and linguistic barriers must be considered when developing engagement activities. Consider opportunities to cross-pollinate ideas by bringing diverse age groups, cultures and interests together around a common goal or activity.

The SIMPL Collaborative realizes it is essential to provide the SIMPL project area community with feedback and reports on community engagement activities and any associated outcomes based on their participation. This is to ensure the communities’ ongoing interest, trust and involvement with the projects or any future engagement activities. Partners should consider the best way to provide project-level feedback to the community or particular stakeholder groups either through maintaining a database of participants, posting images and graphics on results and progress on the SIMPL website, or disseminating notes or minutes for more formal meetings. It is imperative to maintain privacy and confidentiality in any reporting and feedback. The names of individuals or other identifying information will be removed, unless written consent of each participant is obtained to publish or release their personal opinions or other information. When activating project-based Engagement activities, please maintain the following protocols:

**Community Engagement Plans**
- Community Engagement Plans will be developed for all projects, activities and issues that require the communities’ participation.
- Community Engagement Plans need to be shared with the Lead Applicant and Leadership Council for review and feedback.
- Utilize SIMPL project area-based community organizations, non-profits, pre-existing grassroots groups, and social networks to help develop and implement engagement activities whenever possible.

**Media Releases**
- Media Releases specifically for projects that are included in the SIMPL Collaborative’s TCC proposal should indicate the projects association with the SIMPL Collaborative by including the SIMPL TCC logo or other appropriate methods.
Media Alerts or Releases should be provided to the Lead Applicant for review before being distributed.

**Brochures, fact sheets and leaflets**
- All information for distribution should be submitted to the Lead Applicant as part of your regular reporting and record-keeping. As a best practice, Co-Applicants and Partners should provide these materials to the Lead Applicant and Leadership Council and/or Initiative for input and review to ensure that there are not any engagement conflicts, branding is consistent, and content is clear prior to distribution.
- Material should be easy to understand and available in other languages to reach a broad audience in the SIMPL project area.

**Community Surveys**
- Community survey questions and methodology should be overseen by ISR as the data partner if they are a part of your engagement strategy.

**Community Meetings (public meetings, charrettes, workshops, etc.)**
- The Initiatives and Leadership Council should maintain a calendar of community meetings, workshops and charrettes related to all SIMPL Project projects. SHRA as Lead Applicant will maintain the calendar based on input from all Co-Applicants and partners.
- The Community Engagement calendar should be checked when arranging meetings to avoid conflicts with other events.

**Conflict Resolution & Concerns**
- Any complaints or conflicts that may arise during Community Engagement activities should be shared with the Lead Applicant for collaboration on response and approach.
- General conflicts or complaints that do not involve individual or personality conflicts should be shared constructively with the Leadership Council for input and proposals for changes in approach and resolution.

**SIMPL Website**
- A Community Engagement calendar will be publicly available on the website listing past and current community engagement activities. Details of these engagement activities will also be included.
- This Community Engagement Policy will be available for public viewing and download via the website.
Attachment E

Collaborative Stakeholder Structure
Organization Chart
IN WITNESS WHEREOF, SHRA, Co-Applicants, Data Partner, Partners, and Leverage Partners have caused this MOU to be executed by their duly authorized representatives.

For: Sacramento Housing and Redevelopment Agency
BY: __________________________
    La Shelle Dozier
Title: Executive Director
Date: __________________________
<table>
<thead>
<tr>
<th>Organization</th>
<th>Representative</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Sacramento</td>
<td>Howard Chan</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>Sacramento Regional Transit</td>
<td>Henry Li</td>
<td>General Manager/CEO</td>
<td></td>
</tr>
<tr>
<td>McCormack Baron Salazar, Inc.</td>
<td>Dan Falcon</td>
<td>Managing Director, West Coast Operations</td>
<td></td>
</tr>
<tr>
<td>Sacramento Metropolitan Area Quality Management District</td>
<td>Alberto Ayala</td>
<td>Executive Director</td>
<td></td>
</tr>
<tr>
<td>Sacramento Employment Training Agency</td>
<td>Kathy Kossick</td>
<td>Executive Director</td>
<td></td>
</tr>
<tr>
<td>Alchemist Community Development Corporation</td>
<td>Tiffany Rosso</td>
<td>Executive Director</td>
<td></td>
</tr>
<tr>
<td>Sacramento Tree Foundation</td>
<td>Ray Tretheway</td>
<td>Executive Director</td>
<td></td>
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<td>Sacramento Regional Conservation Corps</td>
<td>David DeMers</td>
<td>Executive Director</td>
<td></td>
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<tr>
<td>Urban Strategies, Inc.</td>
<td>Isaac Dozier</td>
<td>Regional Vice President</td>
<td></td>
</tr>
<tr>
<td>Sacramento Municipal Utility District</td>
<td>Nicole Howard</td>
<td>Chief Customer Service Officer</td>
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<tr>
<td>For: WalkSacramento</td>
<td>For: Breathe CA Sacramento Region</td>
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<tr>
<td>BY: ___________________________</td>
<td>BY: ___________________________</td>
<td></td>
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<tr>
<td>Kiran Kumar</td>
<td>Stacey Springer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Title: Executive Director</td>
<td>Title: Chief Executive Officer</td>
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<td></td>
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<tr>
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<tr>
<th>For: River District Property and Business Improvement District</th>
<th>For: California State University, Sacramento – Office of Research, Innovation &amp; Economic Development</th>
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<tr>
<td>BY: ___________________________</td>
<td>BY: ___________________________</td>
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<tr>
<td>Patty Kleinknecht</td>
<td>Yvonne Harris, Ph.D.</td>
</tr>
<tr>
<td>Title: Executive Director</td>
<td>Title: Associate Vice President</td>
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<tr>
<td>Date: ___________________________</td>
<td>Date: ___________________________</td>
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