



## **Mobility Zones: Creating Sustainable and Equitable Mobility in the Greater Sacramento Region**

*Green Means Go: Engaging Communities to Co-Create Transportation Infrastructure  
Projects that Promote Clean, Shared, and Active Mobility for All*



**Applicant:** Sacramento Area of Council Governments (SACOG)

**Type of Applicant:** Metropolitan Planning Organization

**Urban/Rural:** Urban

**RAISE Grant Request:** \$5,000,000

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## Executive Summary

The Sacramento Area Council of Governments (SACOG) seeks \$5 million in US Department of Transportation (DOT) RAISE planning grant funds with \$1.3 million in local match to engage residents across the region in the co-creation of **clean, shared, and active** transportation infrastructure projects that address barriers to equitable mobility and reduce carbon emissions in locally designated “**Mobility Zones**” within SACOG’s region. As the association of local governments and federally designated Metropolitan Planning Organization (MPO) for twenty-two cities and six-counties (El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba), SACOG prepares the region’s long-range transportation plan, approves the regional distribution of affordable housing, and assists in planning for transit, bicycle networks, clean air and airport land uses.

Decades of investment focused on highways have resulted in automobile dependent land use patterns with limited or non-existent pedestrian, bike, and transit infrastructure. This negatively impacts the daily lives and safety of residents of the urban, suburban, and rural communities across the Sacramento region. Furthermore, communities of color and disadvantaged communities have historically been excluded from planning processes and decision-making around transportation investments. As a result, many communities in the region have cohorts of workers who cannot afford to live where they work requiring travel long distances by bus or single occupant vehicles. They are stuck in traffic more, they lack transit and active transportation connections, they lose out on time with their families, and they are significantly impacted by higher transportation costs.

Safety around the region is also a challenge. Our transportation system was not built to protect the most vulnerable users. Children who live within short distances from school are unable to safely walk or bike, putting pressure on families to own multiple vehicles and creating congestion in neighborhoods. Black residents of the region face a higher risk of injury or death than white residents when walking from place to place. Further, many of the region’s residents are acutely impacted by severe weather events, including floods, extreme heat, and wildfire. However, many of these residents have limited or no access to mobility choices such as EV car share programs, transit and active modes that support carbon reduction. Action is needed to bring new voices into regional transportation planning efforts designed to address barriers to safety, fill gaps in connectivity, enhance mobility, and reduce the carbon footprint of the transportation system.

Already at the leading edge of transportation planning for climate action, SACOG will establish a model for **equity-centered, community co-created** infrastructure project development that reinvents how regional transportation projects are prioritized for state and federal investment. Informed by robust community engagement, local jurisdictions will nominate and adopt “**Mobility Zones**” – key areas where investment in infrastructure is needed to address barriers to safety, fill gaps in connectivity, and reduce the carbon footprint of the transportation system.

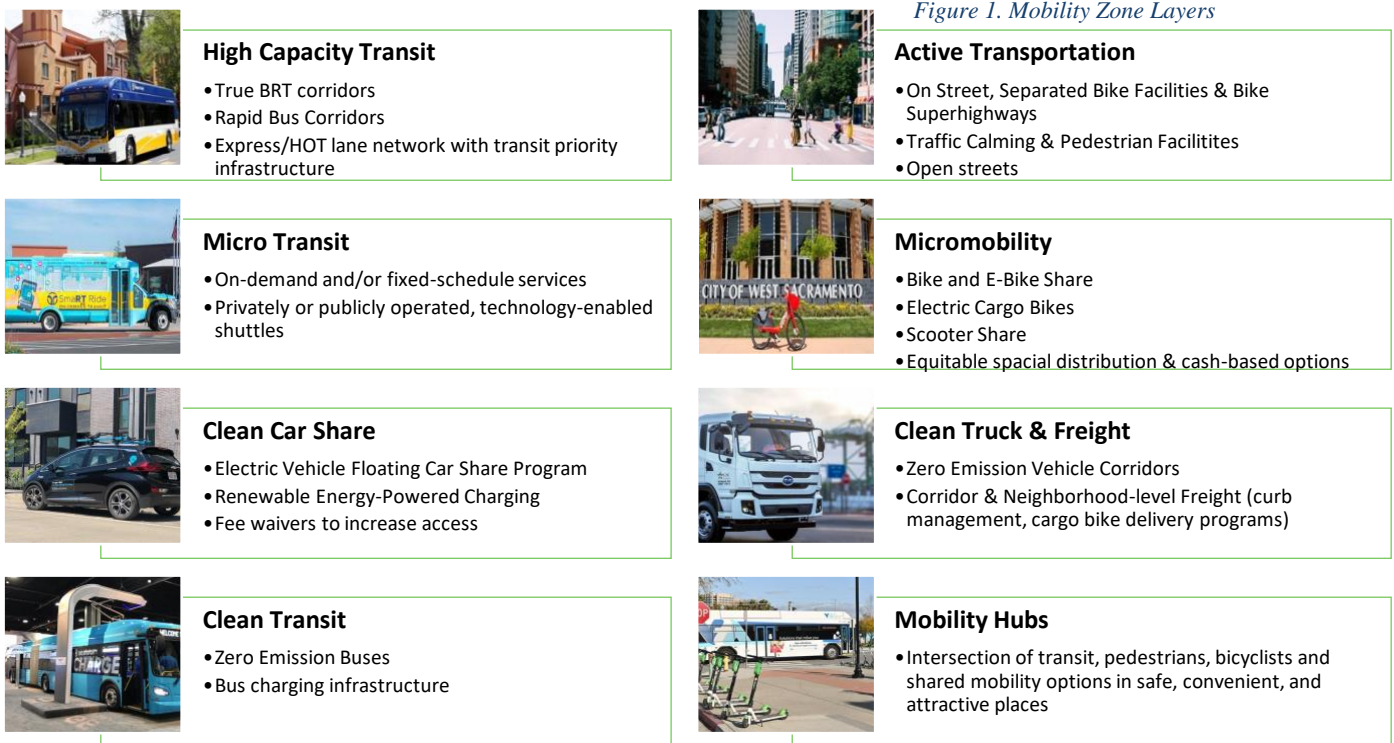
SACOG will engage [Civic Thread](#) to develop and lead the **co-creation process** through which community members will be compensated for their time and lived-expertise as they work with trained facilitators from community-based organizations to shape and prioritize infrastructure projects that are responsive to community needs. Civic Thread (formerly WALKSacramento) is a trusted, locally based non-profit with nearly 20 years of working to improve health equity through community-centered policy and systems change in land use, transportation, and community

development. The co-creation approach will **build trust** and **share decision-making power** among residents and stakeholders in the SACOG region who have been historically harmed by exploitative community engagement strategies, discriminatory transportation policies, and long-standing inequities in public investment.

The planning process for designating and adopting Mobility Zones and prioritizing projects will:

- Prioritize zones that include **Areas of Persistent Poverty, Historically Disadvantaged Communities, and environmentally burdened communities**, and projects that serve **BIPOC community members, low-income residents, individuals with disabilities, and jobseekers**.
- Value both **hard data** and **lived experience** as directly expressed by community members.
- Elevate **anti-displacement** as a key factor for consideration in transportation planning.
- Broaden **safety** as a factor to encompass health outcomes resulting from air quality, environmental justice, racism and racist systems, physical activity levels, heat island/temperature, and healthcare access.
- Set a high standard for projects that promote **real mode shift** and **emission reduction**.

Building upon its robust set of regional plans (land use; housing; rural opportunity; climate adaptation; economic recovery; transit network; bike, pedestrian, and trails) and in preparation for increased federal infrastructure investment in coming years, SACOG will work with a planning team and community members to develop and prioritize early action projects across the following **clean, shared, and active** mobility layers:



At project completion, SACOG will have a prioritized bench of high priority transportation infrastructure projects that are **primed for investment** and implementation. Beyond the project period, SACOG will pursue and deploy state and federal resources, such as the carbon reduction program, to support implementation and construction of the top priority projects.

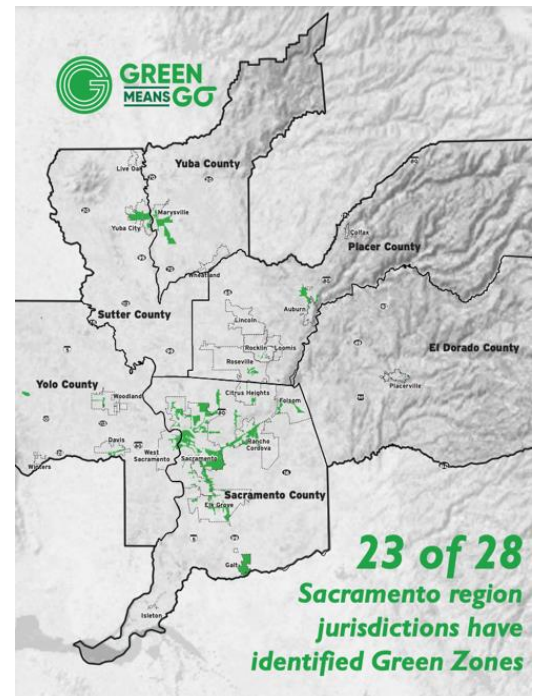
## i. Project Description

### Project History & Context

*Locally Adopted “Zones” for Regional Investment Prioritization:* The Sacramento Area Council of Governments (SACOG) brings local government leaders in the Sacramento region together to advance the goals of economic prosperity, connected communities, and vibrant places. With a staff of 60 guided by a board of elected officials from each of its 28 member cities and counties, SACOG works collaboratively to solve challenges that are too big for any one jurisdiction. As the MPO for the Sacramento Region, SACOG plays a central role in transportation planning and funding assistance for cities, counties, transit operators, and other transportation providers. As the only public agency with members from every jurisdiction in the region, SACOG serves as a forum for the study, planning, and resolution of other issues facing local governments, such as agricultural and natural resource protection, hazard mitigation, airport planning, and housing affordability.

SACOG has used locally adopted zones to successfully drive prioritized regional investment. For example, in March 2018, the California Air Resources Board established new SB 375 greenhouse gas emissions reduction targets for the SACOG region. The region’s target for a 19% reduction by 2035 is conditional on the implementation of a new pilot program in the Sustainable Communities Strategy that addresses specific challenges relating to GHG emission reductions. In 2020, SACOG launched the multi-year pilot program called **Green Means Go**, which integrates land use planning with transportation design and aims to lower GHG emissions in the Sacramento region by accelerating infill development and reducing and electrifying vehicle trips. The program directs SACOG’s deployment of state funding from the REAP 2 (the Regional Early Action Planning Grants of 2021) program to **locally nominated Green Zones**, areas that cities and counties have identified for infill development in their local plan that are within a center, corridor, or established community as identified in the Sustainable Communities Strategy.

The approach has significant benefits. First, it garnered significant regional support. All 28 local jurisdictions support this program and 23 have already adopted Green Zones. Second, by the year 2040, with the necessary investment, Green Zones are primed for 32% planned housing growth, creating an estimated 84,000 new homes, around 40% planned employment growth, creating about 102,000 new jobs, a 13% reduction of VMT per capita, almost double the regional reduction per capita at 8%. A locally adopted zone process ensures that the regional funding is channeled effectively to the communities on the ground and that local partners are engaged in implementing the region’s strategy.



SACOG plans to build on the success of Green Means Go by establishing Mobility Zones. SACOG’s **Mobility Zones: Creating Sustainable and Equitable Mobility in the Greater Sacramento Region** project will adopt a planning model whereby locally designated areas of

need/opportunity for enhanced mobility and connectivity will help to catalyze the study, co-creation, and prioritization of clean, shared, and active transportation projects, ripe for investment. This approach for directing transportation infrastructure investment will closely mirror SACOG's ongoing planning and prioritization process for "Green Zones," though focusing on mobility projects geared toward disadvantaged communities rather than infill housing. The project will engage community partners to contribute to SACOG's goal to connect the six-county region through a safe, well-maintained, multimodal transportation network, and establish an abundance of clean mobility options that provide for the efficient movement of people and goods. This project will also contribute to the expansion of the multimodal transportation network required to reach SACOG's 2035 19% emissions reduction goal and its 2040 vision for sustainability.

*Analysis & Engagement Building on Integrated Regional Planning Efforts:* This planning project will integrate data, analysis, and recommendations from several recent cross-cutting planning efforts:

- The [Metropolitan Transportation Plan/Sustainable Communities Strategy \(MTP/SCS\)](#) for the Sacramento region pro-actively links land use, air quality, and transportation needs and calls for SACOG to work with equity groups, businesses, and other stakeholders to identify priority transportation investments for economic prosperity.
- The [2021 Next Generation Transit Study](#), which reimagines public transportation and provides a vision for the future of mobility that emphasizes moving people and improving speed, inter-regional connections, technology, and the rider experience, will help to inform development of High-Capacity Transit, Micro Transit, Clean Transit, and Mobility Hub projects.
- The [Sacramento Region Parks and Trails Strategic Development Plan](#) envisions a dynamic system of interconnected trails and parks across the six-county region. This plan will help to inform project development within the Active Transportation and Micromobility layers.
- The [2020 Regional Prosperity Strategy](#) provides a strategic framework to champion a pathway for inclusive economic prosperity and wealth-building that will help to inform Mobility Zone projects that support economic by creating connections to jobs and jobtraining, as well as promoting travel demand management and new mobility models for business and industry.
- The [2021- 2029 Regional Housing Needs Plan](#) is the California state-required plan for ensuring enough housing to accommodate all economic segments of the community. Data from this plan will inform Mobility Zone projects designed to support increased housing production while preventing displacement and reducing VMT.
- The [Coordinated Rural Opportunities Plan](#) creates a regional strategy for supporting agricultural lands rooted in the local planning and expertise of rural communities throughout the region. This plan will help to inform project development within rural Mobility Zones.

## Transportation Challenges

The Mobility Zones planning project aims to address the transportation challenges facing the six-county SACOG region, as identified by previous plans, new analysis, and community input.

*Transportation Equity:* Lack of transportation equity is a top priority facing the geographically varied and racially diverse region. Sacramento communities lack horizontal transportation equity (similar neighborhoods lack similar access to active transportation and transit), vertical transportation equity with respect to income, race, and social class (residents of different incomes, races, and ethnicities experience different levels of transportation affordability, housing affordability, access to employment, and service quality), and vertical transportation equity with

respect to need ability (residents of different abilities experience different levels of transportation access, reliability, affordability, and service quality). Today, 38% of the region's population live in Environmental Justice (EJ) communities as defined by SACOG. EJ communities have concentrated populations of one or more of the following criteria: low-income, communities of color, high pollution burden, or other vulnerable communities such as single-parent households, low educational attainment, linguistic isolation, disabled, burdened by excessive housing costs, or senior populations greater than 75 years old. These indicators lead to transport disadvantage - or barriers to participation in daily socioeconomic and political life due to reduced physical accessibility to services and opportunities brought about by the complex, multidimensional interaction between land use patterns, the transportation system, and individual circumstances.

*Racial Disparities:* Data in the SACOG region bears out the troubling national trend that as pedestrian fatalities continue to grow, people of color are dying disproportionately. While Black residents make up about 9% of Sacramento County's population, the [Sacramento Bee reported](#) that 19% of pedestrians killed in the County from 2011 to 2020 were Black. Sacramento County had the third highest death rate for Black pedestrians among the 10 most-populated counties in California. Without action to fundamentally change the way that transportation infrastructure is designed and investment is prioritized (including *by whom* and *for whom*), pedestrians of color in the SACOG region will continue to face a higher risk of death as they travel from place to place.

*Population Growth:* The Sacramento region is facing growing pains, as the booming population is leading to an affordable housing crisis and overloading outdated transportation infrastructure. SACOG forecasts its six-county region needs 11,000 housing units per year, approximately doubling the current rate, to meet projected demand. Seven thousand (7,000) of those units are needed in infill areas to meet the region's ambitious GHG reduction targets. Infill development is costly, and the region is behind coastal metropolitan areas in creating it. The current infrastructure was built to support old commercial corridors and does not support high-density housing, nor do cities and counties have resources to upgrade sewer, water, drainage, and other needs. New infrastructure must support infill development and transportation needs while serving the low-income communities that rely on it the most, preventing displacement of long-standing community members and reducing environmental pollutants. In addition to advancing investment in Green Zones to accelerate infill development, SACOG must consider where and how to layer investments in new clean, shared, and active transportation infrastructure projects that increase system capacity, support housing production, prevent displacement, and significantly reduce GHG emissions.

*Traffic congestion:* Residents of the SACOG region continue to rely heavily on SOV use, leading traffic congestion that causes significant delays in the region and chokes commuting and commerce. Currently, 42% of the region's total trips and 70% of commute trips are by people driving alone. In the urban area, the average driver loses \$993 per year in the form of lost time and wasted fuel due to congestion. The average Sacramento driver loses 44 hours each year stuck in traffic. Traffic congestion robs commuters of time and money and imposes increased costs on businesses, shippers and manufacturers, which are often passed along to the consumer. The lack of shared mobility options offered throughout the region contributes to congestion.

*Lack of efficient, accessible transit options and declining use:* [According to SACOG's Next Generation Transit Report](#), transit in the Sacramento region faced a variety of efficiency and

accessibility challenges that were accelerated and compounded by the pandemic. Trips on transit declined by 70-90% during the pandemic; with express buses traveling from suburban areas to downtown Sacramento being the hardest hit. Pre-pandemic, the region carried more than 110,000 transit passengers every weekday. The region has some fixed rail transit through the light rail system operated by SacRT and heavy rail services along the Capitol Corridor and San Joaquin lines. Transit service in the region, though, is currently dominated by bus transit routes, many of which are operated on infrequent headways (30 minutes or more). Yet transit use decline is not a new issue. From 2008 to 2016, transit ridership in the region had already declined 16% in total, and 22% on a per capita basis. Trips on transit are 4-6 times slower than trips by car. Next Gen’s analysis of travel data found that travel times by transit are four to six times longer than trips made by car, even in the walkable, transit-rich “Grid” area of central Sacramento. There is a recognized need to improve transit headways, frequency, and reliability.

**Environmental Challenges:** The SACOG region is designated as a “severe” nonattainment area for ground-level ozone; almost 70% of the Sacramento region’s ozone pollution comes from vehicular exhaust. Because the Sacramento Valley is shaped like a bowl, ozone pollution presents a serious problem in the summer when an inversion layer traps pollutants close to the ground. This lid prevents pollutants from escaping into the upper atmosphere causing poor air quality for residents. Poor air quality disproportionately impacts the most vulnerable populations in the SACOG region.

**Economic Challenges:** According to SACOG’s [2020 MTP/SCS](#), failing to prepare for changes in climate, land use patterns, and transportation patterns over the next 20 years risks:

 <p>Sprawl and its side effects: congestion, longer travel times, increased freight costs, and worse health.</p>	 <p>Our economy hollows out and the people leave because we lost our competitive advantage.</p>
 <p>An economy that lags our peers because our stagnating cities fail to attract talented workers and we have not managed to connect existing workers to training and new opportunity.</p>	 <p>A region split between denser areas well served by a high-tech, electric fleet and rural and disadvantaged areas relying on 30-year old internal combustion technology.</p>
 <p>An economy, land use pattern, and transportation system that leaves vulnerable populations behind.</p>	 <p>Crumbling transportation infrastructure because we failed to develop a sustainable way to pay for it.</p>

**Solution: “Mobility Zones”**

With US DOT RAISE Planning grant funds, SACOG will launch an **innovative, equity-centered transportation planning effort** to establish “**Mobility Zones**” and advance high priority projects within them to investment-ready status. Mobility Zones will be designated geographical areas of varying sizes wherein residents will inform the development and prioritization of equitable transportation projects across eight types of **clean, shared, and active** layers of transportation. The planning project will include robust grass-roots engagement led by civic groups, in-depth research and analysis across priority modes of transportation, and design and engineering of early demonstration projects in the identified Mobility Zones. The project study will:

- Prioritize projects that enhance access to modal choice for disadvantaged or underserved communities, increase safety, and address other access-related needs that serve as barriers to using non-SOV gas modes for the demonstration projects.



- Develop criteria to prioritize corridors and nodes within each zone, and identify associated projects that advance the goals, principles and purpose of the project.
- Produce meaningful and locally owned regional map of green transportation Mobility Zones with all different modal layers.

Mobility Zones will integrate eight layers of transportation choices, centering around Mobility Hubs that allow all community residents to reach their destinations with ease and minimal environmental impact.

							
<b>High Capacity Transit</b> <ul style="list-style-type: none"> <li>• True BRT corridors</li> <li>• Rapid Bus Corridors</li> <li>• Express/HOT lane network with transit priority infrastructure</li> </ul>	<b>Active Transportation</b> <ul style="list-style-type: none"> <li>• On Street, Separated Bike Facilities &amp; Bike Superhighways</li> <li>• Traffic Calming &amp; Pedestrian Facilities</li> <li>• Open streets</li> </ul>	<b>Micro Transit</b> <ul style="list-style-type: none"> <li>• On-demand and/or fixed-schedule services</li> <li>• Privately or publicly operated, technology-enabled shuttles</li> </ul>	<b>Micromobility</b> <ul style="list-style-type: none"> <li>• Bike and E-Bike Share</li> <li>• Electric Cargo Bikes</li> <li>• Scooter Share</li> <li>• Equitable spatial distribution &amp; cash-based options</li> </ul>	<b>Clean Car Share</b> <ul style="list-style-type: none"> <li>• Electric Vehicle Floating Car Share Program</li> <li>• Renewable Energy-Powered Charging</li> <li>• Fee waivers to increase access</li> </ul>	<b>Clean Truck &amp; Freight</b> <ul style="list-style-type: none"> <li>• Zero Emission Vehicle Corridors</li> <li>• Corridor &amp; Neighborhood-level Freight (curb management, cargo bike delivery programs)</li> </ul>	<b>Clean Transit</b> <ul style="list-style-type: none"> <li>• Zero Emission Buses</li> <li>• Bus charging infrastructure</li> </ul>	<b>Mobility Hubs</b> <ul style="list-style-type: none"> <li>• Intersection of transit, pedestrians, bicyclists and shared mobility options in safe, convenient, and attractive places</li> </ul>

SACOG will work with Civic Thread - a trusted, local grassroots empowerment group and healthy community design expert - to develop and implement the bottom-up planning process in which community members, local government leaders, and technical experts come together from all six counties to actively co-create the design of the zones and multiple modal layer interventions. Civic Thread is committed to lifting up the voices of overburdened and under-resourced communities in decision-making and integrating these communities' lived experiences with technical expertise in policy development and built environment design. Civic Thread has delivered dozens of successful mobility planning and design projects centered around community participation. The community engagement process for the project, described in detail below, will establish a sub-regional architecture for co-creating transportation infrastructure projects that advance equitable mobility and reduce GHG emissions. SACOG will work with its member jurisdictions to advance the highest priority projects emerging from the co-creation process to pre-construction. The result will be a prioritized bench of near shovel-ready projects that are primed for investment, as well as the institutionalization of the community co-creation process for continued development of clean, shared, and active transportation infrastructure projects that advance equitable mobility for all.

Key to the governance structure for the planning process will be three cross-cutting task forces - a **Municipal Advisory Task Force** that convenes local leaders from the six counties and twenty-two cities, a **Community Advisory Task Force** that engages residents and conducts outreach to vulnerable groups, and a **Technical Advisory Task Force** that informs data collection and design.

## Statement of Work

**Task 1: Project Management and Grant Administration** – SACOG has established a project management team to manage the Mobility Zones planning effort for the duration of the three-year project. The project management team is responsible for overseeing procurement processes,

managing contractors, working closely with consultants, coordinating with project partners and advisory groups, establishing performance metrics, conducting quality assurance, and guiding the overall planning process. SACOG’s Finance Director, Grants/Budget Analyst, and Accountant will work together on grant administration and reporting. This team will coordinate with US DOT to execute the grant award, conduct procurement and contracting in accordance with federal, state, and local standards; administer the grant funding; and complete all financial reporting.

**Task 1.1:** Upon grant award, the SACOG Mobility Zone project team will review and refine the project scope and budget, confirming the organizational design/governance structure, goals and operating principles, roles and responsibilities, and reporting and communication expectations.

**Task 1.2:** The project team will assemble three advisory Task Forces:

**Municipal Advisory Task Force:**

- Roles: Inform goals, provide local data, evaluate/lead policy changes, plan/implement public relations, propose local priorities, coordinate with Community Advisory Group on project prioritization, develop recommendations and implementation strategies
- Members: Representatives of the six counties and twenty-two cities, El Dorado County Transportation Commission, and the Placer County Transportation Planning Agency

**Community Advisory Task Force**

- Roles: Serve as compensated, equal collaborators in the zone selection and project development process; function as liaisons and conduits to diverse communities and voices that are traditionally excluded from planning processes; ensure planning and prioritization adhere to community centered approaches that address and dismantle past harms, while lifting up the voices of overburdened and under-resourced communities in decision making.
- Members: Civic Thread, Community-Based Organizations, train-the-trainee facilitators, diverse cross-section of community members

**Technical Advisory Group:**

- Roles: Provide and analyze data, examine regional networks and transportation choices, produce analyses (traffic, safety, feasibility, environmental, economic, cost/benefit), evaluate alternatives, review and evaluate policies and proposed projects for compliance with state/local/federal regulations
- Members: California Department of Transportation (Caltrans), Transit Providers, Sacramento Metropolitan Air Quality Management District, Sacramento Municipal Utility District, Roseville Electric, Grid Alternatives, the University of California Institute of Transportation Studies

**Task 1.3:** The SACOG project team will competitively procure a consultant team with input from Civic Thread. The consultant team will include multiple experts in transportation planning, engineering, and community engagement.

**Task 1.4:** The project team, consultant team, and Task Forces will host a project kickoff.

**Task 1 Deliverables:** Refined scope and budget; defined advisory group(s) purpose and level of interaction; advisory group lists and participation commitments; RFP and procurement materials; kickoff meeting materials.

**Task 2: Community Engagement** --The project’s bottom-up method for transportation design is based upon extensive community participation throughout the project. The project team and consultants will work closely with the partner organization, Civic Thread, for the development of the regional and sub-regional Community Advisory Groups and the design and implementation of all community engagement and outreach activities.

**Task 2.1:** The project team, Civic Thread leadership, and consultants will develop the Community Advisory Task Force Structure. This will include:

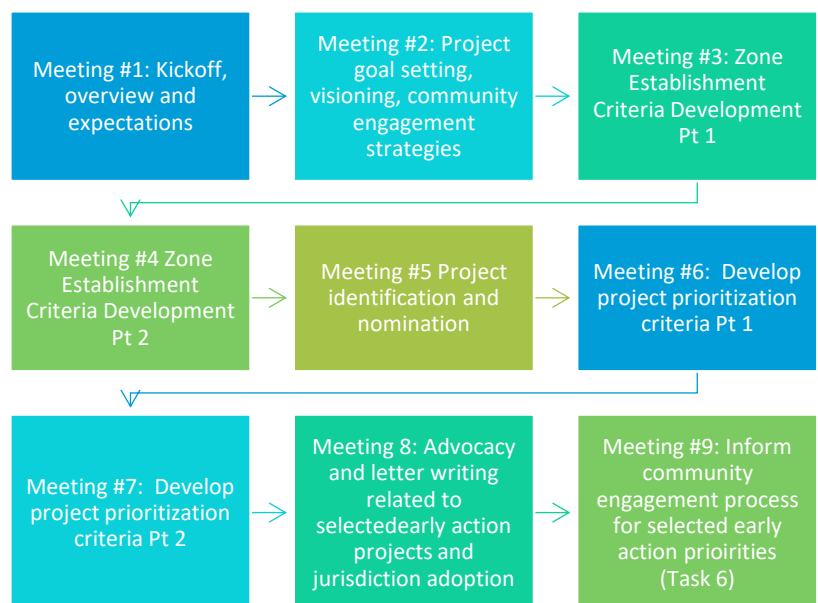
- Identifying paid Community-Based Organization leads in each county to support Sub-Regional Community Advisory Group (CAG) convenings (total of 8-10 members: 1 representative per county with two representatives for counties with high rural and disadvantaged populations).
- Developing of a train-the-trainer model for the Sub-Regional CAGS to build capacity among Community Based Groups leads for facilitating sub-regional meetings and achieving community engagement goals
- Identifying compensation mechanisms to reduce barriers to participation for residents in Sub-Regional Community CAGs and to remunerate participants for offering their time and lived expertise to the planning process.
- Creating voting mechanisms to govern decision-making within/among Sub-Regional CAGs.

**Task 2.2:** Civic Thread will design the initial plans and approaches for community engagement. Civic Thread will create community engagement plans based on consultation with Sub-Regional CAGs, starting at the group kickoff meetings. Groups will develop initial ideas of how to best reach and liaise with residents and the plan will be continually refined.

**Task 2.3:** Civic Thread will convene six Sub-Regional CAGs from each county made up of trusted leaders, residents, advocates and Community Based Organizations, to help guide engagement efforts, promote local participation, advise on the project, and help develop community-driven projects for the Mobility Zones. Sub-regional groups will be led by partner Community-Based Organizations that have boots on the ground with training and support from the project team. The sub-regional groups will nominate one representative to sit on a Regional CAG to inform the project team and elevate the priorities and concerns of the subregional groups. Rural counties and counties that have higher rates of low income, BIPOC or immigrants will be provided 2 seats on the CAG.

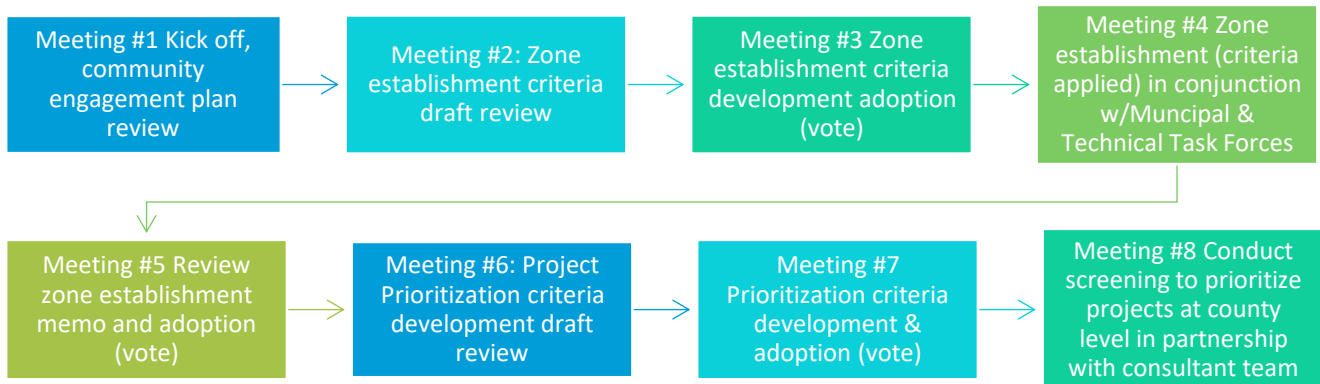
**2.3.1** Identify lead for each Sub-Regional CAG.

**2.3.2** Hold Sub-Regional CAG meetings, including a kickoff and at least one meeting in each phase of the project (Task 3, 4, 5, and 6). The structure and frequency of meetings will be determined by the availability participants but will follow the general structure (see right):



**Task 2.4:** Civic Thread will convene one overarching Regional Community Advisory Group (CAG). The Regional CAG is made up of representatives from the sub-regional CAGs in each of the six counties. The purpose of the Regional CAG will be to refine ideas generated by the Sub-Regional CAGs, facilitate agreement between counties, and liaise with the Technical Advisory and Municipal Advisory Task Forces.

**2.4.1** Hold Regional CAG Meetings including a kickoff and at least one meeting in each phase of the project (Task 2, 3, 4, and 5). The structure and frequency of meetings will be determined by the availability of participants and will follow the general structure below:



**Task 2.5:** The SACOG project team and Civic Thread will hold Joint Task Force meetings to include the Municipal Advisory Task Force, Technical Advisory Task Force, and the Regional CAG. These Joint Task Force meetings will be convened at key points in the project development, with at least one joint meeting in each of the key phases of the project (Task 3, 4, 5, and 6). The Joint Task Force meetings facilitate the dialogue and co-creation between the communities, technicians, and project team.

**Task 2.6:** Civic Thread will work together with the CAGs to oversee and implement outreach efforts to engage marginalized community members.

**2.6.1** Outreach strategy developed with Sub-Regional CAGs

**2.6.2** Outreach strategy implemented. While the bulk of the outreach strategy will be developed with input from the CAGs, key elements of the strategy will include:

- Hosting 2 charrettes in each county with CBO leads to support task 3, 4, 5
- Hosting at least 2 workshops with CBO leads in jurisdictions with early action projects
- Prioritization of engagement with ESL residents, people of color, low-income community members, youth and elder adults
- Support for participants (childcare, transit passes, gift cards, etc.)

**Task 2 Deliverables:** Community Engagement Plan & Outreach Strategy; Community-Based Organizations trained; Sub-Regional CAGs and Regional CAG established; Incentives Report

**Task 3: Project Goal Setting and Criteria Development** – The project team will establish the overall goals and vision for the project and set the criteria for delineation of Mobility Zones.

**Task 3.1:** Working with the three Task Forces, the consultant team will establish overall project goals and vision, including branding.

**Task 3.2:** The consultant team will develop criteria for establishing Mobility Zone boundaries. These should be designed to assess:

- Potential to align mobility gaps and needs with clean, active, and shared infrastructure projects from across the eight modal layers.
- Located within a disadvantaged community / DOT area of persistent poverty
- Located in areas with poor safety and health outcomes, resulting from disparities in air quality, heat island effects, healthcare access, greenspace access, and environmental justice burdens.
- Proximity to housing (including Green Zones) and transit-supportive development.
- Availability of multimodal access and choice, and overall mobility.
- Potential to support economic development (i.e. open streets).
- Potential to support major regional initiatives, including pricing and tolling.

**Task 3 Deliverables:** Technical memorandum identifying project and program goals and vision, including methodology and engagement process; Technical memorandum outlining and detailing zone establishment criteria, including methodology and engagement process

**Task 4: Zone Establishment and Conditions Scan** – The consultant team will identify the boundaries of each Mobility Zone, taking into account the community contributions and technical knowledge of the advisory task forces.

**Task 4.1:** For each county, the consultant team will identify boundaries that meet the criteria established in Task 3 and that respond to local needs when applying industry trends for urban and rural contexts. Consultants will recognize that each county has distinct conditions so a one size fits all approach will not work. The consultant team will also conduct a market analysis of each zone.

**Task 4.2:** The consultant team will conduct opportunities and constraints screenings of identified project areas, identifying barriers, needs, and infrastructure deficiencies.

**Task 4 Deliverables:** Technical memorandum identifying boundaries for each overlay district or zone; Market/Demand and Opportunities & Constraints Analysis memo to include relevant graphics and maps that visually depict the individual zones and their interaction as a network.

**Task 5: Project Prioritization** – The project team will identify three to five priority “early action” projects within the Mobility Zones to advance to investment-ready status with design, engineering, and pre-construction activities. Projects may be from any one of the eight infrastructure layers.

**Task 5.1:** The consultant team will develop “buckets” for project development based upon criteria for project identification and prioritization for each overlay component. Criteria will be developed to address the following themes: equitable investment, air quality, access to jobs, schools and parks, safety improvement, physical improvements, mobility service provision, and incentives.

**Task 5.2:** The consultant team will integrate inputs from task forces to prioritize projects and investments in the newly established Mobility Zones. The team will conduct screening to prioritize projects at the county level with significant community input from CAG. SACOG will set aside a pot of the US DOT RAISE Planning grant funds to deploy for the design and engineering of the top priority projects identified through the planning process. Top priority will be given to “early win” projects that can be implemented quickly and require minimal leg work to set up, such as establishing a car or bike share program as opposed to a complex multi-layer design project. The

top projects in each county will advance to design, engineering, and pre-construction activities to ready these projects for construction/implementation investment.

**Task 5.3:** The project team will develop valuation plans for each project to ensure lessons learned are captured and shared across the region and throughout California, as the bottom-up approach to transportation planning could become a model for carbon reduction across the state. Partners at the University of California Institute of Transportation Studies will lead the elaboration of these plans, building on their expertise in evaluation and monitoring for transportation projects.

**Task 5 Deliverables:** Technical memorandum detailing prioritization process and outcomes, including graphics to visually convey information; three to five priority projects selected to advance to investment-ready status; monitoring and evaluation plans.

**Task 6: Design, Engineering, & Pre-Construction of Priority Projects -** The project team will work to develop robust designs for early action projects and plan for their implementation.

**Task 6.1:** SACOG will work with jurisdictions of highest priority projects to advance to pre-construction activities. The highest priority projects as advanced by the CAGs will be selected for further development based upon feasibility, shovel-readiness, and political support. SACOG will work as an active partner in the execution of selected projects, supporting selected jurisdictions to refine project scopes and assist with procurement for services. Development of prioritized projects will include completing permitting and approvals and producing construction documents.

**Task 6.2:** SACOG will relaunch its award-winning Civic Lab program, an innovative forum to take community-generated ideas and put them into practice through intensive workshops and training with local experts, national leaders, and innovators. The lab will be centered on program education and attracting various service providers (bikeshare, micromobility, EV share, etc.) to do “match-making” with the newly established Mobility Zones. Civic Lab will help aggregate the need for these services across multiple jurisdictions which will better attract mobility providers and allow for a streamlining process of procurement.

**Task 6.2:** SACOG project team and consultant team will develop toolkits for implementation of Mobility Zone projects. The toolkits will include (but not limited to) information on equity, anti-displacement efforts, community engagement processes, and funding. These toolkits will support the advancement of Mobility Zone projects that are not selected as early action priority projects.

**Task 6 Deliverables:** Deliverables will include: 1) Toolkit to distribute to the partner agencies that documents the implementation process for projects, including how to advance projects, such as funding options / strategies, and equity considerations, and community engagement processes; 2) CivicLab program design, including all outreach materials and advertisement; and 3) Program development for high priority projects, including procurement needs and process.

## ii. Project Location

The study area for the proposed project will be SACOG’s six-county, twenty-two-city Sacramento metropolitan region. The region is at the heart of a confluence of two major rivers and four major highways, encompassing 6,562 square miles of land, including hills, mountains, rivers, lakes, swamps, farmland and open space areas. About 2.3 million people live in this diverse region, which is home to urban, suburban, foothill and rural communities. The plan area includes El Dorado,

Placer, Sacramento, Sutter, Yolo, and Yuba counties, exclusive of the Tahoe Basin. Located in the north San Joaquin Valley in Central California, the plan area encompasses 3,859,812 acres (6,030 square miles). The bulk of the plan area is located in the Sacramento Valley, a basin generally bounded by the Sierra Nevada mountain range to the east and the coastal ranges to the west. The eastern portion of the region – Placer County, El Dorado County, and Eastern Yuba County – is located in the Sierra Nevada mountains and foothills.



Urban uses in the plan area are primarily concentrated in an urban core in northern and central Sacramento County, eastern Yolo County, southwestern Placer County, and western El Dorado County, with smaller urban areas separated from this core and each other by rural lands. Approximately 80% of the area is designated for agriculture, open space, or timber uses.

The region’s 22 incorporated cities include: Auburn, Citrus Heights, Colfax, Davis, Elk Grove, Folsom, Galt, Isleton, Lincoln, Live Oak, Loomis, Marysville, Placerville, Rancho Cordova, Rocklin, Roseville, Sacramento, West Sacramento, Wheatland, Winters, Woodland, and Yuba City. These jurisdictions were originally developed as cities and towns with walkable 19th century grids. However, most of the region grew with a more suburban development pattern in the mid to late 20th Century, and a large part of the region is currently more rural and lower-density agricultural land. Still, the six-county region has one of the more ambitious land use and growth visions adopted in 2004 as the regional blueprint. Many jurisdictions are looking to revitalize their older suburbs, areas around light rail stations, and older commercial and retail corridors.

The existing regional transportation system supports a broad range of passenger and freight travel. The roadway system includes three interstate highways, several state highways, and numerous local roadways that serve various combinations of auto, truck, pedestrian, bicycle, and transit travel. Thirteen transit operators serve this region, all with varying successes, needs, and opportunities. The region has had success with joint procurement, but there are inherent challenges with coordinating a large and diverse region. The proposed area includes over 1,500 miles of Class I and II bicycle trails and routes (97% increase from 2016), and 4,500 hours of new transit service (114% increase from 2016). Other infrastructure includes a deep-water shipping port, a major international airport, numerous general aviation airports, and freight and passenger rail service.

The resident population in the SACOG region is becoming increasingly diverse and will have different housing needs and desires than the current population. Current housing mainly includes single-family homes and large lots that are not meeting consumer demand for multi-family dwellings, “average absentee” homes, and smaller homes in smaller areas. The coming demographic shifts will increase this imbalance unless the region adapts to the shift in demand. Signs that this is already happening include the popularity of new “micro” apartments in downtown Sacramento, the very small single-family developments like Rocklin Trails in Rocklin, and new subdivisions under construction that offer ancillary housing unit options. Housing permit data from local building departments shows increasing demand for denser housing. In 2017 and 2018, small-lot and single-family permits returned to pre-Great Recession levels and multi-family housing permits are now at their highest level of the 21st century.

Today, 38% of the region’s population live in disadvantaged communities, or “Environmental Justice” (EJ) communities as defined by SACOG. EJ communities have concentrated populations of one or more of the following criteria: low-income, communities of color, high pollution burden, or other vulnerable communities such as single-parent households, low educational attainment, linguistic isolation, disabled, burdened by excessive housing costs, or senior populations greater than 75 years old. From a transportation perspective, households in these areas tend to use transit, walk, and bike at higher rates than those in non-disadvantaged communities. According to the [MTP/SCS](#), EJ community residents walk 50% more, bike 57% more, and are more than twice as likely to take transit than individuals in other areas of the six county Sacramento region. See the attached Project Area maps for a detailed overlay of EJ communities.

Of the 278 Census Tracts in the project service area, there are 133 (48%) that qualify as US DOT Areas of Persistent Poverty. There are 50 Census Tracts within the project area that are designated as Opportunity Zones. See attached *Project Maps* for a detailed overlay of distress designations.

### iii. Grant Funds, Sources, & Uses

SACOG seeks **\$5 million** in US DOT RAISE Planning funds with **\$1.3 million** in match to support the **Mobility Zones: Creating Sustainable and Equitable Mobility in the Greater Sacramento Region** project.

<b>SACOG Planning Project Budget by Task</b>	<b>Local Match</b>	<b>RAISE</b>	<b>TOTAL</b>
<b>Task 1: Project Management &amp; Grants Administration</b>			
<i>Staff Time</i>			
<i>Consultant Fees</i>			
<b>Task 2: Community Engagement</b>			
<i>Staff Time</i>			
<i>Consultant Fees</i>			
<i>Other (Participant Support)</i>			
<b>Task 3: Project Goal Setting &amp; Criteria Development</b>			
<i>Staff Time</i>			
<i>Consultant Fees</i>			
<b>Task 4: Zone Establishment &amp; Conditions Scan</b>			
<i>Staff Time</i>			
<i>Consultant Fees</i>			
<b>Task 5: Project Prioritization</b>			
<i>Staff Time</i>			
<i>Consultant Fees</i>			
<b>Task 6: Early Action Design, Engineering, &amp; Preconstruction</b>			
<i>Staff Time</i>			
<i>Consultant &amp; Design/Engineering Fees</i>			
<b>TOTAL</b>			



**SACOG Planning Project Budget by Budget Category:**

Budget Category	Local Match	RAISE	Total Cost
Personnel	██████████	██████████	██████████
Contracts/Consultants	██████████	██████████	██████████
Other	██████████	██████████	██████████
Total Project Cost	██████████	██████████	██████████

**Matching Amount:** SACOG is committed to providing the full **\$1,300,000** in local matching funds as cash match. This funding is secured and unencumbered for use on the project.

**iv. Merit Criteria**

**A. Safety**

Projects developed through the Mobility Zones planning effort are anticipated to generate significant safety benefits across the eight mobility layers:

Mobility Layer	Anticipated Safety Benefits
<b>High-Capacity Transit</b>	Planning to launch high-capacity transit projects, including BRT corridors and express lanes, will help reduce injuries and fatalities by reducing speed in high-capacity transit corridors, reducing the circulation of mixed traffic, reducing motorization, and modifying the surrounding infrastructure.
<b>Active Transportation</b>	Integrating analysis of hard crash data with public input on lived experience will identify fixes that prioritize pedestrians and bicyclists to reduce injuries and fatalities, especially within disadvantaged communities and communities of color. Projects will include complete streets and application of context-sensitive facilities to increase bicyclist and pedestrian safety and separate motorist, bicycle, and pedestrian facilities to reduce conflicts.
<b>Micromobility</b>	Working with residents will help to identify effective ways to incentivize user safety for micromobility modes (helmet use, turn signaling, equipment checks, etc.), as well as to design infrastructure improvements that facilitate safe use of bike share, E-bikes, and scooters, such as stations along connected networks of protected and separated bike lanes.
<b>Microtransit</b>	Working with people with disabilities, senior citizens, and young children who may not be able to safely access traditional public transportation to plan on-demand pickup locations and approaches will reduce risk of slips, falls, accidents, and infection.
<b>Clean Car Share, Clean Transit, Clean Truck &amp; Freight</b>	Deploying data to prioritize clean vehicle projects in EJ communities will reduce VMT and emissions. Leveraging SACOG’s ongoing Northern CA Megaregion ZEV Medium/Heavy Duty Vehicle Blueprint will prioritize electric charging and hydrogen refueling infrastructure for Medium Duty/Heavy Duty zero-emission vehicles in areas with highest impacts to health.
<b>Mobility Hubs</b>	Integrating planning across modes to offer a safe and accessible space for users to seamlessly transfer from one mode of transportation to another.

The Mobility Zones planning effort will deploy effective frameworks for analyzing hard data and collecting firsthand experiences from residents to inform high-priority, early action active transportation infrastructure improvements. Civic Thread will work through its Sub-Regional CAGs to learn pain points from residents regarding areas where they use active transportation modes but feel unsafe and places they would like to walk or bike if there were safe facilities. The consultant will integrate crash data with public input from the community engagement process to identify areas where safety issues inhibit residents from safely accessing clean, shared, active transportation modes. The consultant team will work with the Civic Thread to develop a framework and toolkit for developing high-priority, early action projects designed to reduce active transportation fatalities and injuries.

**Mobility Justice:** In the SACOG region, disadvantaged communities - and specifically the black population - are disproportionately affected by unsafe streets. In the City of Sacramento, half of crashes resulting in a pedestrian killed or seriously injured occur in disadvantaged communities as defined by the state, despite those same communities accounting for only 25% of the roadway network. Black pedestrians die at a disproportionate rate in Sacramento County traffic accidents



*Figure 2. The intersection of Stockton Boulevard and Florin Road, with many lanes of traffic in each direction, is among the most dangerous intersections for Black pedestrians in the county,*

- and the number of victims is growing, according to the latest state and federal data. Of the 410 pedestrians who died in traffic accidents in Sacramento County from 2011 through 2020, 76 people, or 19%, were Black, even though Black people make up only about 9% of the county's population. In addition to those deaths, about 25% of the 4,559 pedestrians injured in traffic accidents during the last decade in Sacramento County were Black, according to data collected by the California Highway Patrol and disseminated by the University of California, Berkeley. Put another way, Black pedestrians in Sacramento County are more than twice as likely to be killed in a car collision and three times as likely to be injured compared to the rest of the county.

The project will directly address these issues of mobility justice and safety disparities through the co-design of Mobility Zone projects with and for disadvantaged communities affected by these issues. Sub-Regional CAG facilitators will share data and foster discussion around the perceived cause of the region's mobility justice issues to help inform solutions. Sub-Regional CAGs will explore how perceived or real safety concerns among marginalized group when accessing certain modes of transportation or occupying public spaces impacts disparities in mode choice. First-hand knowledge as shared by the CAGs will help the consultant team to identify areas of high pedestrian-vehicle and bike-vehicle conflict, as well as key routes to destinations where residents would walk or bike if safe options were available. The Technical Advisory Task Force and planning consultants will also analyze reported cyclist and pedestrian crash data and collision heat maps to cross-reference with the community experiences to propose solutions. Ultimately, the project team develop, propose, and prioritize investment-ready early action projects that aim to reduce pedestrian and bike fatalities among people of color.

## B. Environmental Sustainability

Projects developed through the Mobility Zones planning effort are anticipated to generate significant environmental benefits across the eight mobility layers:

Mobility Layer	Anticipated Environmental Sustainability Benefits
<b>High-Capacity Transit</b>	Planning for BRT and rapid bus corridors will help reduce GHG emissions and pollution through VMT reduction as more efficient transit options that reduce commuting times attract users away from SOVs.
<b>Active Transportation</b>	Working with residents to plan more integrate more bike trails into the Regional Trail Network will generate mode shift and reduce VMT by prioritizing projects according to network completeness, network density, route directness, access to destinations, network quality, bicycle level of service (LOS), level of traffic stress, low stress connectivity, and bike route quality index (see <a href="#">Caltrans study on mode shift from bikeways</a> ). Deploying community-driven open streets concepts and Mobility School Zones where kids can safely walk and bike to school will decrease VMT and GHG emissions.
<b>Micromobility</b>	Mapping areas in which bike shares, e-bikes and scooters could work to promote mode shifts away from SOV will help identify infrastructure needs to facilitate their use. Using CivicLab to match micromobility solutions and companies with the identified areas and needs in the Mobility Zones will ensure maximum VMT reduction and GHG emissions reductions benefits.
<b>Microtransit</b>	Identifying key areas in which microtransit options, such as on-demand shuttles and vans, will provide first/last mile transit options to jobs, healthcare, shopping, and other destinations for those who live too far away from existing transit stops will decrease SOV use and harmful emissions.
<b>Clean Car Share, Clean Transit, Clean Truck &amp; Freight</b>	Building upon the Sacramento Area Zero Emission Vehicle Deployment Strategy to identify key actions and infrastructure priorities and efficiencies for charging infrastructure will accelerate electrification in the region and reduce harmful emissions, specifically in under-resourced communities who are most affected by air pollution, toxics, and GHG emissions.
<b>Mobility Hubs</b>	Designing mobility hubs that provide SACOG region residents easy access to ZEV options, active transportation, transit and shared mobility, incentivizing VMT reduction through mode shift and facilitated use of ZEVs. Locating Mobility hubs in areas targeted by the region for infill growth in the Green Zones will increase demand and shift trips away from SOVs.

**Environmental Justice:** A primary focus of the Mobility Zones Planning project is to invest in and improve EJ communities in the SACOG area. As previously mentioned, 38% of the Sacramento population lives in EJ communities. One of the criteria of EJ for SACOG is a high pollution burden, as these disadvantaged communities are often more likely to suffer from the environmental impacts of air contamination. The Sacramento Region suffers from some of the worst air quality in the nation, ranking 6th by the American Lung Association for worst ozone and 10th for worst

particulate matter pollution. Both ozone and particulate matter cause lung damage and other adverse health effects. Both are primarily caused by transportation emissions with 67% of the ozone causing emissions in Sacramento coming from on-road and other mobile sources. Communities across the region are also increasingly vulnerable to rising temperatures and extending heat waves, due in part to the urban heat island (UHI) effect. Exposure to excessive heat not only threatens public health, quality of life, worker productivity, and economic vitality, but also degrades the already deteriorating transportation infrastructure such as roads and train tracks. Underserved and under-resourced communities are especially burdened by the UHI effect, and often have less flexibility to respond to disruptions to transit systems. The Mobility Zones planning project seeks to alleviate air quality burdens and climate impacts that disproportionately burden disadvantaged communities by designing transportation projects that reduce air pollution and GHG emissions through reduction in Vehicles Miles Traveled (VMT) and electrical vehicle deployment.

*Vehicle Miles Traveled (VMT) Reduction:* The Sacramento population continues to rely heavily on single occupancy vehicle (SOV) use. Currently, 42% of the region’s total trips and 70% of commute trips are by people driving alone. Such use results in high VMT rates, which correlates with high vehicle emissions. SACOG is committed to a 10% VMT reduction by 2040, according to the MTP/SCS. Leveraging SACOG’s infill housing and mixed-use development plans, the planning effort will advance projects that provide residents with a variety of attractive alternatives to driving alone, contributing to SACOG’s goal to increase per capita trips by bicycle, walk or transit from 0.41 currently to 0.50, which would be a 23% increase.

By working with the transit agencies in the Technical Advisory Group, the project will establish BRT and rapid bus corridors in Mobility Zones in which lack of efficient transit is a key barrier to VMT reduction. The planning project will leverage SACOG’s Regional Transit Network Development Plan, which is already in the process of key corridor identification. Microtransit options such as on-demand and fixed-schedule shuttles and vans can also convince drivers to give up cars. The planning project will build off initial microtransit services in the region, such as the SmaRT Ride or the Via in West Sacramento, that have already launched. El Dorado County Transportation Commission and the Placer County Transportation Planning Agency have already shown interest in using such microtransit options. Increasing microtransit in the Mobility Zones will give riders more first/last mile options that increase their opportunities to use transit for at least some portion of their daily travel.

Micro-mobility options such as bike and scooter share programs will also be studied for viability in Mobility Zones as alternatives to shorter vehicle trips within communities. Using data from SACOG’s recent JUMP bike pilot and from e-bike and scooter sharing services in other similarly situated communities, the Plan will consider how different counties can deploy E-bikes, scooters, E-bike shares, scooter shares and charging infrastructure in key areas to help encourage additional mode shift away from SOVs. The Mobility Zones will build upon existing projects like the Yuba-Sutter “Blue Zone” initiative that promotes health and longevity and the early-stage suburban bike share programs in Elk Grove, Rancho and Folsom. The Civic Lab program that will occur in the last stage of the project will also be an opportunity to attract and engage other micro-mobility and bikeshare service providers, functioning as a “matchmaking” between providers and communities.

Should the Plan’s proposed green transportation improvements achieve the goal of spurring significant mode shift away from SOVs to active transportation and transit, the project will also

help to reduce congestion on the road systems of the six counties. According to the Congestion Report, many roads in Sacramento appear to have shifted from being “unreliable and uncongested” to “reliably congested” between 2015 and 2017. One possible explanation for this is an increase in traffic volumes on those roads, i.e., roads had 2015 traffic volumes that put them on the cusp of congestion gained enough extra traffic to make them consistently, or “reliably” congested. Reducing congestion by decreasing the number of drivers on the road for short trips and commuting will reduce fuel consumption and pollution from idling.

*Pollution and Emissions Reduction:* Designing a Mobility Zone program that reduces VMT and congestion through mode shift will lower GHG emissions and reduce harmful air pollutants, in line with state goals and requirements. As part of SB 375, also known as the Sustainable Communities and Climate Protection Act, which aims to reduce GHG emissions from passenger vehicle travel through improved transportation and land use planning at the regional scale, the California Air Resource Board set a target for the SACOG region of a 19% per capita reduction of emissions by 2035 relative to 2005 levels. In the MTP/SCS, SACOG has envisioned how their region can attain the 19% goal with the largest percentage of GHG reduction coming from increased transit, bike and walk trips – all activities that will be encouraged in the Mobility Zones. SACOG has access to carbon reduction funding that can be deployed based on the results of the planning grant, directing funds to invest in the mode shift solutions identified by the local communities and supported by the Municipal and Technical Advisory Task Forces.

Beyond the reduction of VMT to decrease GHG emissions, the Mobility Zone planning project will also directly reduce GHG emissions through the design of infrastructure for zero emission vehicles (ZEVs). Altogether, SACOG estimates such strategies will result in a 0.5% decrease in per capita GHG emissions. ZEVs include hydrogen fuel cell electric vehicles and battery-electric vehicles with no tailpipe emissions. Firstly, the Technical team will map parts of the region where electrical vehicle (EV) floating car share is feasible, as well as where investment in EV charging infrastructure for personal vehicles would be necessary. Lack of availability for public charging is a key bottleneck in scaling up EV use, which the planning project seeks to address. Sacramento already has early-stage EV car share programs in some counties, such as Gig Car Share and Envoy, that could be expanded to other regions through the Mobility Zones design. SACOG aims to identify and plan at least one rural EV Car Share pilot, as rural areas face extra challenges in decreasing vehicle use due to the long distances and lack of transit options.

Transit agencies in Yuba-Sutter, Yolo County, and El Dorado are committed to implementing transit center construction or retrofits to accommodate zero emission buses. Clean Transit projects within Mobility Zones would also include design of facilities that allow integration with other clean and shared mobility modes to create effective connections that serve short trips within communities, longer trips between communities, and “first-mile” and “last-mile” trips to transit hubs. Finally, the project team will consider Clean Truck-focused Mobility Zones in relevant areas (such as the I-5 and CA99 corridors). Projects in these zones would design ZEV freight corridors, working with Caltrans and Sacramento Metropolitan Air Quality Management District to contribute to state policies such as the California Sustainable Freight Action Plan. This plan seeks to improve freight system efficiency by 25% by 2030, deploy over 100,000 freight ZEVs and equipment, and maximize both zero and near-zero emission freight vehicles and equipment powered by renewable energy by 2030.

### C. QUALITY OF LIFE

Projects developed through the Mobility Zones planning effort are anticipated to create quality of life benefits across the eight infrastructure categories/layers:

Mobility Layer	Anticipated Quality of Life Benefits
<b>High-Capacity Transit</b>	Prioritizing high-capacity transit projects that target transit time reductions for disadvantaged residents will reduce the quality-of-life costs of lengthy transit times, opening time for meaningful activities (work, friends, family). Community engagement will help ensure new BRT options promote TOD while preventing displacement. Efficient commuting alternatives will reduce transportation and housing cost burdens for residents with long commutes.
<b>Active Transportation</b>	Working with disadvantaged communities to prioritize active transportation connections to jobs, recreation, healthcare, and transit, will improve quality of life, including for rural residents. Planning for improved trail connections with parks, waterways, and greenspace, will help increase physical activity, improve mental health, and lower risk for chronic disease.
<b>Micromobility</b>	Working with residents to identify locations for bike share, E-bikes and scooters will facilitate last/first mile transportation for commuters, decreasing overall commuting times. Designing subsidies, cash-only options, and other alternatives for payment will eliminate barriers to micromobility use in distressed areas and enhance quality of life.
<b>Microtransit</b>	Prioritizing microtransit routes that connect residents in disadvantaged areas to improved services for shopping, medical facilities and other trips will reduce transport disadvantage and promote equitable mobility.
<b>Clean Car Share, Clean Transit, Clean Truck &amp; Freight</b>	Deploying affordable clean care share options in disadvantaged areas and areas slated for infill development (Green Zones) will reduce transportation and housing cost burdens. ZEV use for transit, trucking, and freight will reduce harmful pollutants that burden EJ communities.
<b>Mobility Hubs</b>	Planning mobility hubs to serve the needs of distressed communities will mitigate high housing costs through transportation savings from reduced vehicle ownership and operations. Decreasing dependence on vehicles, which disproportionately economically impact low-income families, will increase spending capacity in other areas (education, health, recreation).

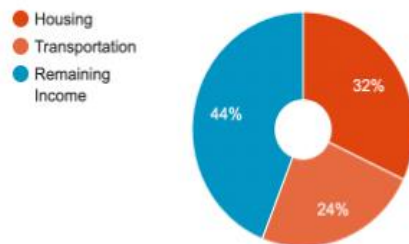
*Engaging Disadvantaged Community Members:* The planning project will address the inequality in transport that affects residents of disadvantaged areas and who face the impacts of systemic racism, poverty and/or environmental burdens. The project will work to address the inequity of horizontal and vertical transport in the system in the SACOG region with respect to income and social class and capacity, analyzing how historical patterns of investment have resulted in generational disparities in access. The planning process will engage individuals from transport disadvantaged groups to improve understanding of needs and local realities to inform project development. Civic Thread’s involvement in managing the CAGs will guarantee the project’s aim to democratize decision-making in transportation design and share power with underrepresented groups. Counties with high rural and BIPOC populations will have double representation in the

regional community advisory group. The Mobility Zone projects selected to move forward in development will incorporate **anti-displacement strategies** and **community benefits agreements**, which will be highlighted in the toolkits produced for distribution to the partner agencies. The planning project is committed to following equity principles: (1) Multidisciplinary, multistakeholder collaboration for mutual benefit; (2) Clear, comprehensive processes for equity; (3) History and context that reflect a local community’s needs (4) Transparency about outcomes; (5) Decision-making agency; and (6) A posture open to diverse perspectives.

**High Housing + Transportation Costs:** According to the Center for Neighborhood Technology’s (CNT) Housing & Transportation (H+T) affordability index, 1% of the Sacramento metropolitan region are location efficient, meaning almost no neighborhoods are compact and close to jobs and services, allowing people to spend less time, energy, and money on transportation. According to U.S. Census Data, there are 47,649 households (8% of all households) in SACOG’s planning district with no vehicles available; any of these households that lack access to trails and/or transit likely face difficulty running routine errands and participating in civic and social life. According to the CNT H+T index, Sacramento region residents rank 4.9/10 for job access, 4/10 for transit access, and 1.7/10 for density and walkability. Residents spend 56% of their income on H+T costs combined, leaving just 44% to spend on food, healthcare, other costs. Planning Mobility Zones that connect people to jobs will help to mitigate high housing costs by providing consumer cost savings from reduced vehicle ownership costs, operating costs (fuel, oil, and tire wear), long-term mileage-related costs (depreciation, lease fees, user costs), and special costs (tools, parking fees). Establishing affordable, reliable, and non-vehicular transportation options will remove barriers to growing affordable, local housing stock using sustainable, smart growth development strategies.

**Average Housing + Transportation Costs % Income**

Factoring in both housing *and* transportation costs provides a more comprehensive way of thinking about the cost of housing and true affordability.



**Transportation Costs**

In dispersed areas, people need to own more vehicles and rely upon driving them farther distances which also drives up the cost of living.



**Reducing Travel Times for Disadvantaged Communities:** The Mobility Zone planning project seeks to address the large disparities around travel time, cost and mode choices that exist throughout the six-county region of Sacramento. Households in EJ communities (as defined by SACOG) use transit, walk, and bike at significantly higher rates than non-EJ households — more than twice the rate of transit use. EJ households are also less likely to own a car and more likely to be transit dependent. This means that an average person or family living in an EJ community is spending more time in transit (up to six times longer) than those in non-EJ communities, taking away valuable time from meaningful activities such as work or spending time with friends and family. Disparities also exist between people of different income-levels. Pre-pandemic, the largest group of transit riders in the region fell into the \$10,000-\$40,000 household income range (the

2020 median household income for Sacramento is \$62,335). Those in the highest income range (\$125,000+) ride transit the least compared to other household income ranges. Because riding transit is, on average, slower than a comparable car trip, residents and households that are lower income are spending more time in transit than individuals those with higher household incomes.

Mobility Zones will target interventions to benefit low-income, disadvantaged communities by decreasing travel times, improving transit quality, and offering multi-modal choices. Bike, scooter, and EV car shares, as well as increased microtransit options, can all improve travel times and experiences for low-income families. Increases in shuttle services can improve access to longer distance bus and rail options that residents may need to access for work or other inter-county travel. New shuttle services benefit all residents, but the greatest benefit for residents in disadvantaged areas comes from improved service targeting local trips to shopping, medical facilities, and other public services. Through the co-creation community engagement process, local residents will envision mobility solutions that can best address their travel concerns. Improved active transportation options in disadvantaged communities will also support health benefits, including increased physical activity, improved mental health outcomes and lower risk for chronic disease.

*Building upon Existing Equity Initiatives:* SACOG is required by law to conduct an environmental justice and Title VI analysis as part of the MTP/SCS, to determine whether the MTP/SCS benefits low-income and minority communities equitably, whether the Plan’s transportation investments have any disproportionate negative effects on minority and/or low-income, and whether the plan has disparate impacts based on race, color, or national origin. SACOG has also conducted its own equity analyses and extensive mapping exercises to inform development strategies (see attached Project Maps). This project will provide SACOG the opportunity to build upon its equity analyses and put into action infrastructure projects that center on equity as a core value.

#### D. Improves Mobility and Community Connectivity

Projects developed through the Mobility Zones planning effort are anticipated to improve mobility and community connectivity across the eight infrastructure layers:

Mobility Layer	Anticipated Mobility & Connectivity Benefits
<b>High-Capacity Transit</b>	Coordinating with local transit agencies to create true BRT and express bus corridors on main roads and on the region’s highway system, integrating with a proposed toll lane network, will improve inter-city and inter-county connectivity and facilitate affordable, reliable, and efficient commutes.
<b>Active Transportation</b>	Identifying locations for on-street bike facility installation to integrate with the Regional Trails Network, as well as for pedestrian infrastructure such as open streets and no-car zones, will promote mobility within SACOG communities, addressing the barriers that prevent disadvantaged populations from walking and moving freely and comfortably.
<b>Micromobility</b>	Activating <a href="#">Civic Lab</a> to bring service providers to develop fixes that maximize mobility and connectivity to Mobility Hubs and transit will help overcome first/last mile gaps in SACOG’s transit and active transportation networks.



<b>Microtransit</b>	Learning directly from community members with mobility impairments and transport disadvantage about what they need to better reach healthcare, shopping and recreational activities will inform ensure that on-demand and schedule shuttle and van projects are highly utilized by individuals with disabilities, senior citizens, and young children to overcome mobility issues.
<b>Clean Car Share, Clean Transit, Clean Truck &amp; Freight</b>	Designing at least one clean car share pilot in one of the predominantly rural counties will test its effectiveness in overcoming mobility issues in rural zones. Transit centers and facilities will be built or retrofitted for zero emission buses and other clean, shared mobility modes, bringing multimodal options. ZEV freight corridors planned in Mobility Zones will contribute to carbon-free freight movement and supply chain movement.
<b>Mobility Hubs</b>	Building on the design from the Next Generation Transit Strategy, Mobility Hubs will effectively serve users in overcoming their mobility challenges. Tasking the community advisory groups with digging into understanding barriers to mobility, especially for underserved groups, will ensure Mobility Hubs help overcome unique mobility challenges each community faces.

**Mobility Hubs:** Mobility Hubs are places of connectivity where different modes of travel –walking, biking, transit, and shared mobility– seamlessly converge. A successful mobility hub allows individuals to access a variety of modes in a single place to serve local and commute trips, first/last mile connections, and large shopping trips. They provide an integrated suite of mobility services, amenities, and technologies to bridge the distance between high-frequency transit and an individual’s origin or destination. In Mobility Zones in which there is already a funded Mobility Hub, the project will ensure that other proposed solutions are interconnected with the hub and decide if hub infrastructure needs improvement for increased accessibility. For Mobility Zones without a hub, community engagement and technical expertise from the advisory boards will determine ideal location and design. Some hubs will include electric vehicle resources such as EV car shares and EV charging infrastructure for zero emissions buses, shuttles and private cars. The project will contribute to a more strategic implementation of the mobility hub region wide network plan that SACOG has established in the Next Generation Transit Strategy. The plan for mobility hubs is to create context-focused hubs, meaning clear paths for hubs in urban, rural and suburban settings, maximizing mobility for each of these areas. They will also be planned according to development patterns - employment vs. residential vs. commercial - all of which have different needs for the different ends of the trip.

**Inter and intra- county connectivity:** According to 2020 Census data, fewer than half of the residents in Placer, El Dorado, Yolo, Yuba and Sutter counties work in the same county where they live. However, the region’s transit operators are largely oriented toward local trips, making it difficult to serve trips that cross operator boundaries. According to AllTransit, the Sacramento area has a low performance score of 3.9, indicating a low combination of trips per week and number of jobs accessible. The Mobility Zone planning project will seek to increase connectivity through improving Priority Transit in and between identified zones. By working with Transit agencies, the project plans to create true BRT corridors with dedicated lanes and signals. The project also seeks to integrate with the toll lane network that is being proposed on the region’s highway system, which would improve intercity connectivity. In MTP/SCS’s 20-year plan, SACOG has a goal to

increase transit service hours by 60%; from 0.54 hours per person per year in 2016 to 0.85 hours per person per year in 2040. Providing more transit service allows for higher frequency service on productive corridors, broader coverage during the weekday (e.g., more evening service), and more service during weekend hours. These strategies have increased transit ridership in other regions.

Walkability is a key factor in community connectivity. Currently, four of the six counties of the region are all considered below average in terms of walkability, based on the US EPA’s Walkability Score. Mobility Zones planning will prioritize projects that increase walkability in disadvantaged areas, connecting residents to neighbors, businesses, and recreation. Mobility Zone planning will also prioritize projects that can connect to and support major regional initiatives like the Trails Network. The Regional Trails Plan seeks to link every community and major park with a network of trails and increase access to job sites, community amenities, and public spaces. The trails plan focuses on accessibility for people of all ages and abilities.

### E. Economic Competitiveness and Opportunity

Projects developed through the Mobility Zones planning effort are anticipated to generate significant economic benefits across the eight infrastructure layers:

Mobility Layer	Anticipated Economic Competitiveness Benefits
<b>High-Capacity Transit</b>	Improved efficiency in the transit system through the BRT and express buses planned by the Mobility Zones project will improve workers’ access to jobs, especially reducing the burden of commuting that falls more heavily on low-income populations who are more dependent on transit.
<b>Active Transportation</b>	Pedestrian infrastructure projects in the Mobility Zones grant will aim to create increased foot traffic to local businesses through open streets and other concepts, specifically revitalizing areas that have high income generating potential for disadvantaged communities. Connections to the regional trail network will also promote economic activity by attracting cyclists to potential rural tourism areas in places like Yolo County.
<b>Micromobility</b>	Identifying places in disadvantaged communities in which micromobility options can improve circulation within the local economy will make access to local businesses feasible and convenient for residents. Bikeshares and scooters can also support improved job access, cutting down commute times and decreasing costs of transportation.
<b>Microtransit</b>	Expanding microtransit options will help to reduce the burden of last/first mile barriers and improve job access for people with disabilities. Designing microtransit options to bring residents to recreational and commercial areas will supporting economic vitality.
<b>Clean Car Share, Clean Transit, Clean Truck &amp; Freight</b>	Working directly with SACOG’s strong economic partners will promote workforce development and job training in activities related to ZEV deployment. The transit centers identified for building and retrofitting for ZEV buses will provide job opportunities, as well as for the construction of EV charging stations identified as needed in Mobility Zones.

**Mobility Hubs**

Designing Mobility Hubs to address communities' unique needs will catalyze economic growth in the region, as the hubs attract businesses to these highly frequented zones and connect residents to jobs, recreation, shopping, and other activities both within and outside their community. Designing Mobility Hubs in the newly adopted Green Zones will complement infill development with location-efficient infrastructure.

*Inclusive Economic Prosperity:* The Mobility Zone planning project will directly contribute to the goals of the regional economic Prosperity Plan, a framework established by SACOG and its close economic partners in 2020 that serves as the federally recognized Comprehensive Economic Development Strategy (CEDS) for the region. The Prosperity Strategy focuses its infrastructure priority activities on transportation development and seeks to prioritize transportation investments that improve access to job centers, support growth in the region's tradable sectors, and maximize the region's economic competitiveness. The plan acknowledges that investment in infrastructure that includes affordable transportation options for low-income residents and develops 'next generation' mobility options are essential for building an inclusive, advanced economy.

Mobility Zones will be prioritized for SACOG-designated EJ communities and DOT-designated areas of persistent poverty, seeking to revitalize the communities through expanded mobility options that increase access to jobs and attract businesses. Economic vitality means efficiently connecting all kinds of people to their jobs and low-income communities are ones that most rely on non-vehicle transportation options. Residents living in EJ communities walk, bike, and take transit at a higher rate than the rest of the population. How well the existing and future infrastructure supports the transportation needs of these communities is a significant factor in their ability to access jobs, schools, services, as well as impacting their overall health and quality of life. The project will seek to design Mobility Zone projects that maximize the benefits derived from investment in bicycle, pedestrian, and shared mobility infrastructure, such as increases in real estate values; economic stimulus from infrastructure construction; businesses profiting from increased foot traffic; time savings by pedestrians and cyclists, as well as drivers on less congested roads; cost savings from avoided driving and reduced fuel consumption; increased productivity due to improved health; and general gains in quality of life and more livable communities.

The project aims to fundamentally reposition disadvantaged people and places, particularly communities of color, as drivers and beneficiaries of the growth opportunities of the next economy. This includes linking neighborhoods and rural areas to regions and making regions a place of choice for both business and talent. This is especially critical given the disparities identified for the region's minority and underrepresented communities in areas such as educational attainment, digital skills, job accessibility and more. The project aims to bring the largest economic benefits to the people who have experienced the most neglect.

*Direct Job Creation in Innovative Mobility Sector:* The Mobility Zones planning project will contribute to the training and building of a workforce in the innovative mobility sector, specifically in ZEV technologies. The ZEV industry has potential to employ workers in many industries, some of which require specialized training. SACOG has already launched an EV workforce development program with the California Mobility Center, a world-class facility that helps electric vehicle companies commercialize and help early-stage companies go to scale. The program recruits under-

resourced community members toward the high pay jobs that are being created in this space. The planning project will create new job and training opportunities for EV workers by establishing Zones that incorporate ZEV and EV infrastructure into their design. The CMC has existing workforce programs that specialize in creating entry points for various career opportunities in the advanced mobility and the overall advanced manufacturing sector, including job-readiness, technical training, and clear pathways for a variety of manufacturing careers in the EV sector.

## **F. State of Good Repair**

*Roadway wear reduction from VMT reduction:* In just the last decade, road conditions in the SACOG region have declined significantly, contributing each year to a growing backlog of maintenance projects. Between 2008 and today, roadway conditions have dropped from an average pavement condition index score of 70 to a score closer to 60. Pavement Condition Index is a simple way to monitor the condition of the surface of roads and identify maintenance and rehabilitation needs. A pavement score of 70 or above generally means that a road is in good condition and requires routine maintenance and patching. Scores in the 60s are signs that road conditions are deteriorating at an increasing pace and at risk of failing, resulting in much more expensive repairs if steps are not taken to intervene. The Mobility Zone planning project seeks to dramatically reduce VMT through a mode shift to shared, active and clean mobility options. Reducing VMT reduces the wear on roadways, therefore maintaining them in a state of good repair and decreasing the frequency for repairs. Many of the proposed modal shift activities are what the Prosperity Plan define as innovative mobility solutions, which offer high returns on comparatively low-cost projects and can delay or remove the need for additional capital-intensive infrastructure. Such mobility solutions are essential for reducing infrastructure maintenance costs.

*Transit Priority:* Currently there are no Express / High Occupancy Toll lanes nor BRT or rapid buses in the region. The planning project would identify regions in which Express/ HOT lane networks would be improved with transit priority infrastructure. Roads would be updated to have Rapid Bus Corridors and true BRT corridors with dedicated on-street Right of Way. Additionally, the planning project seeks to identify ways to improve existing bus shelters and make bus stops more appealing through green roofs and other urban greening techniques.

*Active Transportation:* Existing bike trails throughout region are dispersed and unconnected. Some counties have begun small bikeshare programs and in Sacramento County, there are a few separated bike lanes. The Mobility Zones planning project seeks to improve on-street bike facilities with dedicated path, specifically in underserved areas where there is a lack of infrastructure. The project is aligned with SACOG's development of the Regional Trails Network and Bicycle Superhighways. The Mobility Zone planning will focus on the improvement of Class II and Class III bikeways in underserved regions. Class II are on-street bike lanes marked by pavement striping and Class III are on-street bike routes that share the road with motorized vehicles. Planning will also aim to improve pedestrian infrastructure, such as open streets, raised crosswalks and school area walking zones. New infrastructure will deploy urban heat island components such as pavement treatments that relieve heat to encourage use.

*Clean Transit:* In just the next five years, roughly half of the region's more than 500 buses are due for replacement. SACOG seeks to embrace the opportunity to transition to a zero emissions fleet, yet EV charging infrastructure must be expanded to support the transition. Three county transit

agencies (Yuba-Sutter, YCTD, and El Dorado) have expressed interest in establishing Mobility Zones in their counties in which transit centers and facilities would be built or retrofitted for current or future zero emission buses. The infrastructure improvements are aligned with [California’s Innovative Clean Transit](#) regulation, which sets out to transition the statewide fleet of buses to electric, hydrogen, or other zero-emission technologies by 2040. Beginning in 2029, all new transit vehicle purchases will be zero-emission. The region must implement alternative bus fueling and charging infrastructure to provide needed charging en route and for layover. EV car charging facilities for private and commercial vehicles will also be designed in certain Mobility Zones. Projects may also include structural improvement to transit centers to support other clean and shared mobility modes, establishing mobility hubs. These improvements will follow SACOG’s [Next Generation Transit Strategy](#), which seeks to deliver a network of multi-modal mobility hubs across the region and provides goals and KPIs for clean transit infrastructure development.

### G. Partnership and Collaboration

The Mobility Zone planning project centers around the co-creation of green transportation solutions by bringing together diverse public, private and community partners (see attached Letters of Support). The partners’ collaboration is structured through three task forces who will meet separately and together throughout the duration of the planning project (see Task 2 in Section 1).

Municipal Advisory Task Force	Community Advisory Task Force:	Technical Advisory Task Force:
<ul style="list-style-type: none"> <li>• County representatives (6)</li> <li>• City representatives (22)</li> <li>• El Dorado County Transportation Commission</li> <li>• Placer County Transportation Planning Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Civic Thread (lead)</li> <li>• Community-Based Organizations</li> <li>• Train-the-trainee facilitators</li> <li>• Diverse cross-section of community members</li> </ul>	<ul style="list-style-type: none"> <li>• Caltrans</li> <li>• Transit Providers</li> <li>• Sacramento Metropolitan AQMD</li> <li>• Sacramento Municipal Utility District</li> <li>• Roseville Electric</li> <li>• Grid Alternatives</li> <li>• UC Institute of Transportation Studies</li> </ul>

**Community Advisory Group (CAG):** The nonprofit organization [Civic Thread](#) will lead the regional and sub-regional CAGs and all community engagement activities. SACOG will count on Civic Thread to ensure integration of equity, diversity and inclusion into planning and development of the transportation investments and that disadvantaged and underserved community members across the six counties actively participate in the project. Civic Thread works to empower residents in institutionally underserved communities across the 6-county region to engage in decision-making to achieve healthy built environments. Civic Thread has extensive experience in bridging the gap between local agencies, stakeholders, and community members to develop effective solutions for streetscape design, active transportation master plans, Safe Routes to School plans, and other transportation and land use planning efforts. Civic Thread uses walk audits, pop-up events, design charettes, and other creative engagement methods to ensure that all voices, particularly those that typically go unheard, are represented throughout the planning processes.

## H. Innovation

*Innovative Technologies:* The Mobility Zone planning project seeks to deploy innovative, climate-smart technology through design of projects in underserved regions in which EV transit, carshare programs, and charging infrastructure should be implemented to promote efficient mobility, air quality improvement, and abatement of exposure to toxics. All EV activities will be guided by the [Sacramento Area Zero Emission Vehicle Deployment Strategy](#), a plan developed to concentrate investment in electrification of the region's transportation fleet by the Sacramento Metropolitan Air Quality Management District (SMAQMD), SACOG, Sacramento Regional Transit and the Sacramento Municipal Utility District (SMUD). Several of these specialist organizations will participate in the Technical Advisory Task Force bringing their know-how on permitting, regulations, and technical aspects of EV deployment. The University of California Davis ITS and California Mobility Center will also provide technical and regulatory experience to facilitate design and deployment of the EV technologies in proposed areas. The planning project will build upon and streamline the existing work of SACOG's eMobility hubs, in which community-based organizations work side-by-side with EV technical agencies and companies to deploy electric car share and charging infrastructure in underserved, multi-family housing locations.

*Innovative Project Delivery:* The Mobility Zone planning project is pioneering a bottom-up approach to transportation planning by engaging local communities in co-creation of projects. The partnership with Civic Thread will allow the organization to bring their vast experience in utilizing social technologies to mobilize diverse groups of local residents, including those who are most often underrepresented in policymaking. The project's innovative delivery method is based on co-creation and the interaction of three task forces whose policy-making power, technical knowledge, with lived experiences will drive creative solutions to the mobility issues local communities most care about. SACOG hopes that the project can become a state model for SB375 GHG Reductions approaches that promote equity through grassroots community engagement.

SACOG will also relaunch its award-winning Civic Lab program to match the suite of Mobility Zones with public sector and private sector service providers. Civic Lab is the perfect forum to take community-generated ideas and turn them into reality. Through Civic Lab, SACOG assists teams in finding creative solutions to some of the bigger issues facing the region by designing pilot projects over the duration of the program. This is done through half- and full-day intensive workshops and training with local experts, national leaders, decision makers, and innovators. Deploying many of the Mobility Zones projects will need entities that are experienced at providing innovative mobility, whether it is car share, bike share, ZEV charging or micro transit. Civic Lab will help aggregate the need for these services across multiple jurisdictions which will better attract mobility providers and allow for a streamlining process of procurement.

*Innovative Financing:* The planning project will utilize innovative, participatory budgeting processes in the allocation of early action design and engineering funding to advance the selected high priority projects in the Mobility Zones. Participatory budgeting gives citizens the power to truly be part of decision and policy making, guaranteeing ownership over the solutions. After Mobility Zones have been developed and prioritized, the Sub-Regional CAGs led by "boots on the ground" community-based organizations and composed of diverse local residents, will participate in the prioritization and allocation of funding.

## V. Project Readiness

### (A) Environmental Risk

#### i. Project Schedule

Tasks & Activities	2022	2023				2024				2025		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<b>Task 1: Project Management &amp; Grant Administration</b>												
Grant Award & Execution												
1.1 Confirm Roles & Governance												
1.2 Assemble Project Specific-Advisory Groups												
1.3 Procure Consultant Team												
<b>Task 2: Community Engagement (lead by Civic Thread)</b>												
2.1 Formalize Community Advisory Task Force structure												
2.2 Develop Community Engagement Plan												
2.3 Convene and Lead Sub-Regional Community Advisory Groups (CAG)												
2.4 Convene and lead Regional CAG												
2.5 Joint Task Force Meetings (Municipal, Technical, & Community)												
2.6 Implement Public Outreach Plan												
<b>Task 3: Project Goal Setting &amp; Criteria Development</b>												
3.1 Establish Overall Goals, Vision, and Branding.												
3.2 Develop Criteria for Mobility Zones												
<b>Task 4: Zone Establishment &amp; Conditions Scan</b>												
4.1 Identify Boundaries for Mobility Zones												
4.2 Opportunities & Constraints Screening												
<b>Task 5. Project Prioritization</b>												
5.2 Develop Project Buckets												
5.3 Integrate Input to Prioritize Projects												
<b>Task 6: Design, Engineering, &amp; Pre-Construction of Priority Projects</b>												
6.1 Develop Toolkits for Local Data Eval./Collection & Project Development												
6.2 Relaunch Award-Winning Civic Lab Forum												
6.3 Advance Early Action Priorities to Investment-Ready Status w/ Design, Engineering, & Preconstruction Activities												
6.4 Evaluation & Lessons Learned												
<b>Project Closeout</b>												

## (B) Required Approvals

### i. Environmental Permits & Reviews

- a. **NEPA Status:** The Technical Advisory Group will determine the need and approach for any NEPA processes to advance selected high priority projects to investment-ready status.
- b. **Review, Approvals, & Permits by Other Agencies:** SACOG will work with Caltrans, CalEPA, California Air Resource Board, California Office of historic Preservation (OHP), municipalities impacted by the project, and any other relevant agencies to conduct reviews, approvals, and permitting as part of the planning process for selected high priority projects, as appropriate. Required permits and approvals for high priority projects are expected to include SACOG MTP and CalEPA for NEPA and approval for ozone nonattainment, Caltrans NPDES permit, OHP for historical review, and CalEPA for NEPA.
- c. **Environmental Studies:** With DOT RAISE Planning grant funds, the project team will advance the preliminary studies and analysis needed to conduct a thorough environmental analysis for selected high priority mobility projects. Environmental review of proposed projects will demonstrate compliance with National Historic Preservation Act, Floodplain Management, Wetlands Protection, Endangered Species Act, Sole Source Aquifers, Air Quality, Farmland Protection Policy Act and Environmental Justice. SAVOG will analyze the impacts to community facilities and services for any projects proceeding to full design.
- d. **Discussion with Caltrans:** SACOG will coordinate closely with CalTrans Region 3 throughout the planning project to solicit relevant data and determine relevant requirements for high priority projects advancing through design and engineering.
- e. **Right-of-Way Acquisition:** The project team will determine whether early action projects require ROW acquisition and develop a plan for funding.
- f. **Description of Public Engagement:** See Task 2 of the Statement of Work.

**ii. State & Local Approvals:** The project is supported by Caltrans Region 3 and will be incorporated into the STIP when funded. As referenced above, the project builds directly upon SACOG's MTP/SCS. The project team will work with the Municipal Advisory Task Force to determine approaches to local approvals for priority projects, as appropriate.

**iii. Federal Transportation Requirements Affecting State and Local Planning:** The Technical Advisory Task Force will ensure that all federal transportation requirements affecting state and local planning are met within the development and engineering of trail improvements. This will include incorporating selected projects into the STIP before construction.

**vi. Assessment of Project Risks and Mitigation Strategies:** The robust governance structure, including three task forces and voting/decision-making mechanisms will help to ensure progress of the planning project, as will broad support for the project from SACOG leadership, localities, and the public. Meaningful community engagement and co-creation will mitigate the risk that early action projects fail to address the needs of disadvantaged communities.

## VI. Benefit Cost Analysis – N/A