

Sustainable Communities Program: Civic Engagement, Equity, and Environmental Justice
City of Santa Ana: Transformative Engagement for Zoning Code Update
Kennedy Commission – Scope of Work

INTRODUCTION

Since 2005, the Southern California Association of Governments' (SCAG) Sustainable Communities Program (SCP) - previously known as Compass Blueprint and Sustainability Planning Grants - has provided resources and direct technical assistance to jurisdictions to complete important local planning efforts to support implementation of the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS), also known as Connect SoCal.

On January 5, 2023, the Regional Council approved the 2020 Sustainable Communities Program – Civic Engagement, Equity, and Environmental Justice (SCP CEEEJ) guidelines. The four main goals of SCP CEEEJ are to: (1) Support the development of plans to close the racial equity gap; (2) Support a range of land use and transportation planning activities, as well as housing supportive infrastructure projects; (3) Prioritize efforts that directly benefit priority populations, and (4) Encourage equitable partnerships between community-based organizations (CBOs) and local agencies.

SCP CEEEJ is funded by a combination of two funding sources including \$2 million from Senate Bill 1 (SB 1) and \$3 million from the California Regional Early Action Planning Grant Program of 2021 (REAP 2.0), for a total budget of approximately \$5 million. Housing & Land Use Strategies projects funded through SCP CEEEJ will be funded with REAP 2.0, which funds transformative planning and implementation activities. All projects funded with REAP 2.0 must be located in an infill area and achieve the following funding objectives:

- Accelerate infill development
- Affirmatively further fair housing (AFFH)
- Reduce vehicle miles traveled (VMT)

PROJECT BACKGROUND

In 2022, the City of Santa Ana ("SA" or "the City") adopted a General Plan Update known as "Golden City Beyond" that resulted from seven years of public engagement and technical planning. The General Plan Update includes a shared vision, five core values, goals, and policies to guide decision-making. The General Plan also includes implementation actions to take place in the next one to five years to make progress toward the plan's goals.

One of the implementation actions is a Comprehensive Zoning Code Update (ZCU). In addition to comprehensively updating and reorganizing the zoning code, the project will update

standards citywide, and establish new zoning districts and standards in five focus areas identified in the General Plan. The City expects that new development standards and zoning designations for the five focus areas will result in an intensification and acceleration of infill, mixed-use, affordable housing, and/or commercial development.

Through the SCP CEEJ grant, the City will include grassroots engagement thereby extending the reach of the ZCU Consultant's scope deeper into the City's sixty-four (64) distinct neighborhoods. The City's partners will conduct the grassroots engagement activities with support from the SCP CEEJ Consultant. Through the grassroots outreach and engagement, the City seeks feedback about proposed development standards to ensure they are responsive to community needs and will realize the long-term vision of the General Plan.

The City selected a consultant and kicked off the ZCU update in November 2023. The City anticipates completing the effort by November 2025. The ZCU Consultant's public engagement scope includes stakeholder interviews, eighteen (18) community workshops with six (6) taking place during each of the three rounds of engagement, and two (2) business community workshops. The first round of community workshops took place in July 2024. **The SCP CEEJ funded engagement will enhance Round 2 and Round 3.**

Each round of engagement in this Scope of Work will include grassroots activities and a series of six (6) community workshops (12 total). The grassroots activities will serve as an opportunity to gather input and to encourage participation in the community workshops. Round 2 of grassroots outreach and engagement will cover key topics that emerged during Round 1 by presenting draft Articles pertinent to those topics. Round 3 grassroots outreach and engagement will parallel the release of the complete public draft Comprehensive ZCU.

This project is a Co-Applicant Partnership between the City and two community-based organizations (CBOs): Charitable Ventures (CV) and The Kennedy Commission (KC).

CV is a non-profit CBO that offers social impact consulting to support community programs, bolster organizational capacity, and strengthen collaboration. The role of Charitable Ventures in the Comprehensive Zoning Code Update is to consult with the City and neighborhood organizations, facilitate onboarding of individuals who will participate in grassroots engagement, and manage payment compensation to individuals who implement planned grassroots engagement activities.

KC is a non-profit CBO that works with community organizations to increase the production of affordable homes through policy, advocacy, and community engagement. The role of The Kennedy Commission in the Comprehensive Zoning Code Update is to convene focus groups and assist with community organizing. In addition, the CBO will support training activities, and implement grassroots outreach and engagement activities.

OVERALL PROJECT OBJECTIVES

- Objective 1: Transform community engagement planned for the City's Comprehensive Zoning Code Update by involving CBOs and neighborhood leaders in development and delivery of grassroots public engagement.
- Objective 2: Obtain input for the Comprehensive Zoning Code Update and encourage participants to attend the twelve (12) remaining workshops included in the Comprehensive Zoning Code Update scope of work.
- Objective 3: Support and resource grassroots public engagement efforts of CBOs and community members.
- Objective 4: Offer equitable, inclusive and consistent opportunities for public engagement.
- Objective 5: Build on efforts of the 2022 General Plan Update, focusing on implementation of what the City adopted.
- Objective 6: Provide opportunities for environmental justice or disadvantaged communities which have historically been disenfranchised to participate in the planning and decision-making process

The CBO Partner, Kennedy Commission (KC), shall perform the following Tasks:

TASK 1: PROJECT MANAGEMENT AND COORDINATION

Task 1.1: Project Kick Off Meeting

Within the first month from issuance of the Notice to Proceed, the KC Project Manager shall participate in a virtual kickoff meeting with the Project Management Team (PMT). Members of the PMT include the City of Santa Ana Project Manager, the SCP CEEEJ Consultant, the ZCU Consultant Project Manager, the KC Project Manager, the Charitable Ventures (CV) Project Manager, the SCAG Project Manager, and other relevant staff. The goal of the project kickoff meeting is to review the project vision and objectives and to initiate coordination of the technical approach to the grassroots public engagement efforts.

During the kickoff meeting, participants will:

- Review the draft SCP CEEEJ Project Management Plan (PMP, Task 1.2 of the SCP CEEEJ Consultant),
- Ensure alignment between the SCP CEEEJ PMP and the overall ZCU project milestones and timeline,
- Review the project scopes of work (including those of the SCP CEEEJ Consultant, the ZCU Consultant, and the two (2) CBOs),
- Review the project schedules and budgets,
- Establish a schedule for the PMT meetings (Task 1.3),

- Confirm communication protocols,
- Review the Public Involvement Plan prepared by the ZCU Consultant,
- Discuss the objectives and the potential strategies for the Grassroots Engagement Plans (Task 2.2), and
- Discuss the specific metrics and plan for the baseline and reporting on measurable outcomes for each of the three REAP 2.0 funding objectives (Accelerating infill development; Affirmatively furthering fair housing; Reducing vehicle miles traveled).

Task 1.1 Deliverables: Attendance at kick off meeting.

Task 1.2: Project Management Plan and Schedule

Task left intentionally blank (see SCP CEEJ Consultant SOW for information about Task 1.2).

Task 1.2 Deliverables: No deliverables for KC.

Task 1.3: Project Management Team Meetings

The KC Project Manager shall participate in monthly PMT check-in meetings (up to 6, each one-hour long). During the meetings, KC will participate in ongoing discussions and management of the Grassroots Engagement Plans (Task 2.2). In addition, the team will use the meetings to provide updates on project progress, to identify and plan for upcoming tasks, and to anticipate any concerns or challenges. The SCP CEEJ Consultant will conduct the meetings.

Task 1.3 Deliverables: Attendance at up to six (6) PMT meetings.

Task 1.4: Monthly Invoicing and Reporting

KC shall prepare monthly invoices and reports in accordance with SCAG invoicing and reporting methodologies. Each report will follow a format approved by the SCAG Project Manager. KC shall track and report critical path activities and milestones, and prepare and submit monthly progress reports to SCAG. Monthly progress reports shall detail the work performed and deliverables completed during the previous month, identify any issues encountered, and provide proposed solution(s) to address said concerns.

Each monthly progress report will, at a minimum, include:

- Summary
- Progress narrative
- Description of tasks completed

- Project schedule describing the percentage of each task/deliverable/milestone
- Summary of costs incurred per task/milestone
- Schedule and schedule tracking narrative
- List of deliverable items
- Management issues
- Needed corrective actions
- Statement of resolution of problems
- 30-day look ahead
- Confirmation from City Project Manager that KC's deliverables for the reporting period are satisfactory

Task 1.4 Deliverables: Monthly invoices (through project completion); Progress reports (through project completion).

Task 1.5: Project Close-Out Files

All deliverables shall be provided in accordance with the Project Schedule. At the end of the project, KC shall coordinate with the SCP CEEJ Consultant to document and assemble all project deliverables and provide them in accordance with SCAG's project close out procedures. The SCP CEEJ Consultant shall collect and compile all deliverables from all parties and deliver as one complete package to the City and SCAG.

Task 1.5 Deliverables: Project close-out files with accompanying Excel file.

TASK 1 SUMMARY OF DELIVERABLES

Task 1.1	Attendance at kick-off meeting
Task 1.2	Task left intentionally blank
Task 1.3	Attendance at monthly PMT meetings (up to 6)
Task 1.4	Monthly invoices (through project completion) Monthly progress reports (through project completion)
Task 1.5	Project close-out files with accompanying Excel file

TASK 2: GRASSROOTS ENGAGEMENT

The grassroots engagement structure for Round2 and 3 will include a ***Community Planning Collaborative (CPC)*** and a ***CPC Advisory Committee***. The CPC will consist of community members, CBO representatives, neighborhood leaders, and others with ties to residents and resident organizations. The CPC Advisory Committee will consist of five CBO partners based or working in Santa Ana. CPC members and the CPC Advisory Committee CBOs will implement the Grassroots Engagement Plans developed through this Scope of Work.

Task 2.1: Form the Community Planning Collaborative Advisory Committee

The CPC Advisory Committee will guide development of the Grassroots Engagement Plans, participate in recruitment and selection of members of the CPC, conduct grassroots engagement, co-host community workshops, and support CPC members as they conduct grassroots outreach activities.

Through a non-competitive process, the City will recruit and select three (3) CBOs to join KC and CV as the five (5) CBOs to serve as the CPC Advisory Committee. Each CBO will choose two (2) representatives to participate on the CPC Advisory Committee and serve as local leaders and community experts.

The SCP CEEJ Consultant will draft a micro-purchase agreement and brief Scope of Work for the three (additional) CPC Advisory Committee CBOs in conformance with SCAG's requirements. SCAG, SA, KC, and CV shall review the micro-purchase agreement and Scope of Work at a regularly scheduled PMT meeting. After incorporating comments from SA, KC, and CV, the SCP CEEJ Consultant will deliver a final draft to CV who will secure signatures from the three (3) CBOs.

The City and CV will determine deliverable and payment amounts up to \$5,000 for each of the three (3) CBOs, excluding KC and CV who will be directly compensated by SCAG. Task 2.9 addresses coordination of documents and payments, which will be made by CV directly to the CBOs and reimbursed by SCAG.

Task 2.1 Deliverables: Review of micro-purchase agreement and Scope of Work for CPC Advisory Committee CBOs

Task 2.2: Develop Key Messaging, Grassroots Engagement Plans, and Toolboxes

Key Messaging

In concert with the ZCU Consultant and for Round 2 and Round 3 of grassroots engagement, the SCP CEEJ Consultant will develop key messaging that humanizes the Zoning Code Update and communicates why it should be important to various stakeholders including residents,

property owners, and business owners. KC and CV shall provide comments on the key messaging during a regularly scheduled PMT meeting. The SCP CEEJ Consultant will integrate key messaging into the Grassroots Engagement Plans and Grassroots Engagement Toolboxes.

Grassroots Engagement Plans

The SCP CEEJ Consultant will work closely with SA, SCAG, the ZCU Consultant, and the CPC Advisory Committee to develop two (2) Grassroots Engagement Plans. The primary purpose of the Grassroots Engagement Plans is to detail grassroots outreach and engagement activities and the roles of each party. The SCP CEEJ Consultant will prepare one (1) Grassroots Engagement Plan for Round 2 and one (1) Grassroots Engagement Plan for Round 3. The plans will be living documents. CPC Advisory Committee CBOs and CPC members shall implement the Grassroots Engagement Plans with support from the SCP CEEJ Consultant and SA.

The Grassroots Engagement Plans shall establish goals for each round of grassroots activities and identify the most important questions to address through engagement efforts with input from the ZCU Consultant. The plans will also establish culturally relevant, equitable, and accessible methods for engagement. The plans shall identify the timing, purpose, potential location, and audience for all outreach and engagement efforts. The plans shall also identify relevant audiences, stakeholders, and community groups and reference the stakeholder list created and maintained by SA. The Grassroots Engagement Plans will detail the outreach and engagement strategies for CPC Advisory Committee CBOs and CPC members to use during grassroots engagement (Task 2.6).

The SCP CEEJ Consultant will develop the Grassroots Engagement Plans through an iterative process beginning with a menu of options for consideration by SA, KC, and CV who shall share verbal comments to the project team at a regularly scheduled PMT check-in call. The menu may include, but is not limited to the following:

- **Community Organizing:** Door-to-door canvassing, phone-banking, text messaging, listening sessions, and/or one-on-one meetings/phone calls with influencers
- **Social Media:** Posting, liking, and/or sharing stories or videos on various platforms such as Facebook, Instagram, and Nextdoor
- **Traditional Media:** E-blasts, newsletters, press releases, and mailers
- **Pop-Up Events:** Mobile or pop-up stations at community events like fairs, open street events, farmers markets, etc.
- **Focus Groups:** Assembling small groups of stakeholders based on interest topics
- **Office Hours/Coffee Hour:** Opportunities for in-person updates and discussions in an informal setting
- **Community Walkshop:** An interactive way for stakeholders to view development standards in the neighborhood context

- **Workshop-in-a-Box:** Workshops hosted by the CPC Advisory Committee CBOs and/or CPC members that mirror the workshops hosted by the City
- **Capacity Building:** Training workshop, study session, and/or webinar
- **Panel Discussion:** A moderated meeting where a group of experts talk about a set topic or topics in front of an audience with opportunities for the audience to ask questions of the panelists

Based on verbal input received from the City and the CBO partners at a regularly scheduled PMT check-in meeting, the SCP CEEEJ Consultant will refine the menu of options and incorporate them into the draft Grassroots Engagement Plans for review by SA, KC and CV. KC and CV shall prepare written comments and provide them to SA. SA will compile KC, CV, and city staff comments and submit them to the SCP CEEEJ Consultant who will revise the draft Grassroots Engagement Plans to present to the CPC Advisory Committee. Once the CPC Advisory Committee has reviewed the Grassroots Engagement Plans, the SCP CEEEJ Consultant will prepare a final draft of the Grassroots Engagement Plans for delivery to the CPC at the first training of the second and third rounds of engagement.

To ensure consistency of public information about SCAG programs and funded work products, the SCP CEEEJ Consultant is required to notify and coordinate with SCAG Project Manager who will coordinate with SCAG's Manager of Media & Public Affairs or a specified designee on any media inquiries or plans for proactively providing information to media outlets.

The SCP CEEEJ Consultant is also responsible for crediting SCAG as a funder. All public-facing communications materials produced under this contract shall acknowledge and give credit to SCAG, whether with a logo or language. Communications materials include, but are not limited to, site signage, printed information materials, print and online publications, presentations, websites, advertisements, video, public service announcements, social media postings, events, media advisories, news releases and all other related materials.

Grassroots Engagement Toolboxes

The SCP CEEEJ Consultant will be responsible for developing all materials required to execute the activities included in the Grassroots Engagement Plans, unless otherwise noted therein. The toolboxes may include, but need not be limited to: a thumb drive with scripts, social media templates, e-blast templates, newsletters, press releases, presentations, videos, physical copies of a guide to the project, physical copies of the flyers for the Community Workshops, and a button to be worn by CPC members when they are doing grassroots outreach and engagement.

The SCP CEEEJ Consultant will package the materials in one (1) Grassroots Engagement Toolbox for each round of engagement. CPC Advisory Committee members shall review draft Grassroots Engagement Toolboxes and provide comments at regularly scheduled CPC Advisory Committee

meetings. Once the SCP CEEJ Consultant has incorporated feedback from the CPC Advisory Committee, they will present the Grassroots Engagement Toolboxes to the CPC members.

Task 2.2 Deliverables: Review key messaging; Review Round 2 draft Grassroots Engagement Plan; Review Round 2 Grassroots Engagement Toolbox; Review Round 3 Grassroots Engagement Plan; Review Round 3 Grassroots Engagement Toolbox.

Task 2.3: Community Planning Collaborative Advisory Committee MeetingsThe Grassroots Engagement program will include a minimum of four (4) CPC Advisory Committee meetings in preparation for the CPC member trainings. Two (2) will take place as part of the second round of grassroots outreach and engagement and two (2) will take place as part of the third round of grassroots outreach and engagement. The SCP CEEJ Consultant shall lead the CPC Advisory Committee meetings and involve SA, SCAG, the ZCU Consultant, and CPC Advisory Committee CBOs (including KC).

Tentative agenda topics for each meeting include:

Round 2 Community Engagement

- **Meeting #1:** Status of the Zoning Code Update, discussion of key zoning issues, draft Round 2 Grassroots Engagement Toolbox, draft Round 2 grassroots engagement micro-purchase agreement and scope of work form, and CPC invitations/process.
- **Meeting #2:** Invitation status updates, revised Round 2 Grassroots Engagement Toolbox, revised Round 2 grassroots engagement micro-purchase agreement and scope of work form, Round 2 reporting form, and approach to CPC training #1.

Round 3 Community Engagement

- **Meeting #4:** Introduction to the public draft Zoning Code Update, draft Round 3 Grassroots Engagement Toolbox, draft Round 3 grassroots engagement micro-purchase agreement and scope of work form, and CPC invitations/process.
- **Meeting #5:** Invitation status updates, revised Round 3 grassroots engagement micro-purchase agreement and scope of work form, revised Round 3 Grassroots Engagement Toolbox, Round 3 reporting form, and approach to CPC training #2.

All meetings will be virtual.

Task 2.3 Deliverables: Participation in four (4) CPC Advisory Committee meetings by two (2) KC staff members

Task 2.4: Recruit, Select, and Contract Community Planning Collaborative Members

CPC Advisory Committee CBOs and CPC members shall implement Grassroots Engagement Plans for Round 2 and Round 3 as defined in their respective Scopes of Work and with coordination and support from the SCP CEEEJ Consultant and SA. The CPC Advisory Committee CBOs and SA shall promote the opportunity to become CPC members to a broad base of stakeholders including, but not limited to, members of community-based organizations, neighborhood association leaders, residents, students, and business owners.

Through a non-competitive process, SA and the CPC Advisory Committee CBOs shall recruit CPC members, who are local leaders and community experts with ties to community members. In addition, they shall determine deliverable and payment amounts not to exceed \$599 each. CPC members will be compensated at a flat rate associated with the tasks included in their Scope of Work. CV will coordinate required documents and administer payments directly to CPC members through micro-purchases that will be reimbursed by SCAG. After CPC members complete their work, CV will collect all documentation and directly compensate partners (Task 2.9).

The City will draft an invitation to accompany an RSVP form prepared by the SCP CEEEJ Consultant. KC and CV will review and provide feedback on the RSVP form at a regularly scheduled PMT meeting. Following receipt of comments from SA, KC, and CV, the SCP CEEEJ Consultant shall prepare a final RSVP form. The SCP CEEEJ Consultant will be responsible for translating the invitation and RSVP form into Spanish, Vietnamese, and Khmer.

The City will disseminate both the invitation and the RSVP form. To support the effort, CPC Advisory Committee CBOs shall encourage potential CPC members to RSVP through various means as detailed in Task 2.4 of their respective Scopes of Work.

KC shall encourage potential CPC members through the following means as feasible:

- 1) Mass correspondence to email listserv of one thousand two hundred (1,200) contacts,
- 2) Personal correspondence (via phone calls, emails, or text messages) with up to seventy-five (75) individuals,
- 3) Posting at least three (3) times each round on at least two (2) social media platforms,
- 4) Contacting at least thirty (30) CBOs via phone or meetings,
- 5) Sharing invitations at up to two (2) community events through popups, and
- 6) Presenting to neighborhood associations, CBOs, and parent organizations at a minimum of six (6) regularly scheduled meetings.

The invitation will detail the requirements for being a CPC member and request an RSVP including a checklist confirming that the stakeholder meets the requirements. Such requirements may include being a Santa Ana resident, working in Santa Ana, or volunteering in

Santa Ana. The RSVP form will also include sections for contact and demographic information and questions about relationships to existing neighborhoods or community organizations, language(s) spoken, and target audiences.

Following receipt of RSVPs, the SCP CEEJ Consultant will send calendar invites.

The SCP CEEJ Consultant will also draft a micro-purchase agreement and a Scope of Work form, which will include a menu of optional strategies that correspond to the Grassroots Engagement Plans. CPC Advisory Committee CBOs will review the micro-purchase agreement and Scope of Work form and provide comments at a regularly scheduled CPC Advisory Committee meeting. Each CPC member will choose a subset of the optional strategies that are suitable to their skills and their target audience. They will then sign the micro-purchase agreement with the micro-Scope of Work attached at a CPC training (Task 2.5). The SCP CEEJ Consultant shall translate the micro-purchase agreement and Scope of Work form into Spanish, Vietnamese, and Khmer.

Task 2.4 Deliverables: Review the CPC member RSVP form; Documentation of communication with invitees and social media posts; Review the draft micro-purchase agreement and accompanying Scope of Work form for CPC members.

Task 2.5: Community Planning Collaborative Trainings

In total, the program includes four (4) CPC training sessions, one (1) training offered twice in Round 2 and one (1) training offered twice in Round 3. The goal is to accommodate up to fifty (50) CPC members per training, for up to one hundred (100) people per round of engagement. The SCP CEEJ Consultant will host the CPC trainings in partnership with SA and the CPC Advisory Committee CBOs. Staff from the CPC Advisory Committee CBOs, including KC, shall attend each training session. CV will present the micro-purchase forms and coordinate the signing of the agreements. KC staff shall support the trainings by welcoming guests, assisting with food and refreshments, and/or acting as small group guides.

The SCP CEEJ Consultant will design and lead the trainings to equip the CPC members with the tools needed to implement the Grassroots Engagement Plans. The trainings may include, but need not be limited, to:

- **Training #1:**
 - Status of the Zoning Code Update
 - Discussion about how zoning tools may be used to address key issues
 - Round 2 Engagement Toolbox (to promote the community workshops)
 - Filling out the Scope of Work forms and signing micro-purchase agreements
 - Distributing reporting forms
- **Training #2**

- Status of the Zoning Code Update
- Introduction to the public draft Zoning Code Update
- Round 3 Engagement Toolbox (to promote the community workshops)
- Filling out Scope of Work forms and signing micro-purchase agreements
- Distributing reporting forms

The SCP CEEJ Consultant will provide translation and interpretation services. Each training will include real-time Spanish, Vietnamese, and Khmer interpretation. In addition, the agenda and meeting materials will be available in English, Spanish, Vietnamese, and Khmer. Prior to finalizing the agenda and materials, the SCP Consultant will provide the translated materials for City review.

The SCP CEEJ Consultant will prepare logistics plans and be responsible for setting the date and time, securing event venues, event logistics, providing food and refreshments, and facilitating all CPC trainings. The SCP CEEJ Consultant will also draft an agenda and accompanying materials and provide them to SA and the ZCU Consultant three weeks in advance to allow time to review and revise. The SCP CEEJ Consultant will finalize the agenda and meeting materials and send for translation at least two weeks in advance of the meeting.

Task 2.5 Deliverables: Participation in four (4) CPC trainings by a minimum of two (2) KC staff.

Task 2.6: Grassroots Outreach, Engagement, Community Organizing, and Capacity Building

CPC Advisory Committee CBOs and CPC members shall conduct grassroots outreach and engagement as identified in the Grassroots Engagement Plans (Task 2.2) and within the Scopes of Work attached to individual micro-purchase Scopes of Work. The engagement shall include general outreach to promote participation in the community workshops, panel discussions, community organizing efforts, and capacity building activities (described below). The engagement shall also include collection of input from stakeholders as suitable to the specific types of outreach and engagement activities.

KC shall conduct community organizing, including:

- 1) One-on-one meetings or phone calls with up to one hundred (100) individuals who are not members of the CPC and are influential in their networks. KC will target specific influencers based on their individual abilities to extend the project information to others and promote participation in the Community Workshops.
- 2) Up to twelve (12) text messages to KC's network of forty-two (42) people.
- 3) WhatsApp messaging campaign to KC's network of forty-two (42) people to support activity #1 and #2.

- 4) At least twelve (12) posts or shares on at least two (2) social media platforms for a minimum of twenty-four (24) posts or shares to an audience of three hundred forty (340) followers.
- 5) At least twelve (12) emails to KC's email list of one thousand two hundred (1,200) people.
- 6) Pop-up stations at up to two (2) community events or meetings such as, but not limited to, neighborhood association meetings, CBO meetings, fairs, open street events, farmers markets.
- 7) Up to six (6) focus groups with special interest stakeholders selected in collaboration with SA to address key topics identified by the ZCU consultant, SA, and the CPC Advisory Committee.

Capacity building is also an important part of the grassroots activities. Capacity building is the process of empowering individuals and communities to participate in decision-making. In this case, the focus is on participating in the Zoning Code Update decision-making process.

To build capacity among community members, KC shall host two (2) training workshops, study sessions, and/or webinars focused on why the Zoning Code Update is important to various stakeholders and sharing information about actions that residents and property owners may take to advocate for themselves. For example, the workshops, study sessions, and/or webinars may teach community members how to participate in Planning Commission and City Council meetings, how to submit comments, and/or how to participate in public workshops in the context of the Zoning Code Update.

Food and beverages will be provided by the SCP CEEJ Consultant and distributed to the CPC Advisory Committee CBOs and CPC members by the City.

At the conclusion of the grassroots outreach and engagement, KC will compile results using the Grassroots Engagement Reporting Tool developed by the SCP CEEJ Consultant (Task 2.7) and submit it to the SCP CEEJ Consultant for the preparation of the Grassroots Engagement Summary Memo (Task 2.8).

Task 2.6 Deliverables: Evidence of community outreach, engagement, and organizing activities such as, but not limited to: logs of correspondence, screenshots of text messages, screenshots of social media posts or shares, copies of emails, photographs, and/or sign-in sheets; Completed Grassroots Engagement Reporting Tool.

Task 2.7: Grassroots Engagement Reporting

Reporting the results of grassroots outreach and engagement is necessary to verify that CPC Advisory Committee CBOs and CPC members fulfill the commitments of their micro-purchases and accompanying Scopes of Work prior to receiving their honorariums. In addition, reporting is an opportunity to record input from stakeholders about the Zoning Code Update. To that end,

the SCP CEEJ Consultant will prepare a Grassroots Engagement Reporting Tool to use in both Round 2 and Round 3 of community outreach and engagement. The Reporting Tool will be a form for the CPC Advisory Committee CBOs and the CPC members to fill out during Task 2.6 to document their grassroots outreach and engagement efforts as well as any input on the Zoning Code Update received from stakeholders during those activities. The SCP CEEJ Consultant will use the Reporting Tool to summarize grassroots engagement activities, input, and measurable results (Task 2.8).

After receiving input from SA, KC, and CV at a regularly scheduled PMT meeting, the SCP CEEJ Consultant will revise the Reporting Tool.

Task 2.7 Deliverables: Review the draft Reporting Tool.

Task 2.8: Grassroots Engagement Summary Memo

The SCP CEEJ Consultant will collect the reports collected in Task 2.7 from each CPC Advisory Committee CBO and CPC member and compile the results into a Grassroots Engagement Summary Memo. The memo will include the total number of touchpoints with community members, the total number of community members who responded to the touchpoints, neighborhoods and organizations reached, a description of each activity, a summary of the feedback, key findings, and a description of how the grassroots outreach and engagement informs the ZCU with input from the ZCU Consultant. Sign-in sheets and supporting documentation will be included as attachments. The SCP CEEJ Consultant will prepare a draft summary memo for the PMT's review and a final draft summary memo.

KC shall review the summary memo and provide feedback during a regularly scheduled PMT meeting.

Task 2.8 Deliverables: Review of grassroots engagement summary memo.

Task 2.9: Monitoring and Payment of Honorariums

Task 2.9 Deliverables: No deliverables for KC (see CV SOW for more information on Task 2.9).

TASK 2 SUMMARY OF DELIVERABLES

Task 2.1	Review the micro-purchase agreement and Scopes of Work for CPC Advisory Committee CBOs
Task 2.2	Review key messaging Review Round 2 draft Grassroots Engagement Plan Review Round 2 Grassroots Engagement Toolbox Review Round 3 Grassroots Engagement Plan Review Round 3 Grassroots Engagement Toolbox
Task 2.3	Participate in four (4) CPC Advisory Committee meetings
Task 2.4	Review CPC member RSVP form Document communication with CPC invitees and social media blasts Review draft micro-purchase agreement and accompanying Scope of Work form for CPC members
Task 2.5	Participation in four (4) CPC trainings by a minimum of two (2) KC staff
Task 2.6	Evidence of community outreach, engagement, and organizing activities such as, but not limited to: <ul style="list-style-type: none"> • Screen shots of the social media blasts, • Photograph notices on community bulletin boards, • Emails showing submittal of press releases, • Log of phone calls to local organizations and individuals, • Photograph attendance at community events, maintain a log of presentations to neighborhood association and other community-based meetings. Evidence of capacity building in the form of photos, materials, sign-in sheets, etc. Completed Grassroots Engagement Reporting Tool
Task 2.7	Review draft Grassroots Engagement Reporting Tool
Task 2.8	Review of grassroots engagement summary memo
Task 2.9	No deliverables for KC

TASK 3: COMMUNITY WORKSHOPS

Grassroots Engagement activities in Task 2 are intended to promote participation in Community Workshops planned for Round 2 and Round 3. The Community Workshops are the primary vehicle through which the City intends to solicit and receive input on draft regulations and the Public Draft Zoning Code Update. With help from the CPC Advisory Committee and CPC members, the City will promote Community Workshop participation from a diverse set of stakeholders representing residents, community-based organizations, property owners, business owners, and others.

Task 3.1: Community Workshops

Task left intentionally blank (see SCP CEEJ Consultant SOW for more information on Task 3.1).

Task 3.1 Deliverables: No deliverables for KC.

TASK 3 SUMMARY OF DELIVERABLES

Task 3.1	No deliverables for KC
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TASK 4: FUNDING OBJECTIVES AND MEASURABLE OUTCOMES

Task 4.1: Funding Objectives and Measurable Outcomes

Task left intentionally blank (see SCP CEEJ Consultant SOW for more information on Task 4.1).

Task 4.1 Deliverables: No deliverables for KC.

TASK 4 SUMMARY OF DELIVERABLES

Task 4.1	No deliverables for KC
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SUMMARY OF ALL KENNEDY COMMISSION DELIVERABLES

Task 1.1	Attendance at kick-off meeting
Task 1.2	No deliverables for KC
Task 1.3	Attendance at monthly PMT meetings (up to 6)
Task 1.4	Monthly invoices (up to 6)

	Monthly progress reports (up to 6)
Task 1.5	Project close-out files with accompanying Excel file
Task 2.1	Review the micro-purchase agreement and Scopes of Work for CPC Advisory Committee CBOs
Task 2.2	Review key messaging Review Round 2 draft Grassroots Engagement Plan Review Round 2 Grassroots Engagement Toolbox Review Round 3 Grassroots Engagement Plan Review Round 3 Grassroots Engagement Toolbox
Task 2.3	Participation in four (4) CPC Advisory Committee meetings
Task 2.4	Review draft CPC member invitation Review CPC member RSVP form Documentation of communication with invitees Review draft micro-purchase agreement and accompanying Scope of Work form for CPC members
Task 2.5	Participation in four (4) CPC trainings by a minimum of two (2) KC staff
Task 2.6	Evidence of community outreach, engagement, and organizing activities such as, but not limited to: <ul style="list-style-type: none"> • Screen shots of the social media blasts, • Photograph notices on community bulletin boards, • Emails showing submittal of press releases, • Log of phone calls to local organizations and individuals, • Photograph attendance at community events, maintain a log of presentations to neighborhood association and other community-based meetings. Evidence of capacity building in the form of photos, materials, sign-in sheets, etc. Completed Grassroots Engagement Reporting Tool
Task 2.7	Review draft Grassroots Engagement Reporting Tool
Task 2.8	Review of grassroots engagement summary memo
Task 2.9	No deliverables for KC
Task 3.1	No deliverables for KC

Task 4.1	No deliverables for KC.