

## **Exhibit C1 - Scope of Work**

### **Section 3: Scope of Work**

The Scope of Work for this proposal is consistent with, and mirrored in, both the project's timeline and budget:

#### **Task #1: Work Plan Development:**

Goal: Develop an actionable workplan that addresses all aspects of the proposal.

Activities: Across two meetings, Valley Vision will lead the development of a workplan to address how community members will participate in the project, the scope of actions, key objectives, and roles and responsibilities of the partners. All four core partners in this project will need to agree on this workplan prior to its submission to CARB, and we intend to solicit the input of the Project Advisory Committee (PAC) that we have assembled for our current 2019 Community Air Grant technical project.

Milestone: Final workplan submitted to CARB.

Benefits/challenges: The fact that workplan development will take place once an award is made and a contract is signed allows us to better address community priorities that emerge from our current work to implement a 2019 Technical Community Air Grant. This ensures that we can best adapt to shifts in local conditions as well as the larger AB 617 policy ecosystem. That being said, several components of the workplan are addressed as part of this proposal package, which we will draw from when putting together the final workplan.

#### **Task #2: Participatory Budgeting Activities:**

Goals:

1. Develop and implement a meaningful participatory budgeting pilot as part of project implementation, specifically around deployment of the "Supplies and Services" budget to advance the project.
2. Document the effectiveness of the participatory budgeting pilot and share with other AB 617 communities as well as social and environmental justice stakeholders in other spaces.

Participatory budgeting (PB) is defined as "a democratic process in which community members decide how to spend part of a public budget. It gives people real power over real money." PB frameworks have been deployed in AB 617 communities like Richmond, California, and one is planned to be employed by the City of Sacramento around Measure U funds.

Our vision, which has been ground-truthed by residents and partners who are supporting our proposal, is for residents of Old North Sacramento/Norwood/Del Paso Heights and Oak Park to determine how to allocate our proposed \$100,000 "Supplies &

Services” budget. This could include determining resources available for translating materials, incentives for additional resident participation, hard costs, and more to support project activities. These allocation decisions will be at the discretion of residents insofar as it also aligns with our project goals, Community Air Grant and contract requirements, and our project team’s ability to implement said directives that come out of the PB process. If we are successful, the entire \$100,000 will be spent down during the project period to enable and/or amplify planned project implementation. Activities: Having researched successful participatory budgeting processes, we anticipate the need for both “front end” and “back end” activities to successfully implement a PB model, as well as evaluation and documentation of its effectiveness for applicability to other AB 617 communities.

Potential projects that the PB framework could be utilized for include:

- Research & data analysis
- Meetings & events
- Procurement, assembly, and deployment of devices (including indoor air filters and emissions monitoring for older vehicles)
- Outreach & engagement campaigns (including advocacy for policy change or funding)
- Education & training programs (including commuter incentives covering carpooling, public transit passes, scooter/bike promo codes, etc.)
- Emissions reduction (including urban greening and tactical urbanism)
- Supplies (devices, subscriptions, and software)
- Services (contractors)

In the event the community members determine to use the funding for any activity not listed here, such activity must be approved by CARB prior to the use of grant funds for that activity. To the extent the PB process fails to determine an appropriate use of the grant, any remaining funds related to the PB process must be returned to CARB.

We have divided up the core activities into three subtasks, as follows:

2.1: Front End/Facilitation: WALKSacramento is responsible for and well-positioned to manage the “front end” of this Task, which involves working with residents to co-create an agreed-upon framework for PB, facilitating the decision-making process, and enforcing its internal governance structure. We have standing Neighborhood Coalitions of residents who are participating in our current project, and we will start by inviting them to participate and to help shape the PB process. We will work with them to determine the appropriate size of the resident group making determinations, governance structure, transparency, and other aspects of implementation. Activities are expected to include staff work and meeting facilitation to both develop PB processes and then to implement them.

2.2: Back End/Administration: Valley Vision, as lead applicant and project administrator, is responsible for the “back end.” This translates to ensuring that PB directives are possible in that they conform to project goals, Community Air Grant and contract

requirements, and our project team's ability to implement said directives that come out of the PB process. This includes reviewing these items for alignment, including them in regular invoicing, facilitating payments, and providing reasonable budget updates or reporting as asked by PB participants. If a PB directive results in the need for an Advance Payment, Amendment, or other change to the project, Valley Vision will communicate with CARB and process that instruction, within reason and in accordance with available resources.

2.3: Evaluation: WALKS Sacramento and Valley Vision will jointly document the participatory budgeting process and develop a white paper to be shared with other AB 617 communities as well as social and environmental justice stakeholders in other spaces. The white paper will include an explanation of the governance structure itself as well as lessons learned from implementation, as well as recommendations for other groups interested in developing their own PB frameworks. Both CARB and the Sacramento Metropolitan Air Quality Management District will have full ability to share this resource widely, if valuable to others.

Milestones: Meetings to develop PB process; finalization of PB framework/process document; meetings to implement PB process; finalization of PB evaluation document.  
Benefits/challenges:

- Participatory budgeting is very much in line with the principles of empowering community members that is the crux of AB 617. In fact, PB has already been implemented in AB 617 communities like Richmond, California, and is considered a promising model for decision-making across many issue areas. Our plan to evaluate how our model ends up working will be helpful to others interested in this concept. The fact that we are setting aside a large portion of the grant for this purpose may attract residents to participate in the project, which is a benefit.
- Participatory budgeting across two distinct geographies will be complicated - we do not want to "pit" the residents of our two project communities against each other if the agreed-upon process is to have one overarching group of people making decisions. Another challenge is that some of the directives may not be reasonable, or may not align with project goals, Community Air Grant and contract requirements, or our ability to implement said instructions. An inability to implement PB directives may result in distrust, so we need to be honest and upfront about what we can and cannot do in terms of our "Supplies and Services" budget for this project. We will also need to control for potential conflicts of interest during the development of the initial framework. Lastly, it will likely be more challenging to staff and process lots of PB budget directives that are smaller in size, as opposed to a few larger ones.

### **Task #3: Community Engagement:**

Goals:

1. Grow the visibility and reach of the Sacramento Neighborhoods Activating on Air Quality (SNAAQ) coalition significantly among residents of both project areas.

2. Empower residents with air quality education and advocacy training to support continued participation in AB 617.
3. Produce a report for both project areas which builds on the Community Air Action Plan summaries we will produce in our current work, and identifies and prioritizes neighborhood-specific emissions reduction strategies.

Activities: Meaningful community engagement is the throughline for the Community Air Protection Program, and is a core component of our work to develop actionable strategies to reduce emissions as part of this proposal. We currently have put together a 13-member Project Advisory Committee (PAC) and two Neighborhood Coalitions of residents who will inform the implementation of these tasks, with deference to the resident Neighborhood Coalitions where noted in the subtask detail. We have divided up the core activities into the following subtasks:

3.1: Education: BREATHE developed the Air Quality & Environmental Justice educational curriculum which was administered in our current project by Breakthrough Sacramento to middle school-age students of color. For this task, BREATHE will consult with our PAC and Neighborhood Coalitions to develop and deploy additional educational materials that are intended to reach the broader community with useful information about specific pollutants, public health factors, and which will include case studies about how other communities have been able to improve air quality and public health outcomes. This will be important to the development of an emissions reduction strategy report that is grounded in science and supported by community members. There are lots of community groups we have been working with, many listed in Section II of this proposal, who have been willing participants in our current educational and community engagement efforts, and who are likely partners for additional educational efforts. We will seek out opportunities to work with youth, but the COVID-19 pandemic has made it difficult to work with school districts and other traditional avenues for education. Our goal is for this education to reach 500 community members, either through direct programming by partners, downloads from the project website, or other means.

3.2: Advocacy Training: In order to build community capacity to participate in AB 617, we need to ensure that residents of our project areas are aware of their ability to make change, and understand how they can best engage with the larger AB 617 ecosystem. WALKS Sacramento is responsible for this subtask because of its experience in employing “train-the-trainer” approaches to educating community members, so that trusted residents can deliver key information to their neighbors and advocacy calls-to-action can be spread more effectively. WALKS Sacramento will consult with our PAC and Neighborhood Coalitions to develop and deploy an educational module intended to provide advocacy best practices and resources to interested community members. Some of this advocacy training work may also have co-benefits for purposes other than AB 617, and will complement the growth in community power and voice that we are working toward.

3.3: Events: With BREATHE as lead for this task, Valley Vision, WALKSacramento, Green Tech Education & Employment, and BREATHE will each organize events and gatherings outside of regular meetings. Together, we intend to hold eight (8) community engagement events over the course of project implementation to further share our work with residents and gather input into preferred emissions reductions strategies. The specifics of these events will be informed by our PAC and determined by our Neighborhood Coalitions, and could take the form of intimate EJ listening circles, walking tours in each neighborhood, tabling at other community events, etc. With these possibilities in mind, we expect to reach 100-300 people over these eight events. Through the participatory budgeting process outlined in Task #2, we will work with our participatory budgeting group and/or Neighborhood Coalitions to secure resources for these events, including translation services, supplies, food, incentives, and other appropriate items that complement this work. While in-person events are envisioned, all events will be held safely and in accordance with local COVID-19 public health guidelines.

3.4: Strategy Development: An important outcome of this project is the production of a report for both project areas which builds on the Community Air Action Plan summaries we will produce in our current 2019 Air Grant work, and identifies and prioritizes neighborhood-specific emissions reduction strategies. We will work with our PAC and Neighborhood Coalitions to co-create this, which may take the form of expanded versions of said Action Plans with added detail, cost-benefit analysis, recommended locations and partners for pilot projects, resource allocations, and further prioritization in line with the added information. We will also work to secure the support of the Sacramento Metropolitan Air Quality Management District. It is possible that the participatory budgeting process could be utilized for services to expand, translate, print, or otherwise contribute to this subtask. The partners will develop the report taking into account community engagement activities, participatory budgeting actions, and the piloting of a local emissions reduction project. Both CARB and the Sacramento Metropolitan Air Quality Management District will have full ability to share this resource widely, if valuable to others.

Milestones: Finalization of educational materials; deployment of educational efforts; finalization of advocacy training module; deployment of advocacy training module; 8 events/gatherings; finalization of expanded Emissions Reduction Strategy report.

Benefits/challenges:

- As have been mentioned, there are clear benefits to grounding emissions reduction strategies in meaningful community engagement and deference to residents. Through our PAC and Neighborhood Coalitions, we will continue to be able to leverage and expand the existing community capacity which we have grown through our current Air Grant.
- A likely continuing challenge is community engagement during COVID-19, which has tested so many of our structures and processes for doing things and sometimes resulted in poor participation, and at other times high participation in public processes, depending on the circumstances. Further, it has been difficult to work with school districts for this same reason. With regard to education, it is

important to frame existing strategies in a way that is not suggestive to residents, or which favors a particular action, as it is not true deference to the affected community.

#### **Task #4: Workforce Development Pilot:**

Goal: Advance an emissions reduction pilot project that addresses a community-specific priority, while employing a workforce development component.

Activities: Green Tech Education & Employment, as a nonprofit organization dedicated to “green collar” job training for youth from underresourced communities, will be responsible for development and delivery of an emissions reduction pilot project. This project will be identified by the Neighborhood Coalitions in consultation with the PAC. The pilot project must be reasonable given available resources, and must of course align with the project goals and grant guidelines. The pilot will inform the development of the expanded Emissions Reduction Strategy resource, as the strategy will include an evaluation of the effectiveness of the pilot from both a capacity perspective as well as its estimated impact on air quality.

Potential pilot projects must include a workforce development or job training/internship component in accordance with the principles of a “Just Transition” to a cleaner economy, and activities may include facilitation of tree plantings, analysis of a truck re-route in a specific neighborhood, increasing access to electrification infrastructure or vehicles, or other projects to begin to address some of the concerns that residents have about their air quality. Additional resources could also be provided through the participatory budgeting component of this project, if so determined by residents.

Milestones: Identification of a pilot project by the Neighborhood Coalitions; completion of the pilot project; submission of an evaluation and estimated air quality benefit from the pilot project.

Benefits/challenges:

- Having an actionable emissions reduction component of this project, however small-scale, helps us better exemplify action to advance real emissions reductions in our project neighborhoods. Further, the inclusion of a workforce development component enables us to potentially collaborate with residents of Old North Sacramento/Norwood/Del Paso Heights and Oak Park in a new way that could result in heightened buy-in to the project.
- With limited resources, the pilot project is likely to be small, and it may be difficult to quantify emissions reductions for the evaluation process.

#### **Task #5: Project Management & Reporting:**

Goal: Ensure that partner responsibilities are met and that reporting is completed on-time.

Activities: Valley Vision will lead this task, but all partners will contribute to open, proactive, and transparent sharing of information about their respective activities for the purposes of project coordination and reporting.

Milestones: Submission of biannual and final reports; submission of regular disbursement requests.