

River District - Railyards

Choice Neighborhoods Transformation Plan



FINAL JANUARY 2014



INVESTING IN COMMUNITIES

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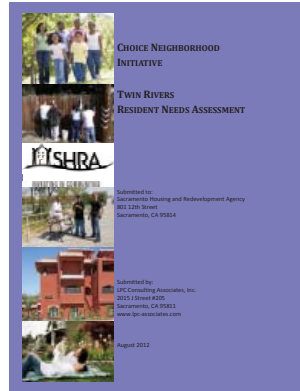
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Appendix A:

Choice Neighborhood Initiative - Twin Rivers Resident Needs Assessment

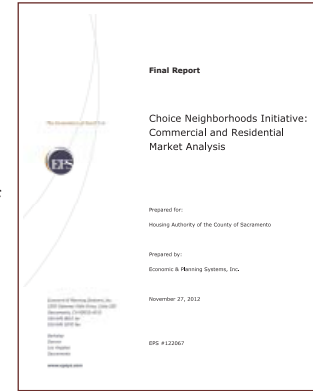
Prepared for Sacramento Housing and Redevelopment Agency
Prepared by LPC Consulting Associates, Inc.
August 2012.



Appendix D:

Choice Neighborhoods Initiative - Commercial and Residential Market Analysis

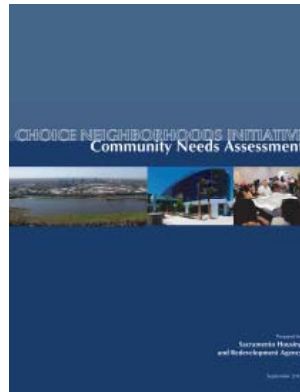
Prepared for Housing Authority of the County of Sacramento
Prepared by Economic & Planning Systems, Inc.
November 27, 2012



Appendix B:

Choice Neighborhoods Initiative - Community Needs Assessment

Prepared for Sacramento Housing and Redevelopment Agency
Prepared by AIM Consulting, AECOM, WalkSacramento
June 2012



Appendix E:

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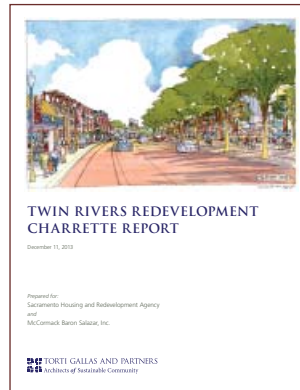
Prepared for Sacramento Housing and Redevelopment Agency and McCormack Baron Salazar, Inc.
Prepared by Torti Gallas and Partners
December 11, 2013

Category	Sub-category	Score
Smart Location & Linkage	Smart Location	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
	Smart Growth and Ecological Communities	4
Sustainable Sites	Sustainable Sites	4
	Sustainable Sites	4
	Sustainable Sites	4
	Sustainable Sites	4
	Sustainable Sites	4
	Sustainable Sites	4
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	Sustainable Sites	4
	Sustainable Sites	4

Appendix C:

Twin Rivers Redevelopment - Charrette Report

Prepared for Sacramento Housing and Redevelopment Agency and McCormack Baron Salazar, Inc.
Prepared by Torti Gallas and Partners
December 11, 2013





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1 Executive Summary



1 EXECUTIVE SUMMARY

From isolation, disconnection and disinvestment...to a future of opportunity, inclusion and integration.

Isolation. Disconnection. Disinvestment. For the River District-Railyards community in Sacramento, these are the terms that described the area for much of the last 70 years. As the western terminus of the First Transcontinental Railroad, the area was once the hub for industrial, warehousing, and distribution activities in the region. But with other modes of transportation becoming available, the area steadily declined. With a lack of physical connections to the surrounding area and the environmental legacy left behind by its heavy industrial past, the River District-Railyards became an island – physically, economically, and socially disconnected – despite its geographic location immediately north of downtown.

But this is changing. With the continued growth of the region, and the City's interest and commitment to embracing this growth in a sustainable manner that preserves its rich physical and environmental assets, the River District – Railyards is now a neighborhood in transition. The adoption of Specific Plans for the River District and for the Railyards in 2011 and 2007, respectively, coupled with the 2030 General Plan and the recently completed Metropolitan Transportation Plan Sustainable Communities Strategy 2035, has clearly placed the spotlight on the largest in-fill development opportunity west of the Mississippi. Public and private investment in the area is already booming with more looming on the horizon.

This landscape grounds the Transformation Plan created for the River District-Railyards and focuses on the Twin Rivers Public Housing development and the eastern portion of the community. The vision for the Transformation Plan is the creation of a dynamic and vibrant community that plugs the area and its people back into the network of the City – physically, economically, and socially:

- Physically by creating higher quality and safe access points into and out of the area, whether through roadways, public transportation, or visual connections.
- Economically by attracting businesses to the area, providing potential employment opportunities and amenities and services for local residents.
- Socially by building energy efficient, mixed-income housing that serves and attracts households across a range of family types, abilities, and income, and establishing a cohesive system to connect residents to services and programs that address their individual needs.

The Transformation Plan starts off by setting the context and describing the history and existing conditions in the River District – Railyards followed by a discussion of the community engagement process and the extensive input and involvement of local stakeholders and residents in shaping the Plan. The subsequent chapters focus on the goals for Neighborhood, Housing, and People, and the strategies to achieve the community's vision. These include ensuring that:

- Residents, regardless of income, age or household type, are welcome in the community and have a range of housing choices;
- Residents are offered quality educational opportunities and appropriate services and household supports that maximize their individual outcomes; and
- Residents live in a vibrant neighborhood that has retail services like grocery stores, banks, health care, programmed open space, pedestrian- and bicycle-friendly streets, and efficient public transit options that link to employment centers and services.

The Plan concludes with how the Transformation Plan will be implemented – who will be responsible, how decisions will be made, where funding will come from, when things will happen, and how progress will be assessed over time.

1.1 Target Site and Neighborhood

Located at the confluence of the American and Sacramento Rivers just north of downtown, the River District-Railyards is changing from a declining industrial area into one of opportunity that offers one of the largest infill sites in the country. Previously, with the closure of the Sacramento Railyards and the limited street connections between the River District – Railyards and downtown, the area experienced limited investment, and its isolation and proximity to the rivers contributed to the presence of a large homeless population.

Starting in 1990, the City targeted the River District – Railyards as a redevelopment area. With the adoption of Smart Growth Principles, the neighborhood has been re-envisioned as a vibrant, mixed-use in-fill community connected to the surrounding area by a network of local streets, light rail transit, and bicycle and pedestrian pathways. The expectation is to realize a neighborhood bordered by a ribbon of parks along the rivers' edge that offers a wide range of employment, entertainment, retail, commercial, and housing opportunities.

The redevelopment principles for the River District – Railyards were codified in the City's 2030 General Plan, and the Specific Plans for the River District and Railyards adopted in 2011 and 2007, respectively. Although tempered over the last several years by the challenges faced in the real estate market and investment environment, the area's potential is clearly demonstrated by the significant public and private investments recently completed or currently underway, including the construction of the headquarters for the California Highway Patrol and California Lottery; opening of the new light rail station at Township 9; breaking ground for the first housing phase of Township 9; and the award of a grant by the U.S. Department of Transportation to move forth the development of the Sacramento Intermodal Transportation Facility in the Railyards. A market study completed in September 2012 noted that the area is poised to experience significant population and employment growth over the next 20 years as the U.S. economy recovers from the recent recession, resulting in increased demand for residential and commercial land uses.

Within this realm of future possibility is the severely distressed 218-unit Twin Rivers public housing development. The oldest development in the

Housing Authority of the County of Sacramento's (HACOS) public housing stock, Twin Rivers has long been an isolated and disconnected community, cut off from the surrounding area by railroad tracks, levees and rivers, and limited connections via rail, road, or transit to other parts of the City. Through the Choice Neighborhoods Initiative Planning Grant, HACOS seized the opportunity to re-engage this community not only through physical design but also socially through the linkage to services and the creation of a mixed-income housing environment.

The Transformation Plan seeks to revitalize the site in a manner that capitalizes upon the planned investments in the neighborhood and expands opportunities for residents to live and work and learn in a mixed-income and mixed-use environment rich with opportunities. Now, in conjunction with the River District and the Railyards Specific Plans, there is a plan for how Twin Rivers public housing residents and other neighborhood residents, including the homeless, can improve their employment, educational, and health outcomes through case management and supportive services such as job training, connection to jobs, improved health care, and access to excellent educational opportunities from early childhood to college and beyond.



1.2 Highlights of the Transformation Plan

The Transformation Plan for the River District-Railyards sets forth a comprehensive blueprint of the neighborhood, housing, and people strategies essential to realize the collective vision for this pivotal community in the City of Sacramento. Highlights of the goals and strategies for each component are summarized in Table 1-1.

The impact of the planning process on transforming the neighborhood is already being seen. Both the Sacramento Regional Transit (RT) and the City submitted grant applications to the Sacramento Area Council of Governments (SACOG) under the Community Design Program. RT requested \$500,000 to augment the \$500,000 in 2014 Community Development Block Grant (CDBG) funds pledged by the Sacramento Housing and Redevelopment Agency (SHRA) to complete design/engineering and environmental review for the new Dos Rios Light Rail Station on North 12th Street, and the City applied for \$1.2 million to go towards construction improvements on North 12th Street from North B Street to Richards Boulevard. Both projects are being recommended for funding to the SACOG Board in December 2013.

Furthermore, the City is discussing relocating Sacramento Fire Department Station #14 from North C Street to a vacant lot on North B Street with better visibility and egress, and making the existing station available to Loaves and Fishes, which would permit them to expand and better serve their clientele.



1.2.1 Neighborhood Strategy

Encompassing the largest infill development site west of the Mississippi, the River District-Railyards with its proximity to downtown Sacramento has the potential to become one of the premier in-town living and destination locations for residents and visitors in the Central Valley. With the River District and Railyards Specific Plans guiding the long-term redevelopment of the area, the focus of the Neighborhood Plan is on short- and mid-term community improvements that both address the immediate concerns of current residents and prime the pump for future planned and anticipated development.

The Neighborhood Plan focuses on addressing safety concerns from a built-environment perspective; calls for place-based strategies to tackle the issues surrounding the concentration of homeless service providers in the area; seeks to increase the number and quality of amenities available to neighborhood users from open space to retail to transportation; and capitalizes upon the proximity of the area to downtown, the rivers, and local and regional employment centers.

Given the range of strategies proposed and the intensive involvement of public agencies in those strategies, the SHRA and the City of Sacramento will jointly lead the implementation of the neighborhood plan. The SHRA will focus on the transportation and homeless strategies, and the City will target economic development, infrastructure, and public safety.

Table 1-1: Key Goals for the Transformation Plan

Neighborhood	
1	River District-Railyards is a desirable location for living and working in the region.
2	People consider the area to be safe.
3	A thriving and diverse base of businesses serves the local community and provides employment opportunities.
4	A strong transportation network supports a car-optional community.
Housing	
1	Obsolete public housing is replaced in sustainable mixed-income community that affirmatively furthers fair housing.
2	New housing is created in a in mixed-use program.
3	Residents participate in the design process from master planning to interiors.
4	Residents and resident-owned companies are employed in construction and property management of the new community.
5	New green and healthy housing is available for all unit types.
6	Transit-oriented housing connects residents to the surrounding communities.
People	
Case Management	
1	Residents have access to and pro-actively utilize existing supportive services through a structured process of Family Development Planning and plan-based action.
Employment	
2	All able-bodied Twin Rivers adults ages 18 - 62 are employed and on a pathway out of poverty.
3	All youth ages 16 - 24 have pathways to postsecondary success.
Education	
4	Children enter kindergarten ready to succeed in school.
5	School-aged youth are prepared for college and career.
6	Parents and teachers collaborate to connect classroom learning to at home experiences.
Health	
7	Twin River residents are able to able to access primary care, identify health risk factors and engage in health-seeking activities/behaviors.
8	Senior/disabled residents remain stably housed in an independent living environment.
Household Mobility	
9	All Twin Rivers families are supported through case management pre-relocation.
10	All lease compliant Twin Rivers families successfully relocate to new redeveloped housing.
11	Qualified families have the opportunity to pursue homeownership.

1.2.2 Housing Strategy

Constructed primarily between 1942 and 1946, with a small subset of buildings built in the 1970s, Twin Rivers is the oldest public housing development in either the County or City's public housing portfolios. Many of the systems and infrastructure have reached the end of their useful life. Coupled with lack of conformance to today's seismic standards, a site plan that lacks defensible space, and units that do not meet the space and amenity requirements of today's families, redevelopment of the site is all the more imperative.

The Housing Plan for the River District-Railyards calls for the replacement of all 218 public housing units at Twin Rivers in a 843-unit mixed-income, mixed-use community that will result in vastly improved living conditions for current residents. The 843 rental units will offer a diverse range of housing types to be constructed both on- and off-site, with public housing, affordable, and market-rate units being indistinguishable from one another. Featuring energy-efficient design and accessibility for people of all abilities, the new housing will provide residents with an unprecedented opportunity to become a part of the local surrounding neighborhood as well as have better access to other parts of the City and region.

In total, 287 new two- and three bedroom townhouse units will be constructed along with 36 flats containing one- or four-bedrooms. In addition, 520 new one- and two-bedroom units will be constructed in mixed-use buildings, which includes 100 units within a universal design building. The 843 units of new rental housing are estimated to cost over \$206 million.

McCormack Baron Salazar (MBS) was procured through a national competition to be the private developer and manager of the new housing. MBS is a leading developer in urban transformation as exemplified by its numerous mixed-income communities across the country.

1.2.3 People Strategy

The People Strategy aims to connect Twin Rivers' residents - youths, adults, disabled and the elderly - with appropriate services and programs to address their individually-identified barriers to success, whether higher educational achievement, gainful employment, physical well-being, independent living, and/or homeownership. Grounded in a case management approach, each Twin Rivers' resident will create a family development plan that identifies specific goals along with the action steps and supports needed to achieve those goals.

Through a comprehensive Service Provider Network, residents will be linked to existing programs. For those not delivered on-site, residents will receive transportation supports to address access issues. For adults, a "Work First" approach will be used that focuses on transitional employment and job skills training with wrap-around supports targeted to health, mobility, and family support services. For youths, the dual generation model approach will focus on school readiness for younger children and college/career preparation for older youths, and facilitate supportive involvement by the child's immediate network including parents, grandparents, and caregivers.

To achieve these results, the People Strategy has 11 overarching goals that are discussed in greater detail in the People Strategy chapter.

Urban Strategies (Urban) will implement the People Plan and provide case management services. They are responsible for securing the partnerships necessary to carry out the strategies and funding to support implementation and the long-term sustainability of the service model.



1.3 Implementation

SHRA will lead the implementation effort for the Transformation Plan. As the lead, SHRA will be responsible for managing, convening, and assessing the implementation process. Members of the existing Steering Committee and Task Forces, including Twin Rivers' residents, will be reconstituted as an Advisory Board, providing guidance during the multi-year implementation effort.

SHRA will enter into Memorandum of Understandings (MOUs) with HACOS to oversee the redevelopment of the Twin Rivers site, and with the City of Sacramento to serve in a collaborative relationship as the Neighborhood Lead. On behalf of HACOS, SHRA will enter into a Master Development Agreement with MBS on housing activities, and a performance-based contract with Urban to implement the People Plan. Each of these agreements and MOUs will clearly spell out the roles and responsibilities of each party during implementation, with all convening as the Management Team to monitor progress, identify challenges, and revise strategies as needed throughout the process.

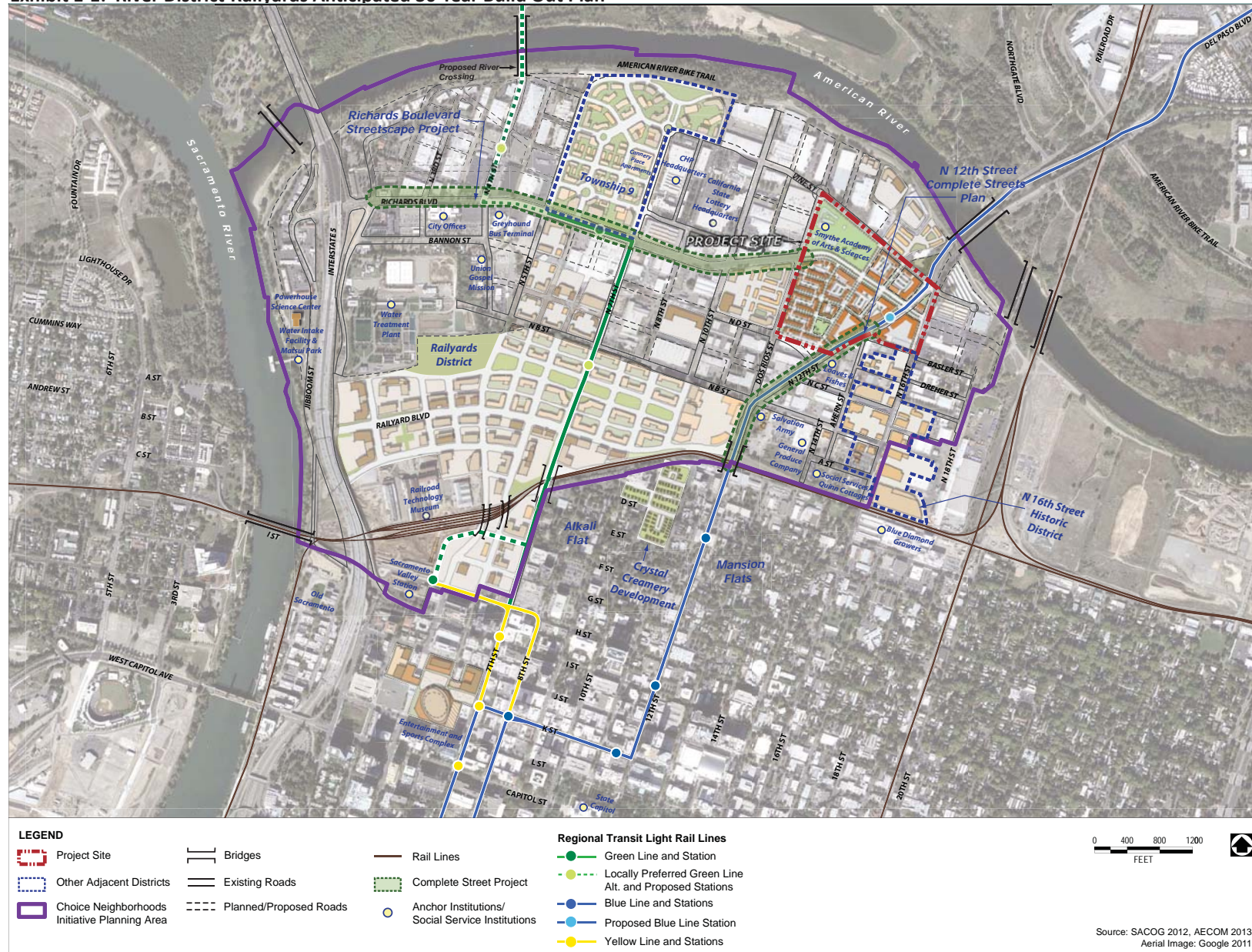
1.4 Budget and Schedule

The overall redevelopment effort to complete the Neighborhood, Housing and People elements in the Transformation Plan will require an investment of public and private funding in excess of \$250 million over the next 10 years. The Implementation Team and its partners will pursue new resources as they become available, and will seek to capitalize upon any existing programs to further move the community towards the shared vision for the area. Ultimately, it will take upwards of 30 years to complete, and fully transition the area from light industrial to an in-town living and entertainment destination with new streets, new parks, and new neighborhood amenities (Exhibit 1.1: River District-Railyards Anticipated 30-Year Build Out Plan).

1.5 Measuring Change and Ensuring Success

The ability to demonstrate incremental positive change is a powerful tool to keep stakeholders engaged and motivated over a long-term effort, to establish shared accountability in multi-partner processes, and to form a basis upon which to make modifications to strategies if they are not having the intended impact. SHRA will engage with a local college/university to establish a robust data management plan with regular reports. The outcomes and metrics will be developed in collaboration with key stakeholders and partners so that all agree upon the intended outcomes and how they will be measured and tracked.

Exhibit 1-1: River District-Railyards Anticipated 30-Year Build Out Plan



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2 Neighborhood Context



2 NEIGHBORHOOD CONTEXT

2.1 City of Sacramento

Located in heart of California’s Central Valley, the City of Sacramento was established in 1850 at the confluence of the Sacramento and American Rivers. The City’s initial growth was fueled by the 1849 Gold Rush in the nearby Sierra Nevada, and became the capitol of the State in 1854.

Due to the importance of the City and its central location, it was the western terminus of the Pony Express and later the First Transcontinental Railroad. The Sacramento and American Rivers also played a key role in transportation and commerce, and contributed to the economic success of the City, which was driven by military, agricultural and distribution activities.

Since its formation, the City has grown at a rapid pace in both population and land area through annexation. Despite the closure of three military bases, decline in agricultural processing and increase in competition for cargo shipping, Sacramento continued to expand due to households seeking lower housing costs from the San Francisco Bay area, and immigration from Asia, Central America, Mexico, Ukraine, and the former Soviet Union.

Today, the City spans 99 square miles and is home to 466,488 residents, an increase of 15% since 2000¹. Serving as the cultural and economic center



for the six-county metropolitan region (El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba), the City is touted as one of the nation’s most racially integrated and the area has been cited as one of five “most livable” regions in the U.S². The City is expected to continue to experience population growth over the next 20 years, increasing its current population by nearly 70% (2.1% annually), to a total population of 790,000³.

As the State Capitol, the government sector dominates the employment market (23.6%)⁴. Other major sectors are Professional and Business Services (12.7%) and Retail Trade (9.8%). Through 2035, greatest employment growth is expected in Education and Health Services, adding 73,200 new jobs. Manufacturing is expected to continue to shrink, losing 12,200 jobs over the next 25 years.

Given the steady growth the City embarked in 2004 upon the first comprehensive revision of the General Plan in over 20 years. The 2030 General Plan, adopted on March 3, 2009, identifies the goals and policies that the City will use to guide future land use, development, and environmental protection decisions. With a vision to make Sacramento the most livable city in America, the 2030 General Plan promulgates six themes:

- Making great places
- Growing smarter
- Maintaining a vibrant economy
- Creating a healthy city
- Living lightly-reducing our “carbon footprint”
- Developing a sustainable future

SACOG completed the Metropolitan Transportation Plan Sustainable Communities Strategy 2035 (MTP/SCS) funded with a 2010 HUD Sustainable Communities Regional Planning Grant. Adopted in April 2012, including by the City of Sacramento, the MTP/SCS has plans, policies, and strategies on growth and development with a focus on transportation providing improved access to opportunities.

The redevelopment of the River District-Railyards directly supports the long-range goals of these two planning documents.

2.2 River District-Railyards Target Neighborhood

Situated just north of Downtown Sacramento, the River District-Railyards Neighborhood is bounded by the American and Sacramento Rivers to the north and west, 16th and 18th Street to the east, and the Union Pacific railroad to the south. (Exhibit 2-1: City Map and Exhibit 2-2: Neighborhood Map)

Prior to the construction of the levees and the realignment of the American River in the early 1900s, the River District was subject to constant flooding. Once the area was reclaimed, it became a focus for light industrial, warehousing, and distribution uses given its proximity to the Railyards and transportation routes. The Railyards operated as the Southern Pacific Railroad's maintenance yard from the mid-1800s to late 20th century and was the western terminus of the First Transcontinental Railroad. It grew to be the largest fabrication and maintenance facility west of the Mississippi. This illustrious history also left a legacy of extensive soil contamination due to the heavy industrial work at the site.

The decline of the area began in the 1940s as other modes of transportation grew in popularity. Port activities were relocated to West Sacramento and the subsequent construction of Interstate 5 on the western edge of the area cut off direct access to the Sacramento River. Hemmed in by the rivers, highways, railroad tracks, levees, and limited connections to downtown, the isolation of the area discouraged redevelopment and private investment. Focus on redeveloping this approximately 1,000 acre area began in 1990 with the formation of the Richards Boulevard Redevelopment Area, and subsequent adoption of the Richards Boulevard Area Plan (now called the River District) and Railyards Specific Plans in 1994. Due to the unique challenges associated with each area and different ownership structures, separate Specific Plans were created to facilitate investment. Despite the shared goals of new housing, industrial and commercial properties and public facilities, very little progress was seen until 2004 when North 7th Street was extended to connect the River District directly to Downtown. The North 7th Street extension opened up new investment opportunities, and the area saw renewed interest and efforts to transform the neighborhood. The City then adopted the 2030 General Plan Update in 2009, and superseding River District and Railyards Specific Plans in 2011 and 2007, respectively.

In both Specific Plans, the vision calls for vibrant, mixed-use infill communities. The River District Specific Plan focuses on how the area will change as current uses transition over time. It capitalizes upon the existing building stock to create a unique sense of place, and proximity to the American and Sacramento Rivers, the central city, and public transportation options (light rail and planned intermodal transit facility). The Railyards is the largest urban infill site in the region with significant opportunity to accommodate future growth utilizing sustainable and smart growth principles. The Railyards Specific Plan identifies several key objectives including reconnection of the site into the fabric of the surrounding areas, creation of a 24-hour mixed use urban environment, and reuse of the historic Central Shops building as a tourist destination and focal point for redevelopment activities. It also seeks to capitalize upon transit-oriented development opportunities presented by the light rail and planned intermodal transit facility, including the development of approximately 1,100 residential units and 2 million SF of office space.

Since 2007, a number of major and exciting investments have occurred in the River District-Railyards.

- In August 2007, entitlements for the Township 9 project were approved for over 2,350 housing units along with 150,000 SF of retail and 800,000 SF of office space. Encompassing 65 acres on the west side of North 7th Street in the River District, the project received \$30 million in Proposition 1C grants funds for infrastructure in 2008. The first housing phase of 180 units broke ground in February 2013.



Exhibit 2-1: City Map

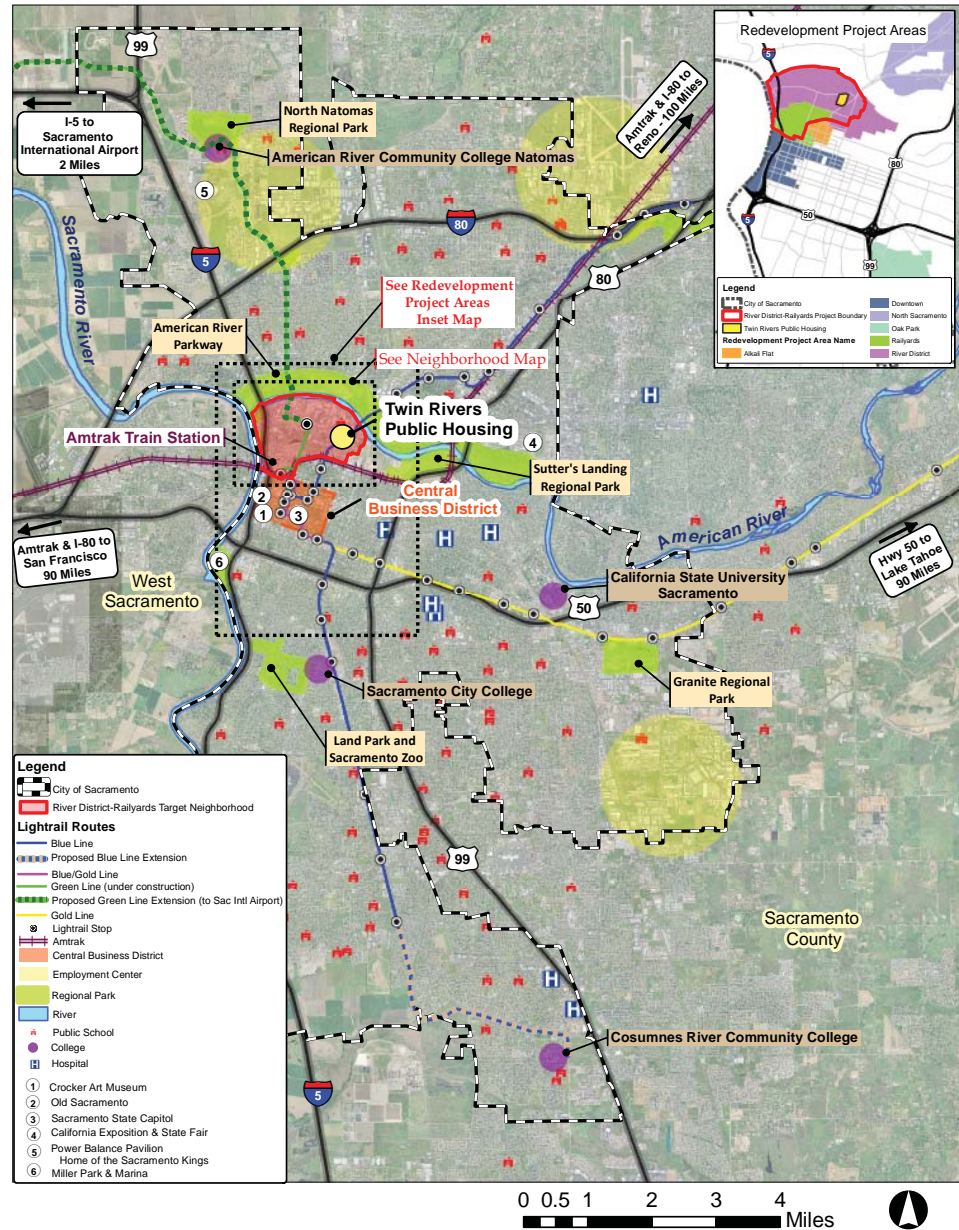
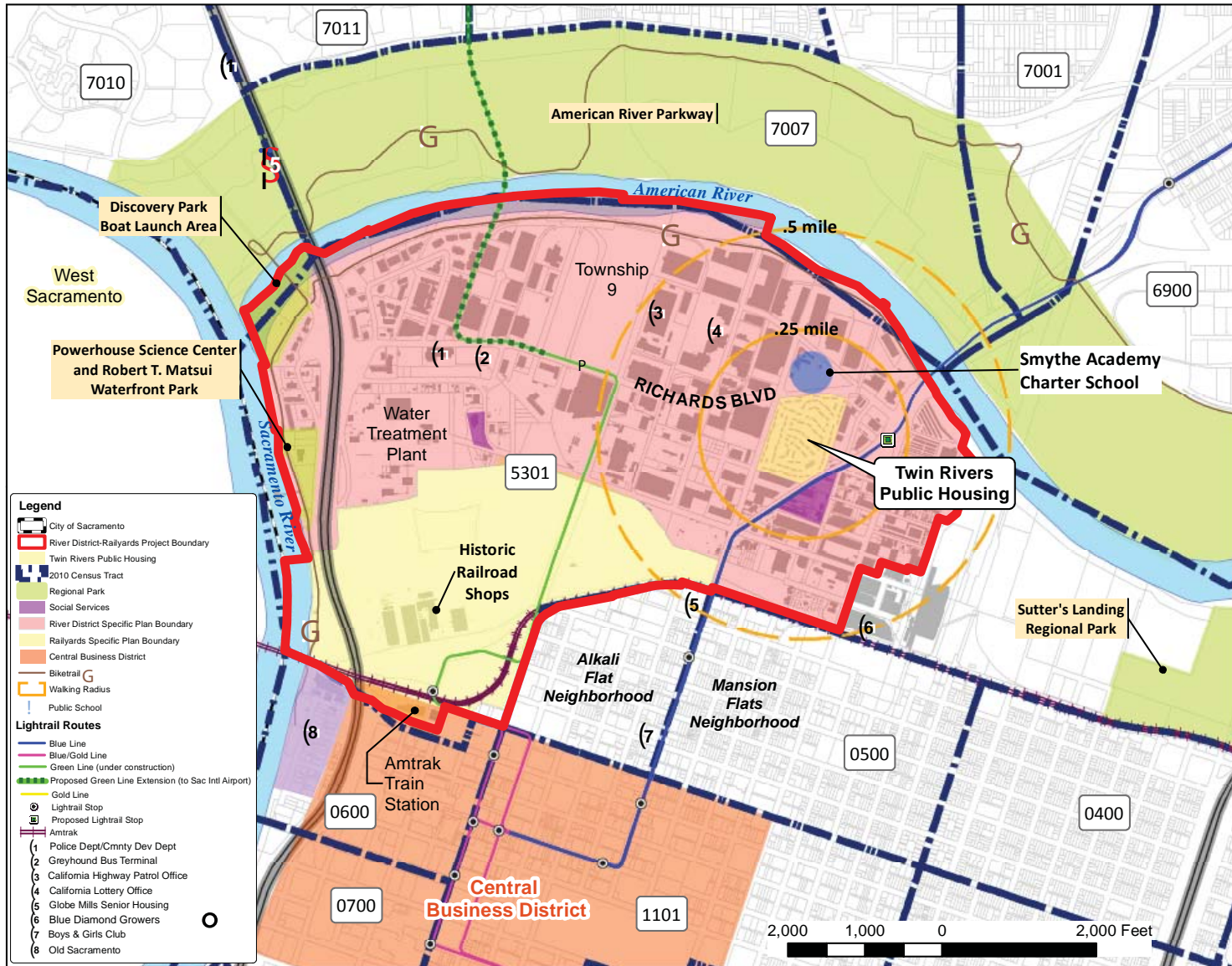


Exhibit 2-2: Neighborhood Map



- In June 2008, the Railyards received \$47 million in Proposition 1C grants funds for Phase 1 of the Sacramento Intermodal Transportation Facility. Phase 1 of this project involved track realignment for safety and expansion to accommodate future growth. Work on this phase has been completed.
- In 2010, the California Highway Patrol Headquarters was moved to the River District bringing 900 employees to the area.
- In July 2011, the new LEED-Silver certified Greyhound bus terminal, located on Richards Boulevard in the River District, opened.
- In October 2011, the new headquarters for the California Lottery, bringing over 400 employees into the community, was completed in the River District.
- In January 2012, the new Green Line light rail station at Township 9 on 7th and Richards Boulevard opened. The Green Line will eventually connect downtown to the Sacramento International Airport.
- In June 2012, the City was awarded a \$15 million Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant from the U.S. Department of Transportation for Phase 2 of the Sacramento Intermodal Transportation Facility to rehabilitate the Sacramento Valley Station in the Railyards.
- In July 2012, the City's Economic Development and Public Works Departments were awarded a \$250,000 Caltrans Transportation Planning Environmental Justice Grant for North 12th Street. The North 12th Complete Street Plan is intended to increase the safety, accessibility, energy efficiency, and overall look of this gateway into Downtown. This plan will be completed by the end of 2014.
- In 2014, the Powerhouse Science Center is expected to break ground at their new location. Located on Jibboom Street in the River District on the former Pacific Gas & Electric Co. powerhouse site, completion of the \$78 million project is scheduled for 2016.



In addition to these investments within the target neighborhood, there are a number of planned investments in Downtown, which given the adjacency of the two areas, are additional drivers that influence the pace and type of development that happens in the River District-Railyards.

One major planned Downtown investment that is located in close proximity to the target neighborhood is the Entertainment and Sports Center (ESC) Complex. The Sacramento Kings in conjunction with the City are developing a new arena, which is expected to be about 700,000 square feet in Downtown Plaza located near the corner of 5th and L Streets. The arena will serve as the home of the Sacramento Kings, but will also be a venue for a wide variety of sports, entertainment, cultural and civic events. The total cost of the arena is \$448 million of which the City is contributing \$258 million primarily from bond proceeds from City parking revenues. The opening date for the arena is October 2016. In addition, the Kings and their development partners, JMA Ventures, will develop up to 1.5 million square feet of new uses in Downtown Plaza between 3rd and 7th Street and J and L Streets. This will include 250 hotel rooms, 550 residential units, 350,000 square feet of retail, and 475,000 square feet of office. The ESC Complex is subject to City Council approval, which is anticipated for April 2014.

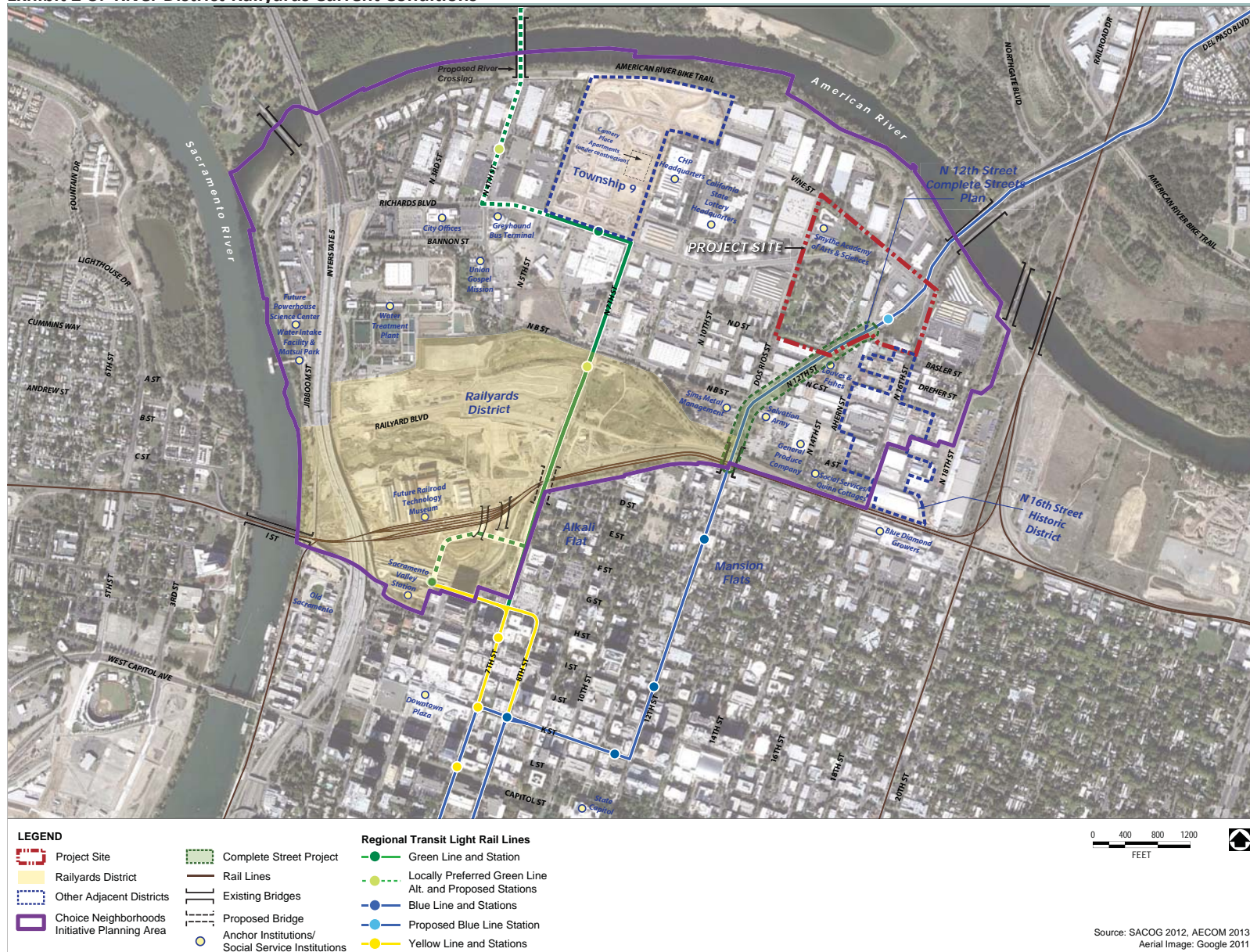
It is within this landscape that HACOS was awarded a FY 2011 Choice Neighborhoods Initiatives (CNI) Planning Grant from the U.S. Department of Housing and Urban Development to create a Neighborhood Transformation Plan (NTP) for the River District-Railyards focused around the Twin Rivers public housing development.

With continually evolving public and private investment in the community, HACOS commissioned a commercial and residential market study to understand the future outlook for the neighborhood and its redevelopment potential. Completed in September 2012, the market study highlighted the following⁵:

- The area is expected to experience significant population and employment growth over the next 20 years resulting in increased demand for residential and commercial land uses.
- Commercially, the area will continue to be attractive for government office space given existing concentration, business office space for those seeking lower costs than downtown, and neighborhood-serving office space as the population grows.
- Retail development will be tied to population and household income growth, and will most likely be confined to neighborhood-serving retail.
- There currently exists a large unmet demand for affordable housing in the defined Market Area. The target neighborhood is expected to support demand for 100-200 units of affordable housing annually.
- Market-rate residential housing demand is expected to be 600-700 units annually with a focus on rental housing.
- Existing challenges associated with safety, large homeless population, school quality, and desirable public amenities will need to be addressed to fully realize the area's potential.



Exhibit 2-3: River District-Railyards Current Conditions



2.3 Current Neighborhood Conditions

The River District-Railyards is in a state of transition with redevelopment activities guided by the Specific Plans. The Railyards, with the exception of the historic Central Shops and the Sacramento Valley Station, is completely vacant as environmental remediation work continues and development opportunities are identified and pursued (Exhibit 2-3: River-District Railyards Current Conditions). Therefore, the discussion below focuses primarily on the River District neighborhood.

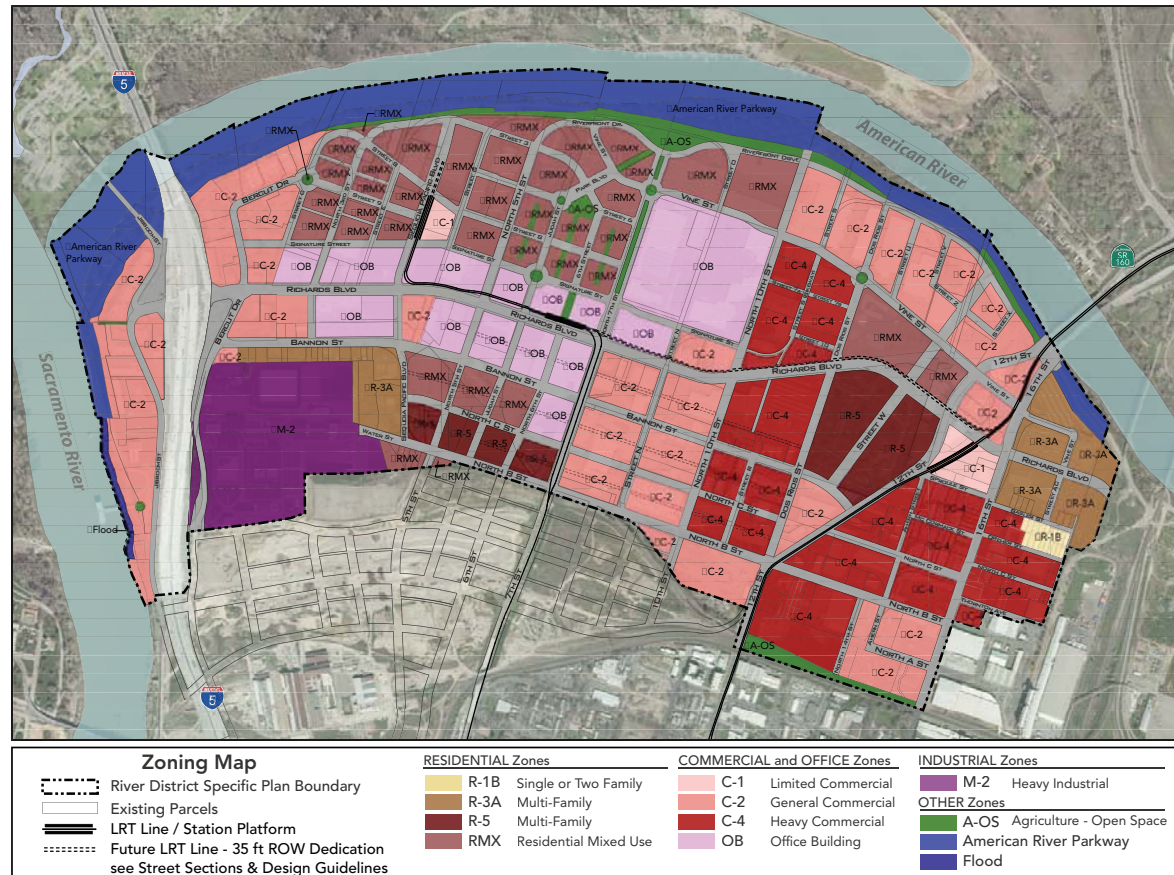
2.3.1 Zoning and Land Use

Land use in the River District is dominated by low-intensity industrial, government office, and social service uses (Exhibit 2-4: River District Zoning Map). There is also a concentration of lower priced motels along Interstate 5 in the western portion of the area. Currently, there are a number of non-conforming land uses. It is anticipated that the majority of these non-conforming uses will transition as the area changes and new infrastructure and services are developed, and future uses will conform to the adopted land use regulations.

2.3.2 Flood Zone

Due to the levees or natural elevation, the entire target neighborhood is designated as Flood Zone X with moderate to low risk of flooding.

Exhibit 2-4: River District Zoning Map

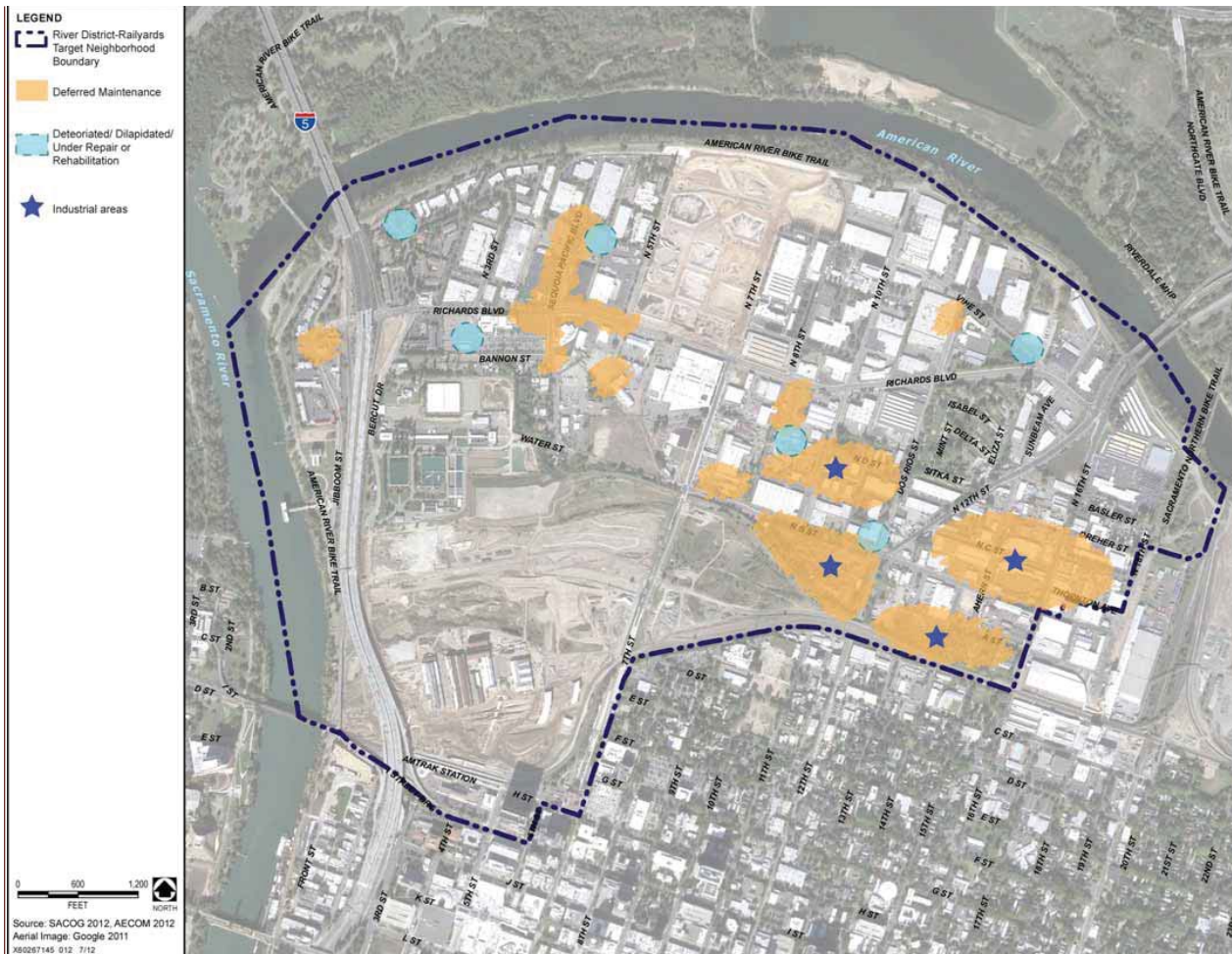


2.3.3 Building Conditions

The results of a walk-through survey of the River District showed that most buildings in the neighborhood were being maintained properly, but the landscaping and grounds around those buildings did not receive the same level of maintenance⁶. A large number of parcels in the eastern portion

of the neighborhood – most of them industrial uses – showed evidence of deferred maintenance. Another grouping of deteriorated properties was located in the northwest corner of the neighborhood around the intersection of Sequoia Pacific and Richards Boulevards (Exhibit 2-5: Building Conditions Map).

Exhibit 2-5: Building Conditions Map



2.3.4 Commercial/Retail Profile

Between 4,200 and 6,800 employees are employed in the River District in a variety of industries ranging from retail to warehousing. The area is home to many long-time Sacramento businesses including General Produce, Schetter Electric, and Downtown Ford. Government jobs dominate the local employment market at both the State, County, and City levels, including the California Lottery, California Highway Patrol, County Sheriff Departments’ Work Release Facility, and the City’s Police and Community Development Departments⁷.

From a community perspective, the River District offers 35 neighborhood assets that serve the day-time employment market and small existing residential population⁸. These include one fresh food retailer, 20 community-serving retail establishments, 5 services, and 9 civic and community facilities. Despite the presence of these establishments, they are not sufficiently serving the day-to-day needs of residents, most of whom leave the neighborhood to meet their daily requirements. Much of the retail in the neighborhood is seen as serving the broader Sacramento community versus the neighborhood– i.e. specialized retail establishments (home improvement, automotive, and food product). (Exhibit 2.6: Existing Neighborhood Assets).

2.3.5 Crime and Safety

Public safety in the River District- Railyards is a significant concern for residents, businesses, and property owners. In the resident needs assessment, Twin Rivers’ residents noted that they felt most unsafe during the evening hours (57%), and that 62% did not use nearby services due to safety concerns. The physical isolation of Twin Rivers, the very visible homeless population, and the lack of positive street activity impacts the residents’ sense of safety.

While a review of the Part 1 Crime Rate per 1,000 residents for the target neighborhood supports this perception - the violent crime rate is 3 to 4 times higher than the City, and the property crime rate is 2 times higher – it is important to note that the River District-Railyards encompasses over 1,000 acres of land, but has a very small resident population (1,823 residents or 1.6 residents per acre compared to the City’s rate of 7.3

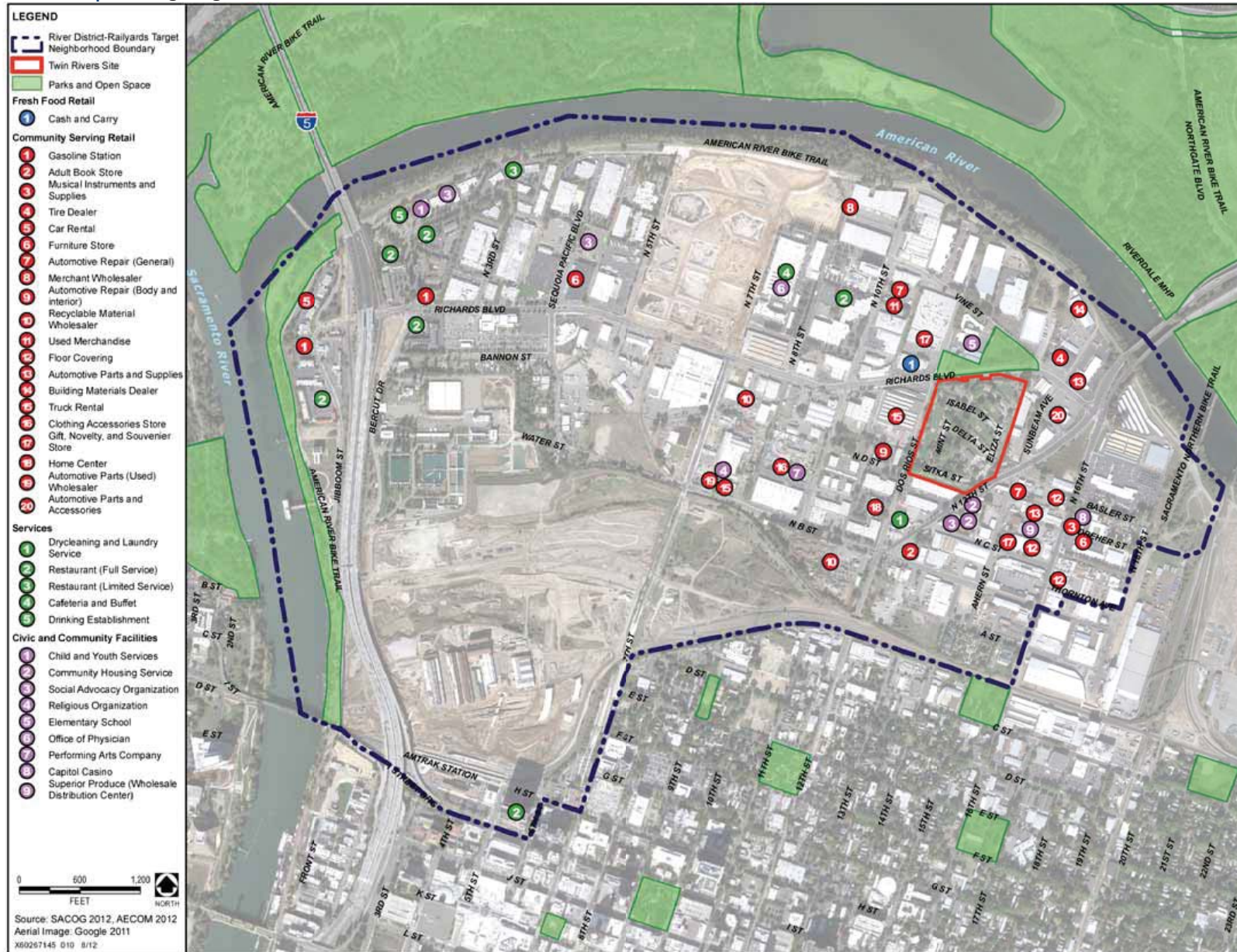
residents per acre). When comparing Part 1 crimes per acre, the crime rate for the River District-Railyards is on par with or less than the City’s,

Table 2-1: Part 1 Crime Rate Per 1,000 Residents and Per Acre, River District – Railyards and City of Sacramento 2010, 2011, and 2012

	2010	2011	2012
Part 1 Violent Crimes			
Criminal Homicide	0	0	0
Forcible Rape	3	5	2
Robbery	16	19	26
Aggravated Assault	25	19	40
Total Part 1 Violent Crimes	44	43	68
Violent Crimes Per 1,000 Residents (Per Acre)	24.1 (.04)	23.6 (.04)	37.3 (.07)
City of Sacramento Violent Crimes Per 1,000 Residents (Per Acre)	8.8 (.06)	7.2 (.05)	7.6 (.06)
Part 1 Property Crimes			
Burglary	29	23	37
Larceny	75	89	97
Motor Vehicle Theft	25	33	27
Arson	4	2	5
Total Part 1 Property Crimes	133	147	166
Property Crimes Per 1,000 Residents (Per Acre)	73.0 (.13)	80.6 (.14)	91.1 (.16)
City of Sacramento Property Crimes Per 1,000 Residents (Per Acre)	43.6 (.32)	40.1 (.29)	43.1 (.31)

Source: Sacramento Police Department

Exhibit 2-6: Existing Neighborhood Assets



2.3.6 Homeless and Homeless Service Providers

The historical isolation and limited access to the River District from the surrounding area constrained development and contributed to growth of a large homeless population. With easy access to the American River and lack of residential population, homeless persons were able to stay in the area with little nuisance to others. In response to the growing homeless population, the number of social services providing aid to the poor and homeless also grew. These services include emergency and transitional housing, medical services, counseling and mental health services, food distribution, and meal service facilities⁹.

In the most recent point-in-time Sacramento County homeless count conducted in January 2013, 2,538 homeless persons were counted, a 7.6% increase since the last count in 2011. Of homeless persons counted, 786 (31%) were living in unsheltered conditions, and the remaining 69% were in emergency or transitional housing programs. Specific homeless data for the River District-Railyards is not available. While this count encompassed the entire Sacramento County, the report noted the more visible concentration of unsheltered homeless people within the urban core and adjacent areas¹⁰.

In 2005, the City of Sacramento and Sacramento County came together to develop a Ten-Year Plan to End Chronic Homelessness, and this Plan was adopted in 2006. Sacramento Steps Forward (SSF) was established in 2009 to serve as the Lead Agency for the homeless Continuum of Care (CoC). As the Lead Agency, SSF serves as the “keeper of the 10-year plan.” However, the formation of SSF as a nonprofit Lead Agency has allowed for new partnerships and opportunities not originally identified in the Plan. The structure of SSF increases opportunities to facilitate public-private partnerships in addressing the homeless situation. Likewise, the recent enactment of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act has created more coordination nationally and locally from which to better monitor progress towards ending chronic homelessness. Grounded in a Housing First model and best practices from New York, Philadelphia, San Francisco, and Portland, work continues today to end homelessness by providing people with a permanent, safe home, and access to education, employment, and other services as needed.

In 2014, SHRA and SSF will launch the new and permanent Rapid-Rehousing Program (RRP) as part of the Emergency Solutions Grant (ESG) administered on behalf of the City and County of Sacramento by SHRA. Rapid rehousing is an essential element of the CoC’s efforts to end chronic homelessness and homelessness in general. An assessment of progress to date completed in May 2013 indicated that overall homelessness had decreased by 12% since 2009, and chronic homelessness had decreased by 51% since 2007.

Today, there are four emergency shelters containing 354 beds in the River District-Railyards. Several of these facilities also offer drop-in services such as food, health, and transportation. The three largest providers are Loaves and Fishes, Salvation Army, and Volunteers of America.

While critical to serve the needs of the disadvantaged population, the concentration of services, especially along North 12th Street, negatively affects the surrounding neighborhood through increased loitering and littering, illegal camping, and heightened concerns about safety. Residents and members of the Neighborhood Task Force frequently raised the issue of the homeless, and the need for proactive measures to mitigate their depressing influence on redevelopment interest in the neighborhood. To successfully mitigate the depressing influence of homelessness in the area, the redevelopment of the River District must be coordinated with the CoC to reduce the homeless population through the effective provision of services, not simply displacement, while ensuring access and the preservation of vital programs.



2.3.7 Public Transportation

Four public bus routes serve the target neighborhood. (Exhibit 2.7: Public Transportation Map) Of these four, three provide limited service during the week and no weekend service. None of the routes provide service after 9 p.m.

- Route 15 runs between the Watt/I-80 light rail station and Downtown, passing next to the Twin Rivers development, and offers weekday and weekend service.
- Route 33 offers service between Twin Rivers and the Alkali Flat/La Valentina light rail station during the week.
- Route 11 traverses the western portion of the neighborhood, providing access to Downtown and Natomas to the north during the week.
- Route 29 caters to office workers, running two buses in the morning and again in the evening during the week between Downtown and the northeastern parts of the City.

Most of the bus stops in the neighborhood lack any seating, shelter, or schedule information. According to RT, route 33 is the highest utilized route across the public transit system.



There are two light rail routes that pass through the River District, only one of which has a stop in the neighborhood. The Green Line, which runs during the week between Downtown and Township 9 and eventually will connect the area to the Sacramento International Airport, stops at the newly opened Township 9 station located approximately ½ mile from Twin Rivers. The Blue Line, which runs past Twin Rivers, does not have a light rail stop in the neighborhood.

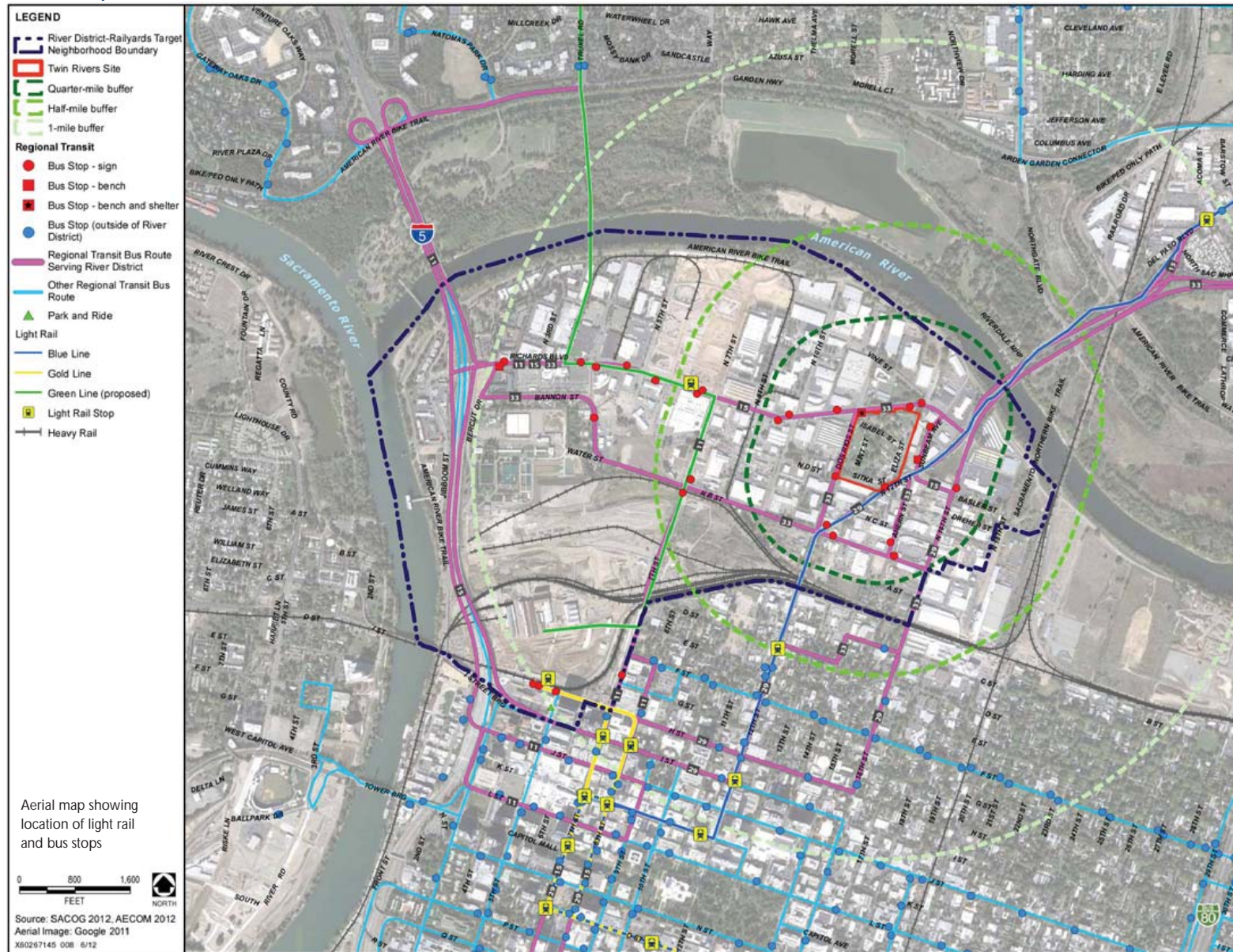
Transportation is an issue for many of the Twin Rivers' residents. In the resident needs assessment, over half of the residents do not have access to a private vehicle and most residents stated that transportation is a barrier when trying to get from school, work, the grocery store and accessing medical care. For those who take public transportation to work, the commute takes in excess of 60 minutes¹¹.

2.3.8 Pedestrian and Bicycle Connectivity

In 2006, the City of Sacramento released its Pedestrian Master Plan, which noted a number of deficiencies in the neighborhood. Since then, a number of improvements have been made, but some poor pedestrian conditions still remain. In the residential areas, the sidewalks are fair, but in the industrial areas, sidewalks are missing or are incomplete. In several places, light poles are placed in the middle of the sidewalk impeding pedestrians, and crosswalks are still needed in key intersections. Outside of the residential areas, shade coverage by trees is lacking, which creates especially difficult conditions for pedestrians during the summer months. The current WalkScore for the neighborhood is 69, meaning that it is "somewhat walkable."¹²

Aside from the American River Bike Trail, there are no bicycle lanes in the neighborhood. There are some bike route signs and markings on some key corridors, such as Richards Boulevard and Dos Rios. With streets historically sized for industrial truck traffic, traversing the main transportation corridors on a bicycle can be a daunting proposition with high speed traffic. Residents voiced major pedestrian and bicycle safety concerns with 12th Street and Richards Boulevard.

Exhibit 2-7: Public Transportation Map



2.3.9 Parks and Open Space

Within the neighborhood, Dos Rios Park (5 acres) is attached to the Smythe Charter School and is the only open space outside of the American River Bike Trail. Twin Rivers' residents who live across Richards Boulevard from Dos Rios Park note that the park is associated with the school and is not readily used. Additionally, use is impacted by poor maintenance and safety concerns, including crossing Richard Boulevard. The American River Bike Trail, which is a regional attraction and great open space amenity, is negatively affected by the number of homeless encampments found alongside or right off the trail.

Within 1-mile of Twin Rivers, there are over 460 acres of open space including the American River Parkway and Discovery Park, and 36 acres of programmed park space. However, most of the park and open space is not easily accessible due to limited access points (across the rivers, on the other side of railroad tracks).



2.3.10 Housing Profile

Currently, there are very few residential uses in the River District. All of the housing is located in the eastern portion of the neighborhood – Twin Rivers Public Housing and Dreher-Basler Neighborhood. With a total of 353 housing units, 62% (218) are found in Twin Rivers¹³. Another 60 units at Quinn Cottages are also deed-restricted for low-income families. The 180 units under construction at Township 9 will also be deed-restricted for low-income families to satisfy the affordable housing requirement due to the receipt of Prop 1C funding for the project. With the dominance of public housing in the neighborhood, the homeownership rate is only 9%.

Approximately 18% of the housing stock is considered long-term vacant units. Most of the non-public housing stock was constructed post-1970, and consists of small bungalow-type homes that are generally well-maintained.

Twin Rivers was constructed originally between 1942 and 1946, with a small subset of buildings built in the 1970s. It contains 218 units and is the oldest public housing development in Sacramento County. Much of the infrastructure serving the development is original to the site and has reached the end of its useful life. A Physical Needs Assessment (PNA) of Twin Rivers completed in August 2011 determined that the life cycle replacement cost of all building systems for a period of 20 years was \$21,720,733, or \$99,636 per unit. This is 48% of the HUD total development cost (TDC) limit for a two-bedroom walkup unit in Sacramento.

Additionally, the buildings themselves were constructed prior to today's building standards that require rigorous seismic measures to address California's earthquake concerns. There are concerns with second floor overhangs and the adequacy of the load path, anchoring of the walls to the foundations, and the adequacy of the foundations and hold-downs. The original knob and tube electrical wiring is still present in a portion of the development and cannot be grounded. Complete replacement of the electrical system and circuit breaker panels is needed due to the existing system's age and inadequacy. Most of the units do not have air conditioning, and window units cannot be installed due to the lack of electrical capacity. The original waste lines have exceeded their useful life, and are leaking inside the units. The existing wall heaters are inefficient and unevenly heat the interior space. In many places, the concrete paving across the site is

cracking and heaving, or has localized depressions. This has affected water drainage across the site, which results in pools of standing water. The original underground galvanized steel water supply pipe and sanitary sewer of vitrified clay pipe installed in the early 1940s is still present, and given their age, are experiencing frequent leaks. The water supply lines are also comprised of only 3-inch pipe, which is significantly smaller than the 6 to 8 inch lines currently required by building codes. Given that the fire hydrants are connected to this water supply system, this is both a safety issue for Twin Rivers' residents and a building code deficiency.

The buildings at Twin Rivers, with their repetitive design that stands in clear contrast to the surrounding neighborhood, are arranged with large open lawns between them inhibiting observation from adjacent streets and cannot be considered 'defensible space.' The existing building and street layout separates the housing from the rest of the community through poor site design and streets that do not meet current City standards. The existing narrow and winding streets do not meet current code and are difficult for fire and other safety equipment to access. None of the units fully comply with 504 requirements; the site is difficult for persons in wheelchairs to navigate – some areas do not have sidewalk access and there is no accessible route from most apartments to the laundry and community buildings. The unit square footages in all bedroom sizes are inadequate for the space needs of today's families and are well below HUD's standards – 544 square feet for one-bedroom, 758 for two-bedroom, 975 for three-bedroom, 1,146 for four-bedroom, and 1,339 for five-bedroom. Furthermore, the demand for larger bedroom units is not as great as it once was, and HACOS regularly has a difficult time leasing the 4- and 5-bedroom units.

The housing landscape in the River District-Railyards is gradually changing. Township 9, with over 2,350 planned housing units, broke ground on the first phase of 180 units in February 2013. Work continues on the Railyards, although the first housing units are still years away. With over 3,450 new housing

units anticipated between Township 9 and the Railyards, the housing profile of the neighborhood will look vastly different in 20 years. According to a recent market study, upwards of 17,000 new residential units could be found in the River District-Railyards by 2035.



2.3.11 Demographic Profile

With 530 total residents, Twin Rivers' families comprise 29% of the neighborhood's total population (1,823)¹⁴. Racially, the neighborhood has more Blacks and fewer Whites and Asians than the City, with the contrast even more dramatic for the resident population at Twin Rivers in comparison to the City. The median income in the neighborhood is dramatically less than the City median, which is evidenced in the

Table 2-2: Demographic Profile – Twin Rivers, River District-Railyards, City of Sacramento

	Twin Rivers*	River District-Railyards**	City of Sacramento
Race/Ethnicity			
White	19%	35%	49%
Black	51%	37%	14%
Asian	8%	6%	19%
Hispanic/Latino	19%	24%	26%
Economics			
Median Income	\$9,970	\$17,969	\$50,781
% In Poverty	69%	64.1%	18.6%
Unemployment Rate	76%	41.8%	12.7%
Education			
% HS Diploma or Higher	72%	68.9%	81.5%
% College Degree or Higher	5%	2.9%	29.2%

* Twin Rivers Resident Needs Assessment Survey, May 2012.

** Census Tract 53.01 encompasses the entire River District-Railyards Target Neighborhood plus a small area to the east of the neighborhood that is comprised primarily of businesses and open space.

Source: 2007-2011 American Community Survey 5-Year Estimates

significantly higher poverty rate. This situation is compounded by the higher unemployment and lower educational attainment rates in the neighborhood and for Twin Rivers' residents when compared to the City.

The residents of Twin Rivers are generally younger than the County, with nearly half under the age of 18 (47%) compared to only a quarter for the County (26%). The percentage of residents age 50 and older is less than half that of the County (9% vs. 22%) (Table 2-2: Demographic Profile).

2.3.12 Educational Profile

The target neighborhood is served by two different school districts – Twin Rivers Unified School District (TRUSD) in the River District, and Sacramento City Unified School District (SCUSD) in the Railyards. Since there are no residents currently living in the Railyards, this discussion focuses on the River District and where school-age children attend school.

Currently, there is no existing public school located in the Planning Area. Dos Rios Elementary School (Grades K-5) used to be located where Smythe Academy of Arts and Science (Grades 7-8) currently is, but was closed due to declining enrollment when significant rehabilitation work was done at Twin Rivers and residents were relocated. The schools serving most Twin Rivers' students are Woodlake Elementary, Rio Terra Jr. High, and Grant Union High. While all students are assigned a home school based upon their home address, students can request to attend another school via Open Enrollment. Admissions are determined by lottery, based upon space availability at the requested school. As a result, Twin Rivers' students attend seven different elementary schools, four different middle schools, and six different high schools; but the majority of students attend their designated home school.

Woodlake Elementary is in its second year of Program Improvement (PI) since it did not make Adequate Yearly Progress (AYP) for two consecutive years; and Rio Terra Jr. High School is in Year 6 of PI. Grant Union High has also not made AYP. Smythe Academy, the 7-8th grade charter school, housed in the former Dos Rios Elementary School, also has not made AYP and is in Year 5 of PI.

Chapter 2 Endnotes

¹U.S. Census 2010.

²"Sacramento one of five 'Most Livable Communities,'" Sacramento Business Journal, April 9, 2004.

³"Choice Neighborhoods Initiative: Commercial and Residential Market Analysis," prepared by Economic & Planning Systems, Inc. for the Housing Authority of the County of Sacramento, September 18, 2012.

⁴Ibid.

⁵Ibid.

⁶"Choice Neighborhoods Initiative: Community Needs Assessment" prepared by AIM Consulting, AECOM, and WalkSacramento for the Sacramento Housing and Redevelopment Agency, September 2012.

⁷"Choice Neighborhoods Initiative: Commercial and Residential Market Analysis."

⁸"Choice Neighborhoods Initiative: Community Needs Assessment."

⁹River District Specific Plan, adopted by Sacramento City Council on February 15, 2011.

¹⁰2013 Sacramento Countywide Homeless Count Report, prepared by Sacramento Steps Forward.

¹¹U.S. Census 2007-2011 American Community Survey 5-Year Estimates.

¹²www.walkscore.com

¹³FY2013 HUD Mapping Tool.

¹⁴As of June 17, 2013 per HACOS.

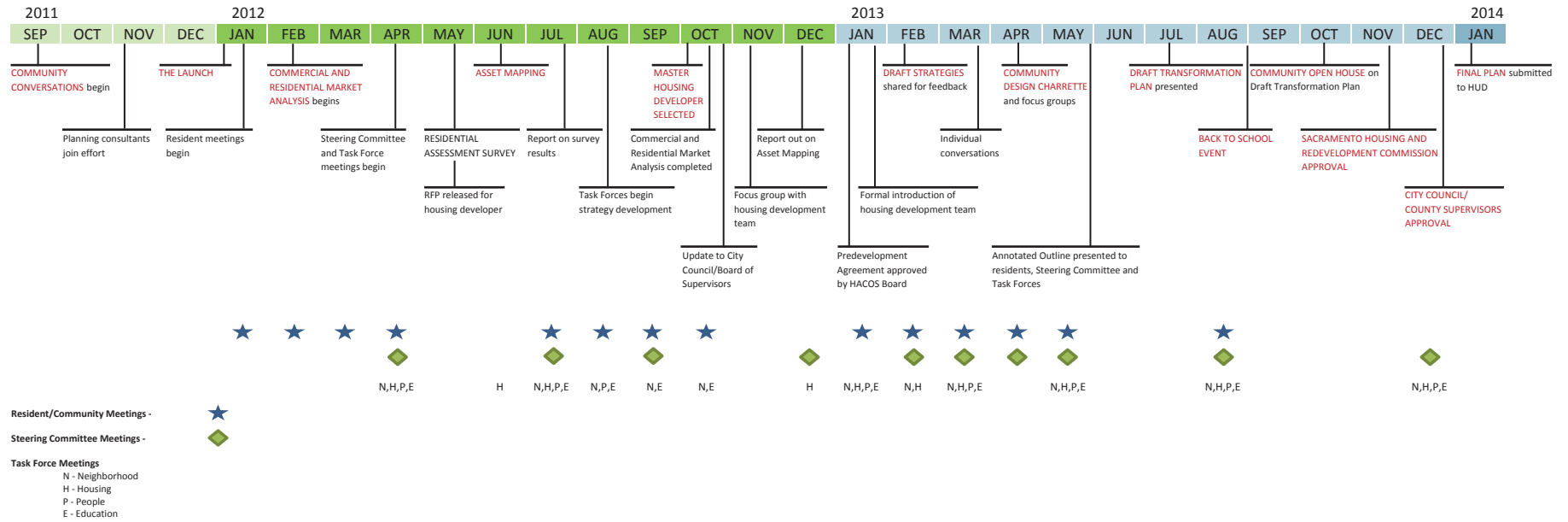
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3 Community Planning and Engagement Process



3 COMMUNITY ENGAGEMENT AND PLANNING PROCESS

Exhibit 3.1: Project Timeline



3.1 Planning Structure

All successful planning efforts rely upon the meaningful involvement of residents, civic leaders and other stakeholders representing public, non-profit and private sectors. Community stakeholders are an essential source of information regarding the challenges and opportunities found within a neighborhood, devising creative solutions to address priority needs, and providing sources of leveraging - both financial and in-kind - to ensure the long-term sustainability of transformation efforts.

For the FY 2011 CNI Planning Grant for the River District-Railyards, HACOS, was very deliberate in its structuring of the planning process and intentional in ensuring that the key stakeholders engaged reflected the breadth and depth of the interests, challenges, and investments found in the community. To guide and organize the work of the stakeholders, HACOS working with SHRA, put in place a strong planning leadership team. This team included EJP Consulting Group, LLC as planning coordinator and advisor; Jennings & Associates as the local community engagement consultant; MBS as the housing developer; and Urban as the human services and education strategist. The team provided support and leadership, and brought their expertise and experience in the key areas of focus to assist the community with the development of a comprehensive Transformation Plan.

In total, the River District/Railyards planning process involved nearly 100 stakeholders participating on either the Transformation Steering Committee or one of four task forces (Housing, People, Education and Workforce Planning, and Neighborhood). (Exhibit 3-2: CNI Organizational Chart).

Transformation Steering Committee (TSC) was comprised of high profile community leaders with effective track records in designing and/or overseeing cross-agency transformation initiatives. These were the ‘big thinkers’ who knew how to integrate multiple programs and resources into catalytic and comprehensive transformation plans. The TSC met regularly to review recommendations and coordinate and ensure the emerging plans and programs addressed the identified issues and gaps in resources. The TSC included heads of SACOG, RT, Sacramento Employment and Training Agency (SETA), Valley Vision, Sierra Health Foundation, Greater Sacramento Urban League, SSF, and the River District Property Based Business Improvement District (PBID). In addition, representatives from the Mayor’s office, the local

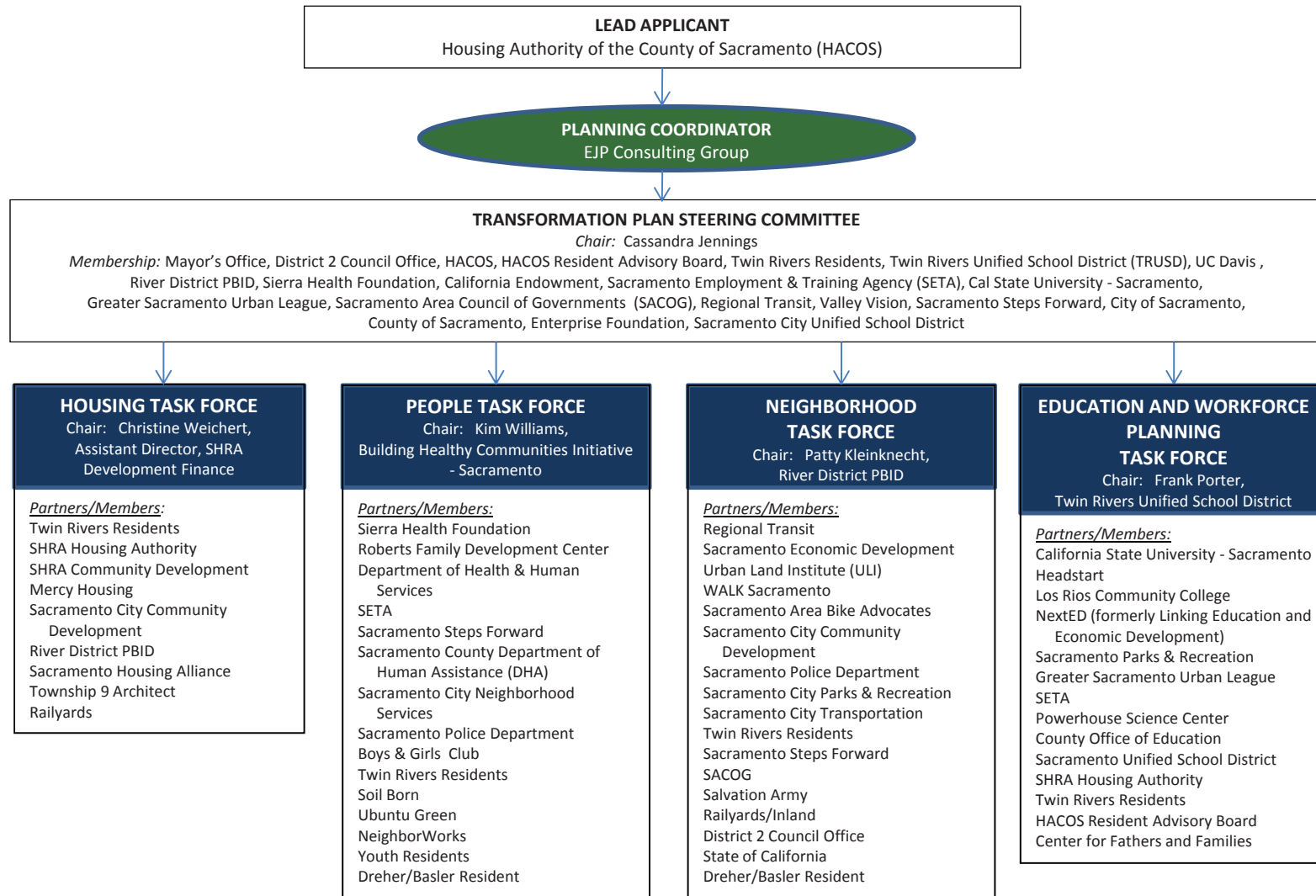
Councilmember, school districts and Twin Rivers’ public housing residents were a part of the TSC. Cassandra Jennings, of Jennings & Associates, was the chair of the TSC.

Each Task Force analyzed the specific needs associated with their subject area, established desired goals for the community, and proposed strategies and initiatives to overcome historic obstacles to meaningful and sustainable change in the past.



Neighborhood Task Force worked on how to transform the neighborhood into a viable, mixed-income community with access to the amenities expected of an in-town neighborhood. The group focused on how best to coordinate and leverage the investment by public and private institutions in the community and contribute to the revitalization of the area. This Task Force included planning and development agencies such as SACOG, City of Sacramento Community Development, Parks & Recreation, and Transportation and Police departments, Salvation Army, SSF, State of California, RT, Council Office, Sacramento Area Bike Advocates, the River District PBID, and residents. Patty Kleinknecht, Executive Director of the River District PBID, chaired the Neighborhood Task Force.

Exhibit 3-2: CNI Organizational Chart



Housing Task Force had the goal of transforming the severely distressed Twin Rivers public housing site into energy-efficient, mixed-income housing that is financially and physically viable over the long term. The Housing Task Force included for-profit and non-profit housing developers, including the selected Master Developer, MBS, housing advocates and professionals, residents and business leaders. Christine Weichert, SHRA Assistant Director of Housing Finance, chaired the Housing Task Force.

People Task Force sought to support positive outcomes for Twin Rivers' public housing residents and the surrounding neighborhood with a focus on health, safety, employment, and mobility. This Task Force included representatives from agencies and departments that deliver services to Twin River neighborhood residents such as Sacramento Police; County Department of Human Assistance; City of Sacramento Neighborhood Services; youth and after school program providers including Boys and Girls Club and Roberts Family Development Center; NeighborWorks; SETA; and SSF. Residents from both the Twin Rivers public housing development and the larger neighborhood also served on the People Task Force. Towards the end of the process, this Task Force was combined with the Education Task Force. Kim Williams, the lead for The California Endowment's Building Healthy Communities Initiative chaired the People Task Force.

Education & Workforce Task Force was responsible for developing improved educational access and outcomes from cradle to college and beyond for current and future Twin Rivers residents. In addition, the Education & Workforce Task Force planned for job preparation and readiness. Since education was such a key challenge, the Task Force included TRUSD, SCUSD, Center for Fathers and Families (CFF), The Powerhouse Science Center, SETA, Greater Sacramento Urban League, Sacramento Parks and Recreation, Headstart, business representatives, California State University-Sacramento and Twin Rivers residents. The Education & Workforce Task Force was initially led by Frank Porter, the TRUSD's Superintendent of Schools. Upon the Superintendent's retirement, Gloria Hernandez, an Assistant Superintendent of Schools with TRUSD, assumed the chair position. Ray Burnell, Executive Director of The Powerhouse Science Center, served as vice chair.

3.2 Methods of Engagement During Planning Process

The community engagement process to create the Transformation Plan was deliberate and included a 360 degree approach of outreach, education and involvement. During the planning process, over 21 resident and community meetings were held with over 900 people in total attendance. In addition, nearly 40 Steering Committee and Task Force meetings were convened to review and develop the range of strategies necessary to address the gaps and needs identified through the resident surveys and other research studies on the targeted area.

The community engagement process employed a myriad of methods as detailed below.

3.2.1 Twin Rivers Residents

Resident Meetings. HACOS recognized that it was critical to the success of the planning process to have the Twin Rivers residents fully engaged very early on and in every aspect. Upon the announcement of the award in January 2012, resident meetings began and continued monthly in the community room at the public housing site. The regular, monthly meeting schedule provided continuity in the dialogue. Coupled with a convenient and comfortable on-site location, this resulted in a great deal of interaction and participation by residents. At each meeting, there was strong representation by consistent participants as well as first time participants. The number of attendees per meeting ranged from 16 to 46.

As a result of the meetings, the residents had a strong voice in every aspect of the Plan. They developed priorities, had strong representative leadership on each Task Force and were key participants in the Charrette process. Residents were starting to answer questions from other residents about the Initiative; the Resident Housing Association was re-activated and residents were attending other meetings and activities within the area but outside the Twin Rivers housing complex.

The complete Agendas and handouts can be found in the Appendix. Table 3-1 provides a summary the resident meetings and other events.

Table 3-1: Resident Meetings & Engagement Summary

Date	Main Topics	Attendance
January 2012	Choice Neighborhood Initiative launch	N/A
February 29, 2012	Overview of Planning Process; Task Forces and purposes	26
March 7, 2012	What Choice Neighborhoods Initiative means to You? HUD guests	17
April 25, 2012	Survey Development; What are the top 3 things you like about living in Twin Rivers? What are the top 3 challenges?	30
May 4,10-14, 2012	Resident Survey	181 participants
May 23, 2012	Community Asset Mapping Exercise; Preliminary Survey Results	38
June 2012	Break	N/A
July 25, 2012	Survey Results; Top 3 Issues to be Addressed	39
August 22, 2012	Strategy Development; Elements of a Leadership Academy	23
Sept 19, 2012	Data Summaries; Initiative Updates; Strategy development	42
Oct 24, 2012	CNI Updates & Resident Leadership Academy	31
Nov 19, 2012	Lunch with Resident leaders	6

Date	Main Topics	Attendance
Nov 26, 2012	Meet the Housing Team – McCormack Baron Salazar and Urban Strategies	33
December 2012	No meeting	N/A
January 28, 2013	Housing Replacement Options; Strong Service Providers	46
Feb 27, 2013	Housing Replacement Options; Charrette Process; North 12th Street Complete Street Planning	28
March 27, 2013	Individual Meetings with Urban Strategies	1-5 per group
March 27, 2013	Land Development Program, Anchor Tenants, Education, Placed Based Strategies, Service Inventory & Gap Analysis, Stakeholder meeting Sign Ups	25
April 8-11, 2013	Charrette, Resident Focus Groups	154
May 14, 2013	Charrette Results/Strategies	16
August 17, 2013	Back to School Event: Executive Summary of Plan; Education & Headstart Services	101
Oct 9, 2013	Transformation Plan Open House	75
Dec 3, 2013	Residents attend City Council Meeting	
Dec 2013	What’s Next?	

Resident Representatives. One of the strong elements of the resident engagement was their full participation and representation on the TSC and the four Task Forces. Two residents were selected to serve on each committee/task force and were provided ongoing support to assure success in their participation. The selection process included the submittal of a resume and an interview with HACOS staff to determine their interest in leadership training and the CNI project specifically. The eight selected resident representatives received individual coaching and training and ongoing communication from the HACOS and Planning Leadership Team. As a result, there has been an increased role and visibility of the Twin Rivers Housing Association President and the resident representatives.

They have become ambassadors in the community and spokespersons at many of the meetings. They are also assisting other residents as they seek information about the project. Although the resident representatives developed many leadership skills through participation in the planning process, this Plan recommends that these eight persons be the first participants of the Resident Leadership Academy anticipated to begin in Spring 2014.

Throughout the planning process additional residents were encouraged to serve on committees and take leadership roles. A resident participated in a tour of properties in the Bay Area; another youth resident serve on a special committee looking at the planning process on the American River Parkway and several residents were asked to work on special projects and assignments. Their participation and knowledge of the project grew significantly. The number of identified resident representatives and leaders has doubled to 16 and that number continues to grow.

Small Group Discussions. Residents were also involved in small group discussions to make sure their voices were being heard. Urban Strategies facilitated over a dozen small group meetings that involved residents only and other meetings of residents with key stakeholders. Topics included education, housing, transportation, economic development and services for residents. Over 40 persons participated in these series of meetings. Two to five residents also participated in the stakeholder meetings during the Charette.



**Decoe Gilmore, Working Mother of 7
Twin Rivers Resident**

"We need something for the kids in Twin Rivers to do. It is so isolated and hard for many of them to get anywhere. The light rail goes right by us; but we have to cross two major streets and walk a ways to catch the light rail or a bus. That's not fair. I appreciate being a part of this process."



Howard Jones, President of the Twin Rivers Housing Association

Howard has been a resident of Twin Rivers for over 20 years. During his tenure, he has seen few things around him change while many things stay the same. He speaks out for light rail station stop, better bus routes, grocery store and better businesses to provide jobs and improved services. Howard does outreach, makes phone calls and often times will spend the entire day attending CNI meetings. Howard sees a brighter day for himself and his fellow residents. He is ready for a change.

Individual Conversations. Since not everyone felt comfortable speaking up in public or could be available at the designated meeting times, the team leaders met individually with residents as requested to discuss issues or concerns and answer questions.

Resident Needs Assessment Survey. LPC Consulting, Inc. administered a resident needs assessment survey in May 2012. Twelve Twin Rivers' residents were hired to conduct outreach, administer the survey, collect and enter the data, and help to report out the results. Of the 218 Twin Rivers households, 181 completed the survey for an 83% response rate. Data was gathered on household demographics, neighborhood amenities and safety issues, transportation, employment and education needs, health and wellness, other supportive service needs and housing and site design

preferences that served as the foundation for the planning going forward. Survey results are included in the Resident Needs Assessment in the Appendix.

In addition to the quantitative findings, LPC attended focus group meetings with approximately 50 residents and participated in monthly committee meetings over the duration of the needs assessment process. These meetings provided additional qualitative information to enhance the interpretation and understanding of the survey results.

Youth Engagement. Youth were present at most of the meetings and were purposefully incorporated into the discussion through either interactive introductions or small breakout groups and reporting out to the larger group. As a result, one youth was appointed to serve on a community committee regarding the American River Parkway development. This provided the young man with a great opportunity and exposure while also providing a different perspective to the Committee. Another two youths were used as interpreters in Spanish and Vietnamese for their parents for several of the resident meetings and will be incorporated as needed in the future. This involvement was the first step in preparing the youth for a leadership development program as well.



3.2.2 Community Engagement

Outreach and engagement of the broader community was essential to ensure a collaborative and transparent process. During the past 24 months, there were dozens of meetings to engage the community through public meetings, committee and task force meetings, surveys and focus groups, open houses, individual meetings and the community-wide charrette.

Public Meetings. Starting in late 2011, the HACOS made presentations to the Sacramento Housing and Redevelopment Commission (SHRC), City Council and the County Board of Supervisors. This helped to secure early leadership support from the elected boards as well as the elected official who specifically represents the project areas. In addition, the public meetings provided a mechanism for early input from any interested party. As a result, the Council Member for the project area has become a champion and spokesperson for the Transformation Plan. Periodic updates were made to both City Council and the Board. Thus far, there have been over a dozen public meetings between reports to SHRC, City Council and the Board of Supervisors. Once the planning process was underway, the HACOS also began making presentations to the TRUSD for input, clarity, education and support for a strong partnership effort. There have been two TRUSD Board presentations.



Steering Committee/Task Force Meetings. By March 2012, the HACOS had established the TSC and four Task Forces that included approximately 100 members and focused on the following areas: People, Education, Neighborhood, and Housing. Although the committee and task forces were designed to meet quarterly, they quickly responded to a need to meet more frequently with some task forces meeting nearly monthly. This demonstrated early-on a commitment to a thoughtful and engaging process with lofty goals and outcomes. In just one year, the combined efforts of the task force and steering committee totaled nearly 40 meetings.

Basler and Dreher Door-to-Door Survey. On May 30th, 2012, LPC Consulting, Inc. staff teamed up with a resident volunteer from the neighborhood association representing Basler and Dreher, to conduct a door-to-door survey with a slightly modified version of the resident needs assessment survey. The Basler/Dreher Neighborhood is a small neighborhood of approximately 20 single family homes close to Twin Rivers but separated by industrial businesses, This is the only other neighborhood within the planning area. Basler Dreher Neighborhood experiences similar issues to Twin Rivers such as isolation, homelessness, transportation and safety. The resident volunteer was well acquainted with her neighbors, which facilitated the process. Four out of 20 potential households completed the survey for a 20% response rate. The results are included in the Resident Survey analysis.

Charrette Process. The Charrette Process assembled the community over 3 ½ days to provide input and feedback on the housing plan and human capital plan for Twin Rivers. There were three (3) public meetings and a series of stakeholder meetings. The community was asked to prioritize services and amenities that were critical to a new and thriving community. Their responses included: community room for activities and job training, swimming pool, defensible and private space, and walkable and open space. The Charrette Process was led by TortiGallas and Partners in consultation with the entire Planning Team.

Targeted Outreach. To ensure total collaboration, it was important to reach out to stakeholders in individual meetings and special focus groups. In particular, special outreach was done to engage the homeless providers in the planning process. Although homeless service providers were represented on every Task Force and committee, the Neighborhood Task Force scheduled a special session on January 30, 2013 to specifically address the homeless challenges in the River District. This augmented the ongoing participation of Sacramento Steps Forward, the regional homeless services coordinator and policy agency and the continuum of care board, and a myriad of other homeless assistance providers. As a result, there are several placed-based strategies in the plan to address homelessness.

Other targeted groups for outreach through individual meetings or presentations included: River District PBID, Enterprise Community Partners, Sierra Health Foundation, The Powerhouse Science Center, TRUSD, and Salvation Army, to name a few.

Back to School Event. On August 17, 2013, HACOS and Urban hosted a Back to School event at Twin Rivers that served two purposes. First, the event introduced residents to the draft Transformation Plan, and second, Twin Rivers students were provided backpacks and school supplies. HACOS and TRUSD along with a number of non-profit organizations including CFF, Roberts Family Development Center (RFDC), Boys and Girls Club and College Bound Babies were present and provided information on their programs. The successful event brought residents together and provided needed information all while having some fun. In addition, there were sufficient sign-ups for pre-school to fill a class and start a waiting list.

Transformation Plan Open House. The final review of the Draft Transformation Plan was at an Open House on October 9, 2013 at the Twin Rivers Community room. It provided an opportunity for residents, TSC and Task Force members, and the greater community to review and prioritize strategies for the Final Plan by participating in individual or small group discussions and presentations at four different stations. The stations were organized around the strategy areas – People, Housing and Neighborhood; and there was also a station to assist in planning the future Resident Leadership Academy. Participants were asked, using colored dots, to prioritize the most important recommendations within each strategy area.

Key priorities included:

Neighborhood:

- Enforcement of Trespassing and No Camping Ordinances
- Establish 12th Street Light Rail Station
- Crime Prevention Through Environmental Design (CPTED)
- Increase Number of Neighborhood Businesses

Housing:

- Types of units – Townhouses
- Relocation – Return to Twin Rivers or Housing Choice Vouchers
- Development Amenities – All four options were ranked similarly - Swimming Pool, Fitness Center, Clubhouse and Playgrounds
- Unit Amenities- Washers and dryers in the units



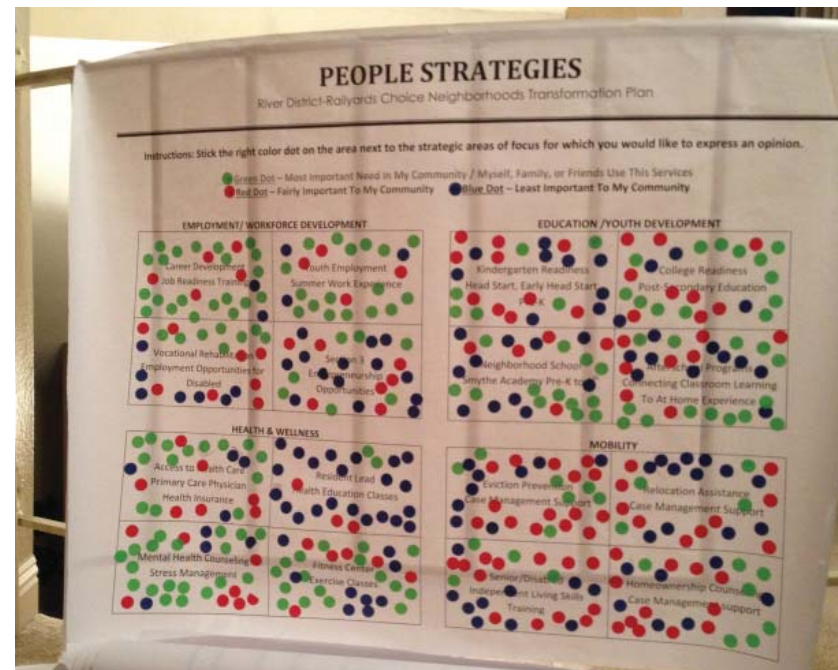
People:

- Employment & Workforce Development - Career Development & Job Training
- Health & Wellness - Mental Health Counseling and Stress Management, followed closely by Access to Health Care and Fitness Center Exercise classes
- Education and Youth Development - Afterschool Programs, followed closely by College Readiness and Neighborhood School
- Mobility - Homeownership & Case Management was tied with Eviction Prevention followed closely by Relocation Assistance and Senior/Disabled Independent Living Skills Training

Leadership Academy:

- Resident Engagement in CNI - Understanding key redevelopment housing principles
- Resident Leadership in the Community - Identifying Resources and Connecting Residents
- Resident Civic Leadership - Participating through Volunteerism, Voting, Serving committees, and Speaking Out, closely followed by Negotiating Skills/Collaboration
- Personal & Career Development - Life Skills followed closely by Personal Assessment

Nineteen (19) residents also signed up as being interested in the Resident Leadership Academy, including one teenager.



3.2.3 Communications/Community Feedback

Throughout the process the planning team used a variety of methods to reach the entire community to educate and spread the word about CNI. There is an active webpage on the SHRA website where reports and activities related to the planning process are posted. There were news releases regarding the Charrette and public notifications for the SHRC, City Council and Board of Supervisors meetings. All meetings were open to the public and held in a central and convenient location at the public housing complex. The community room is completely handicap accessible. Electronic notifications were employed for most meetings with the exception of the Twin Rivers resident meetings where flyers and written notifications were distributed.

Interpreter services was provided by family members. For those who were unable to communicate well, younger members of the family attended the meetings and interpreted for them. The languages included Spanish and Vietnamese. This was a huge accomplishment to identify the resource right

in the community and to be able to support and develop young people into successful students and civic minded leaders at the same time.

The residents and community had total access to the planning team and HACOS staff. The planning team sought input and feedback at the monthly meetings and encouraged residents to also contact the HACOS staff in the site office, which was open every weekday. There has been a lot of feedback on transportation and access to services and education. Upon receipt of feedback, RT became more involved and the principal of the Smythe Academy Charter School was invited to participate in an Education & Workforce Task Force meeting and follow up meetings. The strategies reflect a collaborative approach. The Transformation Plan was further enhanced by the residents input regarding all modes of transportation including buses, importance of swimming pools and workforce development for all residents. Residents also helped to design resident survey questions and served on the selection panel for the Master Housing Developer.



3.3 Future Engagement and Capacity Building

Community involvement is an ongoing process. Once planning is complete, HACOS intends to reconstitute the TSC as an advisory board that would include members from the various Task Forces. In addition, it is envisioned that a community outreach worker will be employed to facilitate resident activities and support programs. Finally, it is anticipated that a Resident Leadership Academy will begin by Spring 2014.

The planning process for the Resident Leadership Academy started almost a year ago when residents were asked what they would like to see in a program specifically designed to help develop them individually as well as support a changing community. The residents' comments ranged from individual development to understanding how the CNI process works to how they can affect change in their community. It is anticipated that the Resident Leadership Academy will be modeled after an evidenced-based Enterprise's HOPE SF program in San Francisco. The HOPE SF Program exceeded expectations each year. Over two thirds of its 2010 graduates

serve on advisory group, 65% of participants attend community or civic meetings, and 85% of the 2010 graduates are now answering more of their neighbors' questions about HOPE SF. The Academy alumni formed working groups and action groups with other residents to represent their voices and six alumni have gotten jobs as a result of the Academy.

The Twin Rivers Resident Leadership Academy will be an 8-12 week program to cover the following areas: resident engagement in CNI, leadership in the community, civic leadership and personal and career development. As with the HOPE SF Leadership Academy, the mission will be to inspire change by empowering residents with knowledge and understanding of the revitalization process. The goals are: 1) enhance the depth and impact of resident engagement in the CNI process; 2) increase resident leadership on CNI in the community; 3) increase resident leadership overall and 4) provide personal and career planning that will enhance each resident's ability to reach his or her own personal goals. Nineteen residents have signed up expressing interest in the program.



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4 Neighborhood Strategy



4 NEIGHBORHOOD STRATEGY

Leveraging our assets, making the right connections...creating a community of choice.

4.1 Overall Vision for Neighborhood

The vision for the River District-Railyards neighborhood is “a dynamic and interconnected community that is the premier in-town living and destination for residents and visitors across the Sacramento region.”

Neighborhood Plan Goals:

- River District-Railyards is a desirable location for living and working in the region.
- People consider the area to be safe.
- A strong transportation network supports a car-optional community.
- A thriving and diverse base of businesses serves the local community and provides employment opportunities.

These goals will be achieved by:

- Capitalizing on existing assets, programs and investments to create synergy that attracts additional public and private investment.
- Ensuring that all future development and growth follows a sustainable path that supports the City’s long-range goal of environmental conservation and responsibility.
- Adopting creative and inclusive solutions that promote the prosperity of current and future residents of the neighborhood.

Progress towards the Neighborhood goals for the River District-Railyards has already begun. These “wins” include receiving a \$500,000 regional transportation grant to design and engineer a new light rail station and \$1.2 million for the first phase of the North 12th Complete Streets project; and active discussions about deploying property owned by HACOS to assist existing service providers to better address the needs of homeless clientele. These actions are the direct result of the CNI planning process.

4.2 Summary of Priority Needs

Shaped by the concerns and desires of community stakeholders, the Neighborhood Plan identifies specific strategies to respond to these issues and help realize the vision for the River District-Railyards. The priority needs for the Neighborhood, identified through resident and community assessments and direct discussions with residents and stakeholders, are:

- **Highly visible homeless population.** The number one community-wide concern expressed by residents and business and property owners is the constant presence of homeless persons loitering, littering, and hanging out in public spaces, which contributes to deep sense of unease by residents.



- **Overconcentration of social service providers.** Further exacerbating the high number of homeless in the neighborhood is the concentration of social service providers. While the area provides a sort of “one stop shopping” for homeless, it also attracts additional homeless persons in need of emergency shelter and free meals.
- **The community is perceived as unsafe.** With a small residential population, clusters of poorly maintained and underutilized properties, minimal active street life especially during the evening hours, and the overall isolation of the area results in very few “eyes on the street” and creates more opportunities for illicit and illegal activities to occur.
- **Lack of neighborhood-scaled parks and riverfront open space.** While almost 500 acres of regional parks and open space can be found within a one-mile radius of the neighborhood, there are no public neighborhood serving parks. The only close-by playground and playing fields are found on the Smythe Academy school campus, which has limited access.



- **The assets and positive attributes of the River District-Railyards (location, space, proximity to two major rivers, economic clusters) have not been used to their best advantage.** Despite its immediate proximity to Downtown Sacramento, the confluence of the American and Sacramento Rivers, strong concentration of government employers, and wealth of underutilized land, the neighborhood has not lived up to its economic and residential potential.
- **Lack of neighborhood-serving retail and services including a grocery store and pharmacy.** Few businesses in the community offer the day-to-day essentials needed by residents and employees in the area. Residents must leave the neighborhood to access grocery stores and pharmacies, as well as medical care.
- **Weak public transit connections to desired destinations.** Despite two light rail lines (one of which does not stop in the neighborhood) and four bus routes, residents struggle to access needed services. With 65% of the population regularly using public transportation, it can take residents 45 minutes or more to reach their destination^{1,2}.
- **Roads are automobile-oriented and not pedestrian or bicycle friendly.** Much work has been done to improve the pedestrian and bicycle network, but much work remains to be done especially on thoroughfares that connect the neighborhood to Downtown and points across the rivers. High-speed traffic, narrow sidewalks and narrow or no bicycle lanes, and lack of shade trees dissuade walking and bicycling as a means of traversing the neighborhood.
- **Few physical connections to the greater Sacramento region.** While centrally located and close to Downtown, the River District-Railyards has poor physical connections to surrounding areas. There are few access points, which contribute to its ongoing isolation and disconnection from the rest of the City, and serves to constrain private investment in the area.

4.3 Goals, Outcomes, Metrics, Strategies and Partners

Table 4-1 shows the specific outcomes and metrics for each of the four goals:

Table 4-1: Neighborhood Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
River District-Railyards is a desirable location for living and working in the region.	Better management of the homeless population	# of calls for service for loitering/panhandling
		# of permanent housing units linked with supportive services created
		# of calls for trash/graffiti removal
		# in area counted in the annual Homeless Count
	More parks, open spaces and recreational opportunities in the neighborhood.	# acres of parks and open space in the neighborhood
		# of cultural/recreational facilities
	Availability of rental and homeownership housing opportunities across all affordability levels.	#/% of deed-restricted/subsidized units
		% of unrestricted housing units
		#/% of homeownership units
People consider the area to be safe.	Decrease the number of crimes per 1,000 residents	Part 1 Violent Crimes per 1,000 residents
		Part 1 Property Crimes per 1,000 residents
		Part 2 Quality of Life Crimes per 1,000 residents
	Increase resident feeling of safety	% of Twin Rivers residents reporting feeling safe in the neighborhood during the day and evening
		# of code violations

Goals	Outcomes	Metrics
A thriving and diverse base of businesses serves the local community and provides employment opportunities.	Increase the number of businesses in the River District-Railyards	# of businesses located in the River District-Railyards
		Vacancy Rate
		Average Commercial and Industrial Rent Rate
		# of Business Operations Tax licenses issued
	Encourage rehabilitation and adaptive reuse in the North 16th Street Historic District	# of new businesses in North 16th Street Historic District
		# of building rehabilitations
		# of permits pulled
	More retail and services opportunities for residents and employees in the River District-Railyards	Distance to the nearest pharmacy
		Distance to nearest medical clinic
		# of restaurants
		# of neighborhood serving retail businesses
	Increase access to fresh food and grocery stores	Distance to the nearest farmer’s market
		Distance to the nearest full-service grocery store
# of transfers on public transportation to access nearest full-service grocery store		
A strong transportation network supports a car-optional community.	Improve public transportation connections	Distance to nearest light rail station
		# of bus stops with posted schedules and routes and off street pull-ins
		# of transfers on public transportation to access nearest desirable destinations (e.g. after school programs, medical/dental offices etc.)
	Establish more physical connections to adjacent neighborhoods	# of through street connections
		Progress of planning for new and replacement bridges
	Pedestrian and bicycle-friendly streets	% of roadways with dedicated bicycle lanes/“sharrows” on low- to moderate-speed and volume streets
		% of high-speed and high-volume streets with physically separated bicycle facilities
		% of intersections with crosswalks and walk signals
		WalkScore
	Decrease reliance on private vehicles for transportation	% of residents with one or more private vehicles
		% of residents using public transportation
		% of residents reporting bicycling as primary mode of transit
		% of neighborhood employees commuting via public transit, bicycle, or walking

Goal 1: River District-Railyards is a desirable location for living and working in the region.

Adopt a multi-pronged site-based approach to address the impact of homeless persons in the area.

Homeless service providers and the County, City and SHRA are committed to working together to implement programs and tactics to sensitively handle the needs of the homeless while expecting an appropriate standard of conduct from them. Identified approaches include:

- Rework the existing street management program to both address the needs of people that want help as well as those who do not want help.
- Enforce the City's Trespassing Ordinance and No Camping Ordinance to address loitering. This includes the installation of no parking signs to eliminate "car camping" by homeless individuals.
- Eliminate community handouts of food by unsanctioned persons and organizations in unauthorized locations and times. This will be accomplished through the installation of additional no parking signs and active ticketing of violators, and ongoing education of "good Samaritans" about the negative impact of their actions.
- Work with current homeless service providers to improve the function of their facilities to get more homeless off the street. HACOS is in discussions with the Salvation Army to transfer a parcel of land situated behind their existing facility to expand their site. This would be used as an area for homeless persons to congregate prior to the opening of the facility for the evening versus at the corner of North 12th and North B Streets. HACOS is also in discussions with the City of Sacramento to swap a site in the area where a lot of illegal camping and food serving occurs to construct a new fire station. In return, HACOS would obtain the existing Sacramento Fire Station #14 to use to address homeless persons service needs.
- Implement and enforce a Good Neighbor Policy among social service providers and other community stakeholders in which each provider agrees to be accountable and responsible for their own actions as well as the actions of those of the clients that they serve.
- Support the development of additional housing opportunities, including permanent affordable housing, linked with appropriate supports both in the River District-Railyards and throughout the City.



Increase recreational opportunities available to the community.

As the area transitions over time and new development occurs, the City has already identified possible locations and the requirements for additional parks and open spaces via the Railyards and River District Specific Plans. To increase access in the short-term, the City will work to identify opportunities to create open space and recreational amenities.

- Increase usage of the American River Parkway. With more than 350 acres of open space located within one-mile of the community, this regional parkway attracts more than 5 million visitors annually. However, portions of the Parkway located within the neighborhood are not well utilized due to safety concerns and the presence of homeless campsites. The City will work with the County to determine how to best activate use of the Parkway, which may include bicycle tours, clean-up days, and nature walks.

- Establish a joint use agreement with Smythe Academy. Like the joint use agreement the City has with SCUSD, SHRA will establish a similar agreement with TRUSD and the Smythe Academy. This agreement may allow of the use of school facilities, such as the gymnasium, auditorium, and classroom space by other organizations to deliver programming to neighborhood residents. SHRA will work with TRUSD on possible future improvements and access to the playground at the school.

Support additional housing development across all affordability levels.

The success and vibrancy of the area is dependent upon the attraction of new residents, which requires that additional housing opportunities are created beyond the Twin Rivers redevelopment program, and planned units at Township 9 and the Railyards. SHRA will prioritize support for the residential unit development, particularly mixed-income opportunities and the application for other public and private funding.

Utilize public art as a place-making tool.

A significant amount of new residential, commercial and institutional development is anticipated in the community and provides an optimal opportunity to use public art to create an identity for the area. Key initial opportunities for the incorporation of public art include the design of new light rail stations, new community gateway on North 12th Street, and improvements to existing or new open space. The SHRA will work with the Sacramento Metropolitan Arts Commission to facilitate the inclusion of public art.



Goal 1 Partners: SSF, City of Sacramento, Loaves and Fishes, Salvation Army, River District PBID, Sacramento Police Department, TRUSD, Private Developers, Local Businesses, SACOG, Sacramento Metropolitan Arts Commission.

Goal 2: People consider the area to be safe.

Improve the visibility of law enforcement activities.

The current lack of foot traffic, especially during the evening hours, due to the primarily light industrial and government uses in the community, results in very few “eyes on the street”. This will change over time as the community grows and additional residential and community-serving facilities are developed. Until a critical mass of residents is achieved to provide this vibrancy, the following public safety strategies will be deployed to improve the sense of safety in the neighborhood. The River District is home to the headquarters for the California Highway Patrol as well as the Central Command of the Sacramento Police Department which provides an opportunity to work with law enforcement to increase the coverage of the area.

- Enhance the ability of the Police Department to patrol the area and be more responsive and effective as the neighborhood continues to grow through the installation of stationary security cameras along major thoroughfares and hot spots with remote access to the footage.
- Strengthen the relationship and trust between the Police Department and residents through community activities and enhanced community policing service delivery.
- Relocate the Sacramento Fire Department Station #14 to a more visible/prominent location. Currently, the station is located in a historic building adjacent to the Loaves and Fishes facility. The Fire Department is seeking to construct a new, modern facility. The City and SHRA are in discussions to locate a new fire station in the eastern portion of the neighborhood in a more visible location.

Empower residents to proactively address safety concerns.

Neighborhood residents will partner with the Police Department to support law enforcement efforts to address illegal activity in the community.

- Establish a neighborhood watch program in the new housing development. At the redeveloped Twin Rivers housing development, the property management arm of MBS will facilitate the establishment of a new neighborhood watch program, and help to organize residents and work with the Police Department to implement effective strategies that will maximize the impact of the neighborhood watch.
- Educate residents on crime reporting via safe channels. With concerns about snitching and reporting on residents that live within their community, the Police Department will hold information sessions with neighborhood residents about how they can report illegal activities in a manner that will safeguard their families' own safety while providing the police with the necessary information for enforcement to take place.

Implement physical environmental improvements to deter illegal activities.

With a significant amount of new development anticipated, the City will ensure that the physical environment, new and existing, promotes safety and deters criminal activity.

- Expand Crime Prevention Through Environmental Design (CPTED) strategies in the neighborhood. The promotion of “natural surveillance, access control, and territorial reinforcement” approaches for all new development in the target neighborhood will support the efforts of residents and businesses to address safety. For existing homes and businesses, the Police Department will consult with property owners on CPTED improvements that will enhance safety, such as property lighting, modifications to landscaping, and eliminating opportunities for where illegal activities can happen (fencing, removal of trailers, etc.)

Goal 2 Partners: City of Sacramento, Sacramento Police Department, MBS, River District PBID

Goal 3: A thriving and diverse base of businesses serves the local community and provides employment opportunities.

Prioritize the establishment of neighborhood-serving retail.

With over 28,000 new residents and 15,000 new housing units anticipated in the target neighborhood over the next 25 years, retail and services that cater to this residential population will be developed as the “retail follows rooftops.” However, for existing residents and neighborhood users, more immediate resolution to the lack of access to day-to-day services is needed.

- A number of food wholesalers are currently located within the target neighborhood (e.g. Cash and Carry). The City will work with these businesses to assess modifications to their product lines to better serve local residents.
- Located in the fertile Central Valley, the region is home to numerous farms with a strong “farm to table” movement. SHRA will work with RT to improve public transit access to existing farmer’s markets and explore bringing a farmer’s market to the River District-Railyards. SHRA will also work to establish a community garden in or around the Twin Rivers housing site.



Increase the capacity of the River District Business Association and Improvement District to deliver services to the local business community.

A private non-profit business association charged with managing and promoting programs to strengthen the economic well-being of the area, the River District manages the 830-acre River District PBID. Providing enhanced safety, maintenance, image enhancement, and planning and advocacy programs beyond what is provided by the City and County, the River District has been instrumental in the shaping the local business climate. The PBID comes up for renewal in 2014, and with the expected business growth over the next 25 years, the City will support and work with the River District through the renewal process of the PBID. As businesses are established in the Railyards, the City will work to connect these businesses with an existing PBID (River District or Downtown Sacramento), and/or assist in the creation of a new PBID.

Expand business development activities.

The River District-Railyards offers a number of assets available to assist in increasing business development.

- Increase usage of SETA to facilitate businesses hiring qualified neighborhood employees.
- Promote the adaptive reuse of historic buildings. With a rich industrial history, several existing structures would be suitable for reuse. The City has an inventory of potential historic sites in the target neighborhood and will investigate creating an incentive program plus marketing materials to support their reuse.
- The City's Economic Development Department will work with area property owners and developers to provide referrals and assistance to retain existing businesses, assist those looking to expand their operations and new or relocating businesses looking to open in the area.

Goal 3 Partners: City of Sacramento, RT, River District PBID, SETA, Local Neighborhood Businesses

Goal 4: A strong transportation network supports a car-optional community.

Support comprehensive improvements to and expansion of the public transit system.

Given the River District-Railyards proximity to Downtown, central location, and access to the regional transportation network, improvements and expansion to the current public transit system will open up additional development opportunities as well as serve the needs of existing residents. The City owned Sacramento Valley Station is being transformed into a multi-modal transportation district. In addition to passenger rail, light rail and Amtrak and RT buses, there will be connections for regional bus providers and enhanced bicycle facilities. The neighborhood will have increased connections to local, regional, and more distant destinations.

- Along with supporting the planned extension of the Green Light Rail Line from the Intermodal station north to the Sacramento International Airport, the City will support RT's efforts to establish the new Dos Rios Light Rail stop on North 12th Street on the Blue Light Rail Line. This station would provide direct access to employment opportunities in Downtown as well northern Sacramento. This station would also create transit-oriented development opportunities in the eastern portion of the neighborhood.
- SHRA will work with RT to conduct a detailed transportation survey of residents and employees in the neighborhood. The results of this survey will serve as the basis for improvements to public transit routes to better address the transit needs of all users and make service improvements that will result in better connections to existing light rail stations and service to desirable destinations that are currently not easily accessible by public transit.

Implement “Complete Streets” on all neighborhood streets.

The City is planning to implement Complete Streets standards consistent with the River District Specific Plan on all street improvement projects in the neighborhood to enable safe access for all users and all modes of transportation. This includes pedestrians, bicyclists, and public transportation users. The City will prioritize implementation of “Complete Streets” on corridors connecting to key destinations. Planning for North 12th Street is currently underway with the first phase being funded partially from SACOG. Next key roadways for priority are those providing access to Downtown and other job centers.

Increase the number of alternative transportation options for residents.

The central location of the River District-Railyards supports the viability of residents being able to live in the community and access desired services, entertainment, and employment without having to own their own vehicle.

- Increase bicycle-use by residents. Ranked the 25th most bike-friendly city nationally by Bicycling Magazine, bicycling is a highly viable alternative transportation option for residents³. To promote bicycle use, the SHRA will work with the Sacramento Area Bicycle Advocates (SABA) to host bicycling education classes, bicycle building and repair events, and bicycle donation projects in the neighborhood.
- Establish a pilot neighborhood bicycle share program. The Air Quality District is currently looking for a pilot site for this program. SHRA will work with SABA to engage with the Air Quality District to explore the feasibility of siting the pilot program at Twin Rivers.
- Locate a car share program in the neighborhood. The City is exploring the option of bringing a ZipCar or similar car share program into the neighborhood close to or at Twin Rivers. If viable, HACOS will install a computer in a central location where residents would be able to make car reservations.

Increase physical connections to surrounding areas.

Connections to the surrounding community are limited, and the addition of more through streets will open up additional redevelopment opportunities. In 2011, the City adopted the River District Specific Plan which listed as one of its principles, “The River District will maximize connectivity – north/south and east/west,” which approved a tighter street grid and additional connections to surrounding areas. The City will continue efforts to create additional connections between the target neighborhood and Downtown such as extensions to 5th and 10th Streets. The City will begin extending 5th Street from Downtown into the Railyards in 2013, eventually linking to North B Street by 2015 or 2016. A new street connection in the Railyards between Jibboom/Bercut and 7th Street will be built by 2015. Additionally, the City recently completed the American River Crossing Alternatives Study, which identified 8 possible river crossing alternatives⁴. Upon selection of an alternative(s), the City will pursue funding opportunities as they arise.

Goal 4 Partners: City of Sacramento, RT, SACOG, SABA, WalkSacramento, Air Quality District



4.4 Community Priorities

During the October 2013 community meeting, Twin Rivers residents and the greater River District-Railyards community identified their top priority strategies out of four listed strategies under the general topics of Homeless, Public Safety, Transportation, and Economic Development:

- Homeless – enforcement of trespassing and no camping ordinances followed by developing additional permanent housing options.
- Public Safety – CPTED strategies followed by greater visibility of police and fire department.
- Transportation – establish a 12th Street light rail station followed by creating bicycle- and pedestrian friendly streets on 12th Street and Richards Boulevard.
- Economic Development – increase the number of neighborhood businesses (grocery stores, pharmacy, restaurants, health care) followed by establishing a farmers market



4.5 Alignment with Existing Efforts

Railyards: Multi-Modal Station (TIGER grant)

The City’s passenger rail station is located in the Railyards and is served by the two fastest growing passenger rail lines in the country. It is served by a light rail route and RT bus routes. The City received a \$15 million federal TIGER grant that will be matched with \$15 million local transportation funds to completely rehabilitate the Sacramento Valley Station’s Depot building. Amtrak will continue to operate passenger rail service. A secured bicycle storage area will be added and the City plans for a bicycle station that will provide repair services and bike sharing. Once the Depot is rehabbed, the City will work to bring in retail, food providers and other uses to serve passengers and the surrounding neighborhood.

North 12th Complete Streets (Caltrans grant)

The City, with State and local funds, has undertaken a planning effort to improve the function of North 12th Street, the major arterial that runs adjacent to Twin Rivers Housing, for pedestrians, light rail and bicyclists. This street was a State Highway until 10 years ago, when the City took ownership of it. North 12th Street is a southbound one-way arterial with 4 lanes, of which one lane is shared with light rail, and a fifth lane which is a dedicated northbound light rail lane. Areas being addressed are traffic calming, intersection function, signalization, bike lanes, sidewalks, light rail safety, aesthetics and lighting. Plans are being closely coordinated with Twin Rivers Housing. MBS has been participating in the Technical Advisory Committee on the project to ensure plans are compatible with the redevelopment of the site. Furthermore, workshops have been held with residents to get their input and ideas.

Powerhouse Science Center

The Powerhouse Science Center, a 60 year old 501(c)(3) nonprofit agency will significantly expand and transform its exhibitions, programs, school/ community outreach, and teacher professional growth services as it relocates to a much larger facility on the Sacramento River near downtown. This new campus will be eight times the current Center’s size and fully embrace its mission as “a dynamic regional hub that engages and inspires people of all ages to explore the wonders, possibilities, and responsibilities of science.” The Powerhouse will serve as an epicenter in science education, exploration, and promotion for the capitol region of Northern California. As an anchor for civic amenities for Sacramento’s riverfront, in the River District, and the historic downtown Railyards, Powerhouse will serve as a catalyst for neighborhood development.

4.6 Financing Plan

The Neighborhood Plan will be financed through a combination of Federal, state, and local public funds as opportunities to support these initiatives becomes available. SHRA, the City and its partners have already begun to identify, apply for, and receive funding, as evidenced by the award of \$500,000 towards the design of the new light rail station and \$1.2 million for construction of the first phase of the North 12th Complete Street project.

Uses:

Site-Based Homeless Strategies	\$1,530,000
Open Space Development	\$500,000
Public Safety Initiatives	\$6,200,000
Economic Development Activities	\$70,000
Transportation Improvements	\$35,000,000
Total	\$43,300,000

4.7 Consistency with Other Planning Documents

HACOS PHA Plan

The activities proposed in the River District-Railyards Transformation Plan are consistent with the goals of the HACOS FYB 2012 PHA Annual Plan, which include increasing the availability of decent, safe, and affordable housing by improving the quality of assisted housing; and promoting self-sufficiency and asset development of families and individuals. The specific intent to redevelop the Twin Rivers public housing site and pursue Choice Neighborhoods funding is found on page 35 of the FYB 2012 PHA Annual Plan.

Regional Consolidated Plan for City and County of Sacramento County

The Transformation Plan is also consistent with the 2013-2017 Regional Consolidated Plan for the City and County of Sacramento and supports the three overarching goals for the community:

- Provide decent housing through preserving, increasing or removing barriers to access to the affordable housing stock by all populations including special needs.
- Provide suitable living environments by promoting safer, more livable neighborhoods; mixed-income communities; increased housing choice, and redevelopment of declining neighborhoods⁵.
- Expand economic opportunity through living wage jobs; greater homeownership; sustainable development; and empowerment of low- and moderate-income residents to achieve self-sufficiency.

In the Consolidated Plan, the City and County adopt a new approach to addressing the identified needs in the community. Instead of shallow geographic dispersion of CDBG infrastructure and capital improvement funding, the Consolidated Plan directs funding to larger projects in low- and moderate-income neighborhoods. By concentrating activity and investment in these “priority areas”, it lays the foundation for additional public and private investments and maximizes the number of residents impacted. The River District-Railyards is identified as one of these priority areas.

Regional Plan for Sustainable Development

In April 2012, SACOG and its member jurisdictions adopted the Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS). The MTP/SCS was funded in part by a FY 2010 Sustainable Community Regional Planning Grant, and is a comprehensive approach to aligning transportation, housing and other land uses, with the end goal of minimizing direct and indirect impacts on the environment. With a focus on transportation, inward growth, and improving access to jobs, goods, services and housing, the Transformation Plan for the River District-Railyards fully supports all six of the Livability Principles as promulgated in the MTP/SCS.

- Provide more transportation choice – through the creation of a new light rail station adjacent to the redeveloped Twin Rivers and improvements to the existing transportation network, residents, employees, and visitors to the neighborhood will have a wealth of public transportation options to get around within the neighborhood and access other locations in the City and region.
- Promote equitable, affordable housing – the newly revitalized Twin Rivers will offer energy-efficient housing within a mixed-income environment. Additional new affordable housing will be created in the neighborhood at Township 9 and the Railyards as those sites are redeveloped.
- Enhance economic competitiveness – improving access within, into and out of the River District-Railyards via new roads, improved public transportation, and the implementation of Complete Streets on major corridors will facilitate additional public and private investment in the community.
- Support existing communities – the River District-Railyards is a community in transition with existing uses expected to change over time into a more residential and mixed use environment, and will capitalize upon existing assets including historic districts, underutilized land, and transportation networks.

- Coordinate policies and leverage investment – the overall vision for the neighborhood requires commitment and investment from all levels of government and the private sector. The approved Specific Plans provide guidelines for this coordinated effort.
- Value communities and neighborhoods – the Transformation Plan for the River District-Railyards builds upon its unique assets and seeks to create a diverse, livable, safe, and transit-oriented in-town community.

River District Specific Plan and Railyards Specific Plan

Adopted in February 2011 and 2007 respectively, these planning documents govern land use decisions in the neighborhood. The plans were adopted by City Council and include design guidelines which support transit oriented development for all modes. Both plans include a Finance Plan for the orderly funding of infrastructure projects as the areas develop.

4.8 Neighborhood Implementation

SHRA will serve as the overall implementation lead for the Neighborhood component of the River District-Railyards Transformation Plan with the City of Sacramento taking the lead on economic development initiatives, infrastructure, and public safety activities.

Chapter 4 Endnotes

¹"Choice Neighborhoods Initiative: Twin Rivers Resident Needs Assessment," LPC Consulting Associates, Inc., August 2012.

²2007-2011 American Community Survey 5-Year Estimates

³<http://www.bicycling.com/ride-maps/featured-rides/25-sacramento-ca>

⁴"American River Crossing Alternatives Study - Summary Report," prepared by Fehr + Peers, ICF, Dokken and AIM Consulting, May 2013.

⁵"2013-2017 Regional Consolidated Plan for the City and County of Sacramento," prepared by the Sacramento Housing and Redevelopment Agency on behalf of the City and County of Sacramento, April 15, 2013.

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5 Housing Strategy



5 HOUSING STRATEGY

New homes, new community...new lives.

5.1 Overall Vision for Housing

The community's vision for housing is anchored around the existing 218-unit Twin Rivers public housing site and seeks to replace concentrated poverty with a physically viable, financially-feasible, mixed-income neighborhood that enhances residents' quality of life. The visioning process with residents and stakeholders established a roughly 40-acre Study Area centered on the 22-acre public housing site.

The Housing Plan provides a new street grid to reconnect the public housing site with the surrounding neighborhood, creates a network of public open spaces and pedestrian-oriented environments, provides for a mix of uses within the neighborhood, ties into development opportunities in the adjacent North 16th Street Historic District, enhances the neighboring Smythe Academy school site, provides a mix of unit types and sizes, with an emphasis on lower-density two- and three-story units for families and centers higher-density development near the planned Dos Rios Light Rail Station (Exhibit 5.1: Twin Rivers Redevelopment Master Plan).

The goals for the Housing Plan are:

- Obsolete public housing is replaced in a sustainable, mixed-income community that affirmatively furthers fair housing.
- New housing is created in a mixed-use program.
- Residents participate in the design process from master planning to interiors.

- Residents and resident-owned companies are employed in construction and property management of the new community.
- New green and healthy housing is available for all unit types.
- Transit-oriented housing connects residents to the surrounding communities.

These goals will be achieved by:

- Implementing local, state and federal public private partnerships.
- Using sustainable design and construction techniques for both current needs and future residents.
- Maintaining broad community and resident support and inclusion throughout the implementation of the plan.



Exhibit 5.1: Twin Rivers Redevelopment Master Plan

Twin Rivers Redevelopment Master Plan



Existing Street Grid
Large blocks inhibit north-south and east-west movement through the study area.



Proposed Street Grid
New street alignments are independent of development outside the study area while largely following the intent of the River District Specific Plan. The plan preserves the option for street grid improvements outside the study area including the Bannon Street (D Street) extension through the site.



DRAFT 10/25/13

TWIN RIVERS REDEVELOPMENT
SACRAMENTO, CA

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY
TORTI GALLAS AND PARTNERS · MCCORMACK BARON SALAZAR

5.2 Summary of Priority Needs

Design charrettes, over a year of meetings with residents and stakeholders through Task Forces and the TSC, a needs assessment and a market study commissioned by SHRA, as well as HACOS' analysis of the current residents' housing needs informed the development of the priority needs to be addressed in the Housing Plan:

- **Current public housing is concentrated without other income housing types and has significant structural, systems, infrastructure, and design deficiencies.** Residents voiced concern that their units are not up-to-date for the needs of current families. In addition, political and business leaders are concerned that this part of the neighborhood has an over-concentration of low income housing and homeless services.
- **Residents do not have access to quality retail services, fresh foods and groceries.** During the design charrettes and in the resident assessments, current Twin Rivers residents noted the need to leave the neighborhood to obtain day-to-day goods from retailers and grocers due to the lack of these services in the community.
- **Resident inclusion in all levels of planning.** Resident participation at monthly tenant meetings is high with many residents regularly attending. The residents expressed interest in continued participation throughout the planning process and into implementation.
- **Economic opportunities throughout the rebuilding and operations of the new community.** Expressed in resident meetings, within the people task force and throughout the design charrettes, the community sees opportunities to get jobs or start a business as principal methods of leveraging the transformation to help residents become self-sufficient.



- **Environmental sustainability and accessibility.** Per the needs assessment, the current community includes residents who require fully accessible units. The task forces and steering committee also agree that building a community with significant accessibility elements is critical to the overall sustainability of the plan.
- **Access to transit.** All of the task forces, the steering committee and the residents agreed that having access to the light rail train that runs through the community, but currently does not stop is critical to connecting to jobs, retail, grocery and other services in the city. This is the principal priority for the stakeholders.

5.3 Goals, Outcomes, Metrics, Strategies and Partners

Table 5-1 shows the specific outcomes and metrics for each of the six goals:

Table 5-1: Housing Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
Obsolete public housing is replaced in a sustainable mixed-income community that affirmatively furthers fair housing.	Replace PH units one-for-one	# PH units demolished
		# PH units replaced
		# PH units by appropriate bedroom size
	Mix of incomes includes PH (deeply subsidized), other affordable housing, and market-rate units	# non-PH affordable units
# unrestricted market rate units		
New housing is created in a mixed-use program.	Provide space for quality resident/neighborhood level retail	# square feet available for mixed-uses
Residents participate in the design process from master planning to interiors.	Residents fully engaged in the design process	# Public meetings with resident participation on design issues
		# Residents who participate in design meetings
Residents and resident-owned companies are employed in construction and property management of the new community.	Hire residents for construction and property management.	# Residents employed in construction on site
		# Residents working for property manager
	Contract with resident led companies.	# Resident businesses receiving contracts on site during construction and operations
New green and healthy housing is available for all unit types.	Build accessible units that utilize green building techniques, sustainable construction materials and storm water management	Green certification (LEED, Enterprise Green Communities, or Green Point)
		# Accessible Units
		# Visitable Units
Transit-oriented housing connects residents to the surrounding communities	Build mixed-use, mixed-income development around a new light rail transit stop.	# of housing units built as TOD
		# square feet of retail built as TOD

Goal 1: Replace obsolete public housing in a sustainable mixed-income community that affirmatively furthers fair housing.

The Housing Plan encompasses the demolition and redevelopment of the entire 22-acre Twin Rivers public housing complex in addition to approximately 12 acres located immediately to the east of the current Twin Rivers site.

The plan calls for the development of 843 new units of rental housing (See Table 5-2). These units include townhouse units, garden apartments, and 1-bedroom and 2-bedroom apartments in mixed-use buildings. A 100-unit universal design building is also planned to enhance accessibility for residents of all ages in the community.

Table 5-2: Proposed Unit Types and Bedroom Sizes

Unit Type	Bedroom Size	Number of Units
Townhouse 289 units	2- bedroom	200
	3-bedroom	87
Garden Apartments 40 units	1-bedroom	28
	4-bedroom	8
Mixed-Use Buildings 420 units	1-bedroom	286
	2-bedroom	134
Universal Design Building 100 units	1-bedroom	100
Total Units		843

Affordability will not be segregated by unit type, building, site location, or block. Public housing, affordable and market rate units will be dispersed throughout the planned site to create a true mixed-income community. The plan affirmatively furthers fair housing by increasing racial, ethnic and economic diversity through affirmative marketing and housing for all incomes. In addition, the Plan provides the existing residents with a right to return to a choice of different housing types. Also, the plan ensures accessibility and visitability throughout the various unit types and bedroom sizes in the new community.

Land acquisition is critical to implement the complete Housing Plan. The development team has identified 15 parcels, both publicly and privately owned, located just east of the current Twin Rivers site. Of those 15 parcels, 7 are currently vacant with the other 8 requiring demolition. All of the landowners have been informed through invitations to participate in the design charrettes that took place in the spring of 2013. The development team will seek to acquire parcels in conjunction with the phase closings of the respective housing partnerships.

Due to the severity of the deterioration and obsolescence of the existing units, all 218 existing units will be demolished using deconstruction techniques. As the Master Housing Developer, MBS will develop 218 public housing replacement units and an additional 631 market-rate rental and Low-Income Housing Tax Credit (LIHTC) (for households earning up to 60% of the area median income).

New and existing streets will reconnect the current site to the surrounding grid, thereby connecting the community back into the larger neighborhood. The residential and mixed-use buildings fronting the heavier-trafficked streets will be the tallest in the neighborhood, framing the street and defining the edges of the community. The transformed Twin Rivers will be a predominantly residential neighborhood. Buildings will generally be three- to four-stories tall along main streets and two- and three-story townhomes along smaller streets. Building façades will be articulated to maintain a fine-grained scale. The site will be re-contoured at more consistent grades to facilitate mobility, accessibility and development.

The new units will be built to current standards and codes, with appropriate room sizes and with bedroom counts and types that meet the needs of current families.



Goal 2: Create new housing in a mixed-use program.

The Plan allows for the development of multiple unit types including less dense townhouses and garden apartments for larger families on the current Twin Rivers site with opportunities for mixed-use and denser housing types, including elevator buildings, to the east as transit-oriented development (TOD) around the new Dos Rios Light Rail Station planned on 12th Street. The more dense building types will house singles, smaller families and empty nesters. The mixed-use spaces on the first floor of the denser buildings will be designed as flexible space that may start as live/work space depending upon market conditions.

Goal 3: Include public housing residents in designing a revitalized community.

Residents have been engaged throughout the master planning process to date with monthly meetings during the planning process, a design charrette hosted by the master planner, participation in the steering committee and task forces, and focus groups with the community supportive services coordinator, Urban Strategies. Full participation will continue with MVE, the project architect through resident meetings throughout the schematic and design development process.

Goal 4: Employ residents and contract with resident-owned companies in the development and operations of the new community.

Section 3 contract requirements will be components of all developer, partnership and general contractor contracts and subcontracts. Urban will coordinate workforce development programs to make sure residents are ready to work when the jobs are available. McCormack Baron Ragan, the management company, will identify and train residents for positions within the operations of the development.

Goal 5: Develop Green Housing for all unit types.

The Housing Plan includes the development of accessible units of all unit bedroom-types and a universal design building that includes fully accessible features throughout the building and all of the units. A green consultant will be added to the team to help determine the level of green construction, achieving LEED-ND. In addition, a sustainable operations and management plan will be developed for the longtime sustainability of the revitalized community.

Goal 6: Develop transit oriented housing that connects residents to the surrounding communities.

RT and SHRA are committed to building a new Dos Rios Light Rail Station on 12th Street that will serve the revitalized Twin Rivers community. The Housing Plan includes part of its mixed-income, mixed-use, denser housing to be built adjacent to the station to take advantage of TOD opportunities.



5.4 LEED-ND

Twin Rivers currently suffers from antiquated site infrastructure, inadequate building systems, poor building envelopes and insulation, and inefficient appliances that have led to excessive energy and repair costs. The Housing Plan includes reconstructing the site's sewer connections and installing LED site lighting, in addition to other site infrastructure improvements. High-efficiency water fixtures and toilets will significantly reduce water consumption on the site. The building envelopes will be significantly tighter, with high-efficiency glazing, insulation and sealing. Appliances will be Energy-Star rated and each unit will have a programmable thermostat attached to its energy-star, central HVAC system. All of these features are part of the overarching approach within the entire Transformation Plan receiving U.S. Green Building Council's for Neighborhood Design (LEED-ND) certification, which combines energy-efficiency measures similar to those described above with New Urbanist principles such as neighborhood connectivity, smart locations, neighborhood design, and access to jobs, quality schools, quality services, and retail.



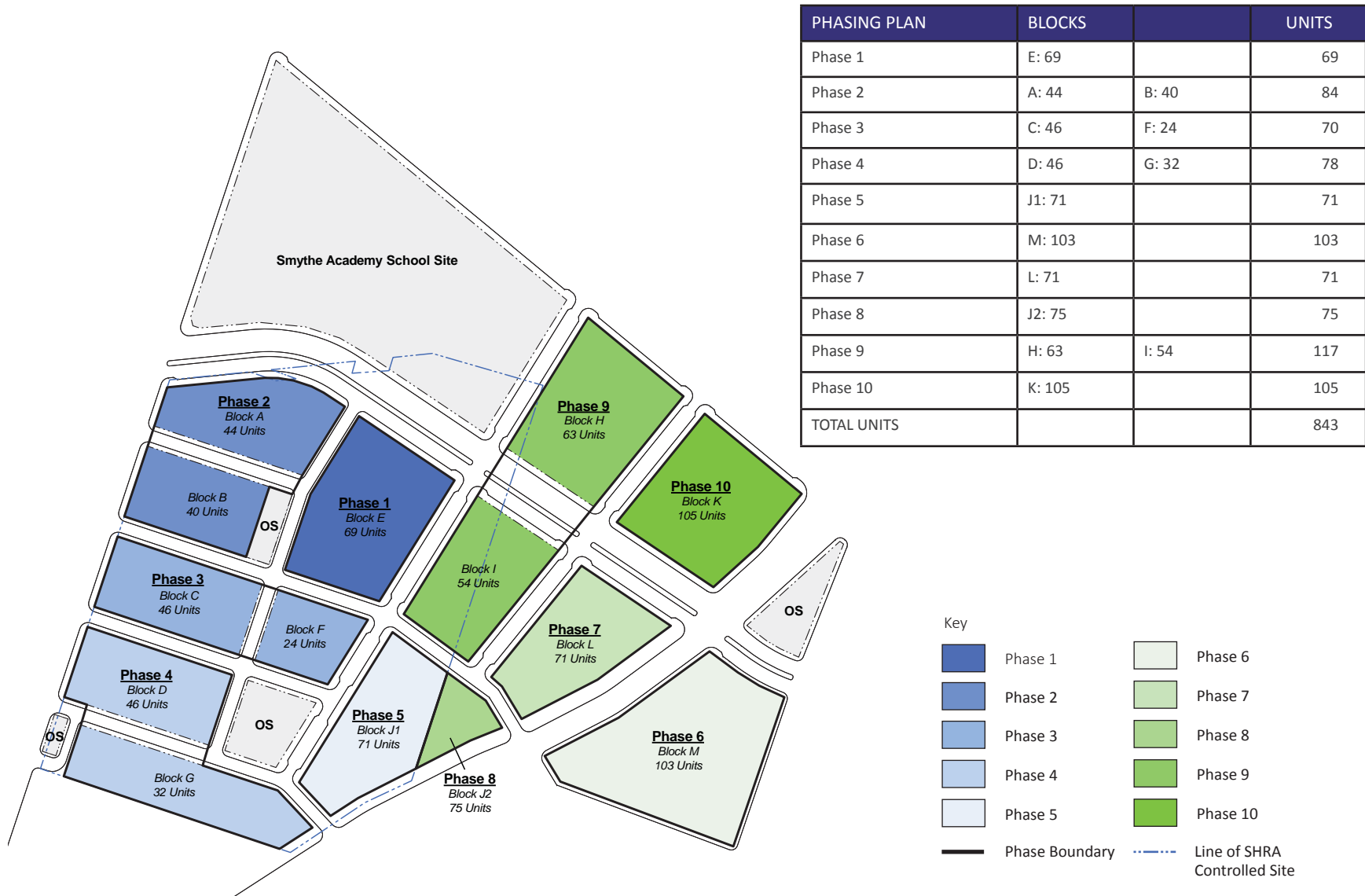
5.5 Phasing and Relocation

Acquisition, infrastructure availability, demolition and timing of the new light rail station impact the phasing of physical development. The rental housing is separated into 10 phases to maximize equity and private leverage. Prior to the start of any development, MBS will complete the required environmental reviews and obtain the entitlements on the land.

The first phase, Block E, will serve as the catalyst of the new development. Fronting Richards Boulevard, developing the first 69 units of the project here takes advantage of current site control and includes construction of housing above the management facility and community amenities and garden and townhome units. Blocks A and B follow, with phasing moving south to build a total of 372 mixed-income units on the existing site. Phasing then moves to the TOD opportunities created by the new Dos Rios Light Rail Station. First will be Block M containing 103 units adjacent to the new light rail station, followed by Block L directly across the street from Block M. Blocks J and I follow the TOD developments, and finally, Block K (Exhibit 5.2: Twin Rivers Redevelopment Phasing Plan). This approach allows for development on land currently under site control while providing time for acquisition activities and completion of infrastructure improvements including the Dos Rios Light Rail Station.

HACOS will work with current residents to create a detailed Relocation Plan that maximizes the options available to residents. These options may include temporary and permanent relocation with housing choice vouchers, relocation to other public housing units, and/or phased demolition and development that would allow residents to move one time from their current unit to a new unit. HACOS will properly notice and track individual households to maintain compliance with 49 CFR Part 24. HACOS property management and relocation staff will measure the success of these efforts by tracking the number and percentage of households that: 1) move directly from their existing unit into a new unit or only temporarily relocate once on-site before successfully moving into their new unit; 2) are involuntarily terminated during the relocation/redevelopment period, and 3) move to a temporary off-site location and return to the revitalized site. Urban Strategies and the relocation team will work closely with tenant households that temporarily relocate off-site to provide relocation planning, mobility counseling, and assistance (e.g., reviews of school options, benefits, re-occupancy plans, and services access).

Exhibit 5.2: Twin Rivers Redevelopment Phasing Plan



5.6 Financing Plan

The Housing Plan will be financed through a HUD mixed-finance structure within the public-private partnership. The market-rate, affordable and any project-based voucher units will leverage hard first mortgage debt from a private lender or through bond proceeds. Affordable and public housing units will leverage equity through the syndication of 4% and/or 9% LIHTCs from the State of California. Additional soft loans will be provided from public partners at the state and local level for partnership and infrastructure costs. These include HUD capital funds, state infill infrastructure and TOD funds, and HOME and CDBG funds.

The commercial components of the mixed-use buildings will be financed through a New Markets Tax Credits (NMTC) structure that includes a leverage loan. MBS or a partner Community Development Entity (CDE) with an allocation will provide the credits for the project.

Uses

Phase 1	\$	17 million
Phase 2	\$	14 million
Phase 3	\$	19 million
Phase 4	\$	21 million
Phase 5	\$	17 million
Phase 6	\$	23 million
Phase 7	\$	16 million
Phase 8	\$	17 million
Phase 9	\$	28 million
Phase 10	\$	24 million
		\$ 206 million Total Development Cost

Sources

Private First Mortgage	\$50 million
Capital and CDBG Funds	\$24 million
FHLB-AHP	\$10 million
HOPWA	\$10 million
State, Local and Philanthropic Funds	\$30 million
New Market Tax Credit Equity	\$12 million
Low Income Housing Tax Credit Equity	\$84 million
\$206 million Total	

5.7 Housing Implementation

MBS was procured through a competitive Request for Qualifications for developer partner of the Twin Rivers public housing complex to serve as the Master Housing Developer. As the lead for the Housing Plan, MBS will continue to manage the master planning process, all predevelopment activities, financially structure each phase and lead the closing process, oversee construction, provide all appropriate partnership guarantees, and close out projects through lease-up and ultimately property management.

Over the last 40 years, MBS has established itself as a leading developer in urban transformation anchored by mixed-income communities. MBS has closed over 150 projects with development costs in excess of \$2.6 billion, including over 16,000 housing units. MBS has been extensively involved with HUD’s public housing mixed-finance program, closing the first two projects in 1996 (Murphy Park and Centennial Place). Since then, MBS has completed over 50 phases of HOPE VI developments in 15 cities.

MBS has a strong track record in delivering on MBE/WBE/Section 3 hiring goals and contracting plans. MBS engages early with construction and supportive services partners to do outreach and engage residents in training and skills development programs. In addition, the MBS team includes two MBE firms: Architect MVE and Partners, and local counsel, the Law Offices of Alex Leon. As sub-consultants and subcontractors are added to the team, MBS will continue to incorporate MBEs, WBEs and Section 3 companies and create employment opportunities for Section 3 residents.

MBS is currently serving as the housing lead for three CNI implementation grants.



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6 People Strategy



PEOPLE STRATEGIES

River District-Railyards Choice Neighborhoods Transformation Plan

Instructions: Stick the right color dot on the area next to the strategic areas of focus for which you would like to express an opinion.

● Green Dot - Most Important (Used in My Community / Myself, Family, or Friends Use This Service)
● Red Dot - Fairly Important To My Community ● Blue Dot - Least Important To My Community

EMPLOYMENT / WORKFORCE DEVELOPMENT		EDUCATION / YOUTH DEVELOPMENT	
Career Development Job Readiness Training	Youth Employment Summer Work Experience	Kindergarten Readiness Head Start, Early Head Start Pre-K	College Readiness Post-Secondary Education
Vocational Rehabilitation Employment Opportunities for Disabled	Summer 3 Employment Opportunities	Neighborhood School Smarth Academy Pre-K for	Transition Program Connecting Classroom Learning To All Hands Experience
HEALTH & WELLNESS		MOBILITY	
Access to Health Care Primary Care Physician Health Insurance	Resident Lead Health Education Classes	Eviction Prevention Case Management Support	Relocation Assistance Case Management Support
Mental Health Counseling Stress Management	Fitness Center Exercise Classes	Senior/Disabled Independent Living Skills Training	Homeownership Counselor Case Management Support



6 PEOPLE STRATEGY

*Planning for our future...
giving us the tools to succeed.*

6.1 Overall Vision for People

The People Plan envisions a results-oriented supportive services strategy that leverages safe affordable housing, community-focused schools, a wide variety of human service programs, and private and public sector resources to help Twin Rivers residents overcome the effects of multi-generational poverty. The People Plan is designed to improve outcomes related to household education, health, employment, housing stability and upward mobility for Twin Rivers residents. Outcomes will be achieved through: targeted onsite case management support, supportive service coordination designed to leverage existing assets and utilization of proven practices that can be tracked and monitored against a results-driven plan.

6.2 Summary of Priority Needs

To understand conditions and needs of Twin Rivers residents, a variety of primary and secondary data sources were analyzed, including:

- Interviews and focus groups with residents and local community organizations;
- Responses to a comprehensive household survey conducted in May 2012 by LPC Consulting Associates, Inc., in which 181 of 218 households (83%) participated;
- HACOS property management data;
- TRUSD School Accountability Report Cards (SARC);
- The Sacramento Works Inc. Workforce Investment Board's Five-Year Workforce Investment Plan;
- Census 2010 data for the River District; and
- Resident responses from Design Charrette.

These data were used to understand baseline characteristics, define human capital priorities, and identify metrics on which to measure progress towards meeting plan goals. Based upon this analysis, the priority needs for the People plan include:

Service Disconnection. Residents cite significant barriers to accessing existing supportive services including lack of information on services, transportation, and the transformation plan. Although there are 25 supportive services providers within a 2 mile radius and a total of 32 within a 10 mile radius of the Twin Rivers community, these services are grossly underutilized by Twin Rivers residents. During the Design Charrette in April 2013, Twin River residents revealed the following:

- 15 local organizations currently provide services to residents and are deemed an asset to the community (RFDC, Boys and Girls Club of Greater Sacramento, CFF, Greater Sacramento Urban League, SETA, Sutter General Hospital, Mercy Hospital, Clean & Sober, Habitat for Humanity, Frances House, Fresh Producers, Child Action, YMCA of Superior California, Sutter Women's Services: Sutter Memorial Hospital, WEAVE Inc.).



- 15 providers were not known to residents even though the needs assessment indicates residents could benefit from their services (Ubuntu Green, NeighborWorks, Reading Partners, WellSpace, The Powerhouse Science Center, SSF, Sacramento Life Center, Sacramento Start, National Council on Alcoholism and Drug Dependence, Department of Rehabilitation, People Reaching Out, Project Dream, Resources for Independent Living Inc., Junior Achievement of Sacramento, Clearpoint Credit Counseling Solutions).
- 2 providers were not considered important to the community (Catholic Social Service of Sacramento, Goodwill Industries).

Significant employment barriers. Residents report significant personal barriers to employment including: poor health, limited educational attainment, lack of job skills and experience. It is clear that Twin Rivers residents are severely disconnected from the city's employment resources due to physical disability as well as social isolation.

Limited Early Childhood Development slots. There are 63 youth ages 0 – 4 currently living onsite; 25 of whom attend an early childhood education program funded through SETA or First 5. Twin Rivers residents have difficulty gaining access to early childhood education slots due to program guidelines requiring that a parent/guardian be employed at least part-time, actively participating in a welfare-to-work program or enrolled in job training/school. RFDC is the only service provider onsite that offers early childhood development through its "College Bound Baby" program. The facility that RFDC utilizes is a small space, which severely limits the number of children that can be served annually.

Limited access to out-of-school time activities and programs, including youth employment opportunities. Eighty percent (80%) of parents/guardians want their children to enroll in afterschool and summer activities. However, one-third of parents/guardians report that their child does not participate in any enrichment program. Additionally, less than half (45%) report that their child participates in afterschool programming. There is one afterschool program on-site that serves youth ages 5-12, but they do not serve older youth due to limited capacity. During the summer months, there is limited access and participation in recreational activities for youth ages 13-17.

Twin Rivers children and youth attend low performing schools. Of the 106 Twin Rivers youth ages 6-12, the majority (75%) attend Woodlake Elementary and Rio Terra Junior High. When compared to state-wide data, a significant number of Woodlake and Rio Tierra students underperform based upon California State Testing (CST) scores in Math, Science, and English proficiency. (Tables 6-1 and 6-2)

Of the 55 youth ages 13-17, more than half (56%) attend Grant Union High. Grant Union students also score significantly lower than the state standard in all core subjects (Table 6-3). The Grant High drop-out rate has also increased from 2008 to 2011 (Table 6-4).

There is no neighborhood serving school. The school adjacent to the community used to serve Twin Rivers elementary-aged children years ago but was later converted to Smythe Academy, a charter middle school serving only 7th and 8th grade students. Only eight Twin Rivers students currently attend Smythe Academy. A large majority of students attend schools outside of the target neighborhood, most of which are deemed low-performing.

Challenges with parental involvement and connecting classroom learning to at home experience. Not surprisingly, a significant number of residents reported unhappiness with their child's school. And, unfortunately, a high number of parents/guardians report they do not participate in PTO/PTA due to transportation issues and difficulty coordinating afterschool care for siblings attending other schools.

Table 6-1: Woodlake Elementary SARC/CST Reports v. District and State*

Subject	Woodlake			District			State		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
English/ Language Arts	45	37	36	39	40	42	52	54	56
Mathematics	48	45	43	40	41	41	48	50	51
Science	33	42	44	39	41	45	54	57	60
History/Social Science	**	**	**	27	29	31	44	48	49

* Percent of students achieving at the Proficient or Advanced level (meeting or exceeding the state standards) in English/language arts, mathematics, social science, and science.

**Scores are not disclosed when fewer than 10 students are tested in a grade level and/or subgroup.

Table 6-2: Rio Terra Junior High SARC/CST Reports v. District and State

Subject	Rio Terra			District			State		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
English/ Language Arts	35	39	39	39	40	42	52	54	56
Mathematics	28	35	32	40	41	41	48	50	51
Science	32	51	55	39	41	45	54	57	60
History/Social Science	19	29	20	27	29	31	44	48	49

Table 6-3: Grant Union High SARC/CST Reports v. District and State

Subject	Grant Union			District			State		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
English/ Language Arts	28	27	33	39	40	42	52	54	56
Mathematics	10	9	13	40	41	41	48	50	51
Science	30	28	27	39	41	45	54	57	60
History/Social Science	29	30	34	27	29	31	44	48	49

Table 6-4: Grant Union High Graduation/ Drop-Out Rates by Year*

	2008-09	2009-10	2010-2011
Dropout Rate	3.40%	18.3%	20.40%
Graduation Rate	76.73%	77.58%	73.10%

*California Department of Education's four-year adjusted cohort dropout rate reflects the number and percentage of public high school students who exit grades 9-12 without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year.

High rates of chronic illness. A significant number of residents do not receive treatment for their health conditions and the majority (71%) of residents report lack of health education as a barrier.

Table 6-5: Twin Rivers Chronic Health Conditions

Condition	Adults	Children
Asthma	52%	43%
Diabetes	36%	10%
Mental Illness	44% (overall)	
Hypertension	64% (overall)	
Obesity/weight	44% (overall)	

A significant number of elderly and disabled residents do not receive senior supportive services. Roughly 11% (58) of all Twin Rivers residents are aged 55 and older. A significant number (19%) of disabled residents reported needing more assistance with paying bills and managing finances. Over half of the Twin Rivers residents feel that housing to accommodate seniors and persons with disabilities is needed.

A significant number of Twin Rivers residents report a desire to live in the Twin Rivers community for as long as they can. Close to half (47%) of all Twin Rivers residents surveyed plan to live in the revitalized and improved Twin Rivers community.

Majority of Twin Rivers residents are interested in home ownership. A long-term goal for most of the residents (82%) is to eventually become a homeowners. This goal is inconsistent with most residents’ employment status; only 51 of 284 adults report earned income, therefore much work needs to be done to position them to be homeowners beyond simply homeownership counseling.



6.3 Goals, Outcomes, Metrics, Strategies and Partners

Table 6-6 shows the specific outcomes and metrics for each of the eleven goals:

Table 6-6: People Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
Case Management		
Residents have access to and pro-actively utilize existing supportive services through a structured process of Family Development Planning and plan-based action	Deeper penetration of the following services: Health, Mental Health, Financial Services, Education, and Employment	Total private, City, State and Federal funds leveraged and memorialized through inter-agency agreements, letters of support, and MOUs specifically for sustaining supportive services and programming
		#/% of households/adults participating in active case management
		#/% of residents utilizing referred services
Employment		
All able-bodied Twin Rivers adults ages 18 - 62 are employed and on a pathway out of poverty	Increase households with earned income	#/% of adults ages 18 - 64 that are employed
		#/% of residents with vocational certification or completing job training
		#/% of residents with GED or high school diploma
		#/% of disabled residents ages 18-55 assessed for work eligibility
All youth ages 16 - 24 have pathways to postsecondary success	Increase youth with work experience	#/% of youth ages 16-24 with work related experience
Education		
Children enter kindergarten ready to succeed in school	Increase number of children enrolled in Early Childhood Education programs	#/% of children enrolled in Early Childhood Education programs
School-aged youth are prepared for college and career	Increase children's access to schools that meet or exceed performance standards	#/% of school age students (grades 3-8) at or above grade level according to State mathematics, reading or language arts assessments
	Increase high school graduates enrolling in post-secondary education	#/% of high school graduates
		#/% of high school graduates enrolled into post-secondary education
Parents and teachers collaborate to connect classroom learning to at home experiences	Increase number of parents/guardians actively engaged in their child's educational experience	#/% of parents/guardians participating in PTO/PTA #/% of students that report chronic absences (missing 10% or more of school days excused/unexcused)
	Increase number of children participating in OST positive youth development activities	#/% of youth engaged in productive OST programs

Goals	Outcomes	Metrics
Health		
Twin River residents are able to access primary care, identify health risk factors and engage in health-seeking activities/behaviors	Uninsured residents receive health care coverage	#/% of HOH's that do not have health insurance receive assessments of eligibility for Affordable Health Care
	Residents with healthcare coverage identify a primary care physician and receive annual health check-ups	#/% of Twin Rivers residents receiving annual primary care examinations
	Residents learn ways to improve health, prevent illness or manage existing conditions	#/% of residents participating in Peer Leadership Training, With Every Heartbeat is Life (WEHL) or similar programs
		#/% of residents that increased their knowledge of healthy food options and healthy cooking techniques ; measuring this with pre and post test
Senior/disabled residents remain stably housed in an independent living environment	SSDI recipients connected with healthcare and social services support	#/% of SSDI recipients assessed for health & wellness needs
	Seniors connected with healthcare and social services support	#/% of residents aged 56 and above assessed for health & wellness needs
Household Mobility		
All Twin Rivers families are supported through case management pre-relocation	All families remain stably housed	#/% of households assessed for eviction prevention
	Vulnerable (disabled, seniors, etc.) families supported during the transition into new housing	#/% of seniors/disabled residents assessed for special housing needs
		#/% of households provided relocation counseling
All lease compliant Twin Rivers families successfully relocate to new redeveloped housing	Twin Rivers households move into new CNI housing	#/% of original households returning to the redeveloped units
Qualified families have the opportunity to pursue homeownership	Improve access to homeownership opportunities	#/% of HOH's with continuous living wage employment for at least 6 months are assessed to determine homeownership readiness
		#/% of HOH's that have retained continuous employment for 2 years or more assessed to determine homeownership readiness

Goal 1: Increase resident access and utilization of existing supportive services.

Provide case management and service coordination support for Twin River residents.

The case management program will apply the Developmental Assets Framework (Sandau-Beckler, et al., 2001) to engage adults in connecting rigorous family assessment activities to goal-setting activities to describe a flexible but time-sensitive roadmap towards their personal and family-related aspirations¹. This approach to family support has shown success in stabilizing children and families in crisis, assisting families in maintaining progress and guiding families and children in upward mobility goals. The program will also utilize life skills seminars across health, education and employment strategies to increase residents' ability to learn basic skills required to access needed services.

- Provide on-site supportive service staff who will work to improve service coordination and access to existing services, including 1 FTE Project Manager, 2 FTE Case Managers, 1 FTE Employment Specialist, 1 FTE Education Liaison, and 2 FTE Community Resource Advocates (Section 3 hires).
- Complete individual and/or family development plans with all participating adults, youth, and parents/caregivers of children aged 0-18. The assessment is the first step to developing and maintaining a professional and personalized relationship with families in order to evaluate, monitor and advocate for a package of multiple services to meet specific needs as the family members work towards their stated developmental goal(s).
- Secure financing and establish a framework for sustainable supportive services programming throughout the Twin Rivers revitalization process via interagency agreements, letters of support, and MOU's that leverage existing public and private supportive services funds. Urban, in partnership with SHRA, HACOS, and MBS will be responsible for securing financial investment from multiple public and private partners in support of a sustainable human capital plan.
- Establish a Twin Rivers Service Provider Network (TR-SPN) that will leverage the People Task Force members and their connections to existing service provider networks such as Sacramento Building Healthy Communities, Sacramento Works Job and Training Centers, and SSF. The TR-SPN will meet monthly to: (a) develop firm linkages with services; (b) track service utilization, remove barriers to success, and confirm outcomes; (c) identify and create opportunities for leveraging human service resources. The TR-SPN will also function as a learning community to identify and address persistent service gaps, share results, and coordinate strategies to integrate on-site services with off-site resources. Urban has already received commitments from People Task Force service providers to participate.
- Offer Resident Leadership and Human Capital Development training to increase resident engagement and improve the penetration of quality services. Resident leaders will be taught partnership and resource development to better inform existing and future service delivery.
- Provide barrier removal support to improve access to organizations/agencies that provide services. One key short-term strategy will be to provide bus passes and light rail transportation assistance to residents in active case management. When the new light rail station adjacent to the community is constructed, it will improve resident's access to additional city resources.
- In the short term, utilize the existing Twin Rivers Housing Management building's vacant offices and multipurpose space as an on-site hub for human capital and community building activities, including legal and clinic consultations, seminars/workshops, community events, and on-site orientations for services offered by off-site service providers.
- Over the long term, build a new community center with multipurpose space to accommodate and sustain programming as part of the redevelopment. The new facility will have office space to accommodate private case management interviews, class room space for training sessions, a computer lab, a fitness facility, and a kitchen for community use and healthy cooking classes.

Develop local capacity, commitment and infrastructure for tracking and reporting progress against People, Neighborhood and Housing related data and metrics.

The development team will continue to use data to drive decision-making throughout the course of revitalization. Staff will utilize a case management tracking system to store real-time data on demographics, resident needs and service referrals and outcomes. Staff will also develop data sharing agreements with education, health and housing partners to track and report on the progress on all People strategies and indicators.

Goal 1 Partners: HACOS, SSF-Supportive Service Network, Sacramento Building Healthy Communities Supportive Services Network, Twin Rivers People Task Force



Goal 2: All able-bodied Twin Rivers adults ages 18-64 are employed and on a pathway out of poverty.

River District-Railyards and Twin Rivers adults will be connected with a continuum of education and training, placement, and employability services to prepare them for jobs. Regional growth industry sectors and jobs requiring a range of skill levels will be targeted. The Employment Specialist will help residents navigate the available services and provide placement and retention support to help ensure successful education and employment outcomes.

Hire an Employment Specialist to support existing “Work First” strategies, who will:

- Cultivate a pool of “work ready” individuals that are recruited to attend onsite orientations hosted by job placement agencies such as SETA/ Sacramento Works to facilitate better connections to local and regional employment opportunities.
- Connect residents to job-training programs to prepare for sustainable careers in rapid growth industries such as: Healthcare, Information Technology, Hospitality and Clean Energy/Construction. For example, residents will be connected to Sacramento City College’s Welfare-to-Work program that offers educational and career opportunities along with supportive services for TANF recipients (CalWorks) and their families, and SETA/Sacramento Works’ partnership with the County of Sacramento Department of Human Assistance (DHA) to offer on-the-job-training/subsidized employment opportunities to CalWorks recipients. These programs and others like them will also increase the access of high school graduates to post-secondary education and vocational training.
- Market entry-level employment programs such as SETA/Sacramento Works Job and Training Center system that have been successful in providing job placement, retention services for all able-bodied adults (including those with criminal backgrounds) and prepare transition-aged youth for college and career.

- Broker and coordinate an array of workforce partnerships and leverage physical revitalization resources fully to benefit residents and local businesses (including social enterprises).

Address employment and education barriers.

- Increase high school graduates access to post-secondary education and vocational training.
- Connect residents without a high school degree to Adult Basic Education programs to increase education levels that will enhance employment opportunities and improve daily functioning. GED and Adult Education partners include: Charles A. Jones Career and Education Center, Goodwill Industries, Greater Sacramento Urban League, Sacramento County DHA-CalWorks Welfare to Work, and Asian Resources.
- Coordinate with local community-based organizations such as Charles A. Jones Career and Education Center, Goodwill Industries-Folsom Branch, and Greater Sacramento Urban League to provide onsite Life Skills training support in the following areas: Career Planning, Job Development, Jobs Club, Job Readiness Workshops, Computer Skills Training. These classes will offer culturally sensitive and accurate information, provide opportunities for individuals to interact with on-site staff in a safe but informal environment, and build group norms that help residents to motivate each other to make choices or changes in their lifestyle that may not be considered the social norm.

Provide support for disabled adults who are able and willing to work part-time for pay.

- Connect working age disabled adults to Vocational Rehabilitation services to assess work limitations and potential for earning wages and support those that choose to pursue employment. For example, the Department of Rehabilitation (DOR)–Capital Mall Branch provides vocation rehabilitation specialists who conduct in-depth assessments of functional limitations, carefully consider marketable skills and capacity against available job opportunities, and offer detailed planning of the services and resources needed to find and retain employment.

Improve access to Section 3/Economic Opportunities.

- Enforce HUD Section 3 hiring requirements and ensure priority for Twin Rivers and River District-Railyards residents in employment and other economic opportunities. There will be an organized process of publicizing Section 3 jobs, recruiting residents to pursue the project related opportunities, and facilitating their application process.
- Coordinate with the development team and public sector partners such as SETA/Sacramento Works and Greater Sacramento Urban League to ensure that all job training, entrepreneurship, and employment preparation activities are offered in coordination with development activities. The training and readiness pipeline for Section 3 jobs will be based on the construction timeline and scope of work.
- Assist qualified and motivated residents to access entrepreneurial opportunities. Referrals will be made to the Greater Sacramento Small Business Development Center (SBDC) for workshops, business counseling and training. The SBDC will also provide free consulting services on business planning and management; financial management and marketing.

Goal 2 Partners: Charles A. Jones Career and Education Center, Department of Rehabilitation – Capital Mall Branch, Goodwill Industries- Folsom Branch, Greater Sacramento Urban League, The Powerhouse Science Center, Sacramento County DHA-CalWorks Welfare to Work, SETA, Asian Resources

Goal 3: All youth ages 16-24 have pathways to post-secondary success.

A recent Annie E. Casey Foundation study showed that at-risk youth who enter broken systems often exit at greater risk for long-term disconnection². The study also notes that youth who live in a community of highly concentrated poverty, low parental education and poor school options generally exit the education system without a diploma and are at greater risk of long-term unemployment, incarceration, and limited access to post-secondary options. Through case management, Urban will assess risks of Twin River youth and connect them with the right menu of education and employment experiences. Without this intervention to address these risk factors, youth will face greater uncertainty and limited prospects.

Enroll youth ages 16-24 into summer work experience programs that lead to postsecondary success.

Through collaboration and direct referrals with local community based organizations (CBOs), Urban will aim to be innovative in reaching and providing transitional age youth with opportunities to gain employable skills.

- Ubuntu Green will provide transition-aged youth facing multiple barriers with beginning work experience, wrap-around supportive services, and training to develop tenant-driven green social enterprises.
- CFF and Boys and Girls Club of Greater Sacramento-Raley Branch will continue to provide youth summer work experience programs.
- Junior Achievement of Sacramento will provide in-class and afterschool workshops for grades K-12 on entrepreneurship, financial literacy, workforce readiness, and job shadowing.

Goal 3 Partners: Ubuntu Green, CFF, Boys and Girls Club of Greater Sacramento-Raley Branch, Junior Achievement of Sacramento.

Goal 4: Children enter kindergarten ready to succeed in school.

An analysis of evaluations of state-funded preschool programs found positive impacts in child developmental competence in a variety of domains, such as school attendance and academic performance³. This plan aims to enroll all Twin Rivers youth ages 0-4 in structured early learning programs.

Maximize enrollment in high-quality Early Childhood Education programs.

- Partner with SETA, a joint powers agency of the City and County of Sacramento that administers the Head Start program for the county to fund additional Head Start program slots.
- Maximize enrollment in the on-site Early Childhood Development program operated by the RFDC and utilize the program as an access point and feeder program to additional part-day or full-day Head Start services.
- To address the service gap in early childhood development and improve access, case managers will promote participation in CalWorks Welfare to Work and SETA childcare assistance programs when appropriate. As the case managers work with each parent to engage them in goal-oriented work or work related activities, they will also connect children with the early childhood education resource available via SETA.
- Utilize partners such as Child Action Inc. for assistance with childcare referrals and subsidies as well as information to assess the quality of various childcare options.
- Work with local partners such as Birth and Beyond Community Response to provide onsite enrollment to primary and early intervention services for families with children 0-5 years of age. The aim would be to connect parents to partners that offer health services and universal developmental screenings followed by early intervention to ensure healthy child development.

- Provide parent engagement and educational support around the importance of healthy meals in childhood development. This training will be brought to the community by leveraging the peer led With Every Heartbeat is Life (WEHL) training model discussed further in Goal 7 and partnering with local service providers such as Child Action to facilitate the training.
- Explore partnership and funding opportunities to implement early literacy programs onsite such as playgroups and lending library.
- Make the inaugural Back To School Event hosted by SHRA and local youth service providers on August 17, 2013 an annual tradition to enroll students into existing pre-school and afterschool programs.

Goal 4 Partners: Child Action, Inc., Birth & Beyond: River Oak, RFDC, SETA, First 5.

Goal 5: School-aged youth are prepared for college and career.

Create a new Pre-K to 8th grade school in the neighborhood.

- Work directly with the TRUSD to investigate the feasibility of and develop plans for repurposing the Smythe Academy facility to become a high-quality Pre-K to 8th grade public school. This is a long term strategy that assumes the development of additional housing units and a growth in the student population will create the demand for a new neighborhood school. Through community meetings and with the support of the development team, Urban will engage residents and community members on an ongoing basis in decisions around the new school's location and programming options.

Partner with TRUSD to improve school performance at Woodlake Elementary, Rio Terra Junior High, and Grant Union High School.

- The Urban's Executive Team (the President, Executive Vice President, Director of Projects and Fund Development) and the TRUSD Administrators will establish quarterly planning meetings. These quarterly meetings will provide the forum for joint discussion and decision-making regarding strategic planning and development around community supportive services (CSS) performance data, CSS performance improvement needs/plans, school performance data and school performance improvement needs/plans. In addition, there will be discussions focused on project and fund development to explore opportunities for strengthening existing educational programming or establishing new programs at Woodlake Elementary, Rio Tierra Junior High and/or Grant Union High. When necessary the group will explore pursuing federal, state and philanthropic investments to implement any new TRUSD education initiatives.

Hire an Education Specialist to work with students and their families.

The Education Specialist will work in tandem with the case managers to:

- Establish partnerships with local community-based organizations to offer universal access to youth developmental programs such as after-school academic support and summer programs with elements of cultural enrichment, computer training, community service, sports and physical fitness, college preparation, and leadership training for transition-aged youth. Examples include, but are not limited to:
 - Encouraging student participation in "Sacramento Reads" that focuses on improving third grade reading and literacy.
 - Working with SETA to offer on-site orientation sessions for vocational-related workshops that offer job-shadowing opportunities to improve Twin Rivers residents' access to post-secondary opportunities.
 - Maximizing enrollment in CFF's Making After School Time Enriching, Rewarding, and Successful (MASTERS) on the Woodlake Elementary and Smythe Academy campuses which is free to Twin Rivers residents.

- Support students and their parents with developmental needs by making referrals to partners like the Center for Counseling and Diagnostic Services (CSUS) at Sacramento State for developmental assessments and Reading Partners for literacy testing and individualized educational support.
- Maximize collaboration with the Parent Education Coordinator and the Health Wellness Prevention Coordinator that TRUSD intends to hire.
- Meet monthly (or on as needed basis) with school based staff at Woodlake, Rio Terra Junior High, and Grant Union High to streamline information sharing and to inform administrators of the effects of school realignment on Twin Rivers students. In turn, the staff will educate parents on school choice options and assist with on-time enrollment.

Goal 5 Partners: TRUSD, Reading Partners, The Powerhouse Science Center, Junior Achievement of Sacramento and Sacramento READS!, Sacramento State, Smythe Academy.

Goal 6: Parents and teachers collaborate to connect classroom learning to at home experiences.

Empower parents through dual-generation case management.

- Case managers will work with each head of household to establish a Family Development Plan (FDP). The multi-dimensional FDP will be designed to address the needs of each child in the household, within the context of family, school and community. Comprehensive wrap-around services will link children and youth with school-based programs and community-based services/resources. The case managers will use specific dual-generation protocols to intentionally plan with parents around how they and their children can inspire and support each other (rather than unintentionally impede each other) in achieving their goals.

- Essential to this dual-generational approach will be the Education Specialist serving as the liaison between schools, parents, and youth to engage and empower parents in all aspects of their child's education. The Education Specialist will:
 - Collaborate with the Parent Education Coordinator that TRUSD intends to hire.
 - Partner with TRUSD to provide and interpret school performance data to parents.
 - Encourage parent participation in the PTO/PTA.
 - Maintain constant communication with school administrators to connect on-site case managers and school guidance counselors when parents need assistance to mitigate their child's disciplinary issues, chronic absenteeism, truancy and/or dropout risk.
 - Launch an out-of-school time two-generational literacy and enrichment program.
 - Connect students to other existing youth program providers such as Reading Partners, RFDC, and Boys and Girls Club of Greater Sacramento to maximize enrollments.

Goal 6 Partners: TRUSD, CFF, Boys and Girls Club of Greater Sacramento-Raley Branch, City of Sacramento Department of Parks and Recreation: Sacramento START, YMCA of Superior California, North Sacramento Family Resource Center, RFDC

Goal 7: Twin River residents are able to access primary care, identify health risk factors and engage in health-seeking activities/behaviors

This plan is consistent with the Department of Health and Human Services 2011 Action Plan to Reduce Racial and Ethnic Health Disparities, which outlined the Administration's Vision and Opportunities to address the impact of policy on health disparities and promote integrated approaches for disparity reduction. The health strategies are models of DHHS' vision for comprehensive integration of services to provide quality health care. The health strategies will operate at the access point for the family, who will be the hub for all service connections.

Increase access to primary health care services.

- Increase health insurance enrollments, access to primary healthcare, and resident utilization of wellness programs through family development plans that have a health focus and direct referrals to healthcare providers.
- Connect residents to stress management and mental health providers such as CSUS Sacramento State and Birth & Beyond Family Resource Center for mental health counseling support, crisis intervention, and support services for at-risk youth and families. Currently, residents know very little about the services these providers offer.
- Connect residents that are not insured or do not have not have a PCP to the local Federally Qualified Health Center (FQHC) Well Space and/or HHS-Department of Health Care Services to receive health and developmental screenings.
- Leverage the Medicaid-funded case management services, such as the programs offered by Well Space Health Clinic, based upon resident need in the areas of drug/alcohol treatment, mental health and physical fitness.

- Utilize existing services provided by California Department of Aging's Health Insurance Counseling and Advocacy Program (HICAP) to coordinate site visits by HICAP for community health & wellness education and outreach for Medicare beneficiaries.
- Refer residents to Women's Health Specialists to assist with low-cost health care for low income adults, LGBT supportive services, STD testing, and prenatal care.
- Encourage participation in YMCA of Superior California's fitness and nutrition programming for all ages, including a walking club, fitness and nutrition classes.

Utilize Peer-To-Peer Health Education to teach ways to improve health, prevent illness or learn to manage existing conditions.

- Coordinate community health fairs. Health fairs can be integrated with plans for back-to-school or other school-related events to ensure an intentional two-generation focus on health and wellness. As children receive developmental screenings and are connected with health services, parents will participate in health activities with a focus on diet, exercise and stress management.
- Foster collaborations with CBOs like the American Lung Association in California (ALA-Cal) to provide on-site workshops to educate residents on ways to improve their health.
- Start peer led fitness support groups such as walking clubs to utilize the walking trails, bicycle lanes and community center with fitness facility and multi-purpose space that is proposed as part of the redevelopment plan.
- Leverage local community based organizations such as the Boys & Girls Club-Raley Branch to start peer-to-peer mentorship programs that leverage social capital and physical recreational assets within the community to effect positive behavior change as it relates to health and wellness. Currently, there is a basketball court onsite and green space adjacent to Twin Rivers at Smythe Academy that could be used for outdoor recreational activities.

- Utilize the existing community center to provide on-site life skills education to further link residents to nutrition counseling, health services and physical exercise activities. Classes will be organized around activities that foster community interaction, and will help residents support each other and allow case management staff to address underlying human service needs. Classes will also present a non-threatening and supportive environment for residents to establish a new community norm as it relates to health and lifestyle.
- Implement the peer led WEHL program developed by the National Heart, Lung and Blood Institute that develops and leverages resident leadership to encourage and sustain healthy behaviors within their community. At a minimum, two Twin Rivers residents will be trained as Community Health Workers (CHW) to lead community building activities, provide health education and offer service navigation support.
- Promote healthy eating via a range of partners and programs. For example, WEHL CHWs will lead cooking classes for parents to understand the best ways to cook and prepare food for their children. Case managers will connect residents to providers such as Sacramento Food Bank & Family Services and/or The Sacramento Women Infants & Children (WIC) Nutrition Programs-CRP Site that offer free supplemental nutrition support and healthy eating coaching.
- Coordinate with local CBOs to provide training and support to create and maintain community gardens.

Goal 7 Partners: Birth & Beyond: Family Resource Center Locations:4th Street/ River Oak, Cash & Carry, CSUS at Sacramento State, Cover the Kid-Connect Center, Fresh Producers, Health & Human Service Agency-CalFresh (HHS), HHS-Department of Health Care Services, La Familia Counseling Center, Mercy General Hospital, Planned Parenthood of Sacramento, Sacramento Crisis Nursery, Sacramento Food Bank & Family Services-Food Program, Sacramento Life Center, Sutter Women’s Services: Sutter Memorial Hospital, WIC Nutrition Programs-CRP Site, Women’s Health Specialists, YMCA of Superior California, ALA-Cal.

Goal 8: Senior/Disabled residents remain stably housed in an independent living environment.

Ensure seniors and persons with disabilities have the services and supports they need to live independently.

- Partner with Resources for Independent Living to provide Independent Living Skills Training which teaches health and safety; community resources; meal planning and nutrition; self-advocacy; sexual awareness; household management; recreation and leisure; and money management
- Utilize the senior services hotline provided by Resources for Independent Living to answer questions pertaining to disability resources like how to get access to assistive technology or durable medical equipment such as wheelchairs, ramps, and computer voice recognition software through Medi-Cal or Medicare.
- Connect eligible seniors to the California Department of Aging’s Health Insurance Counseling and Advocacy Program (HICAP) for counseling on choosing and/or enrolling in Prescription Drug Plans and Medicare Health Plans and filing for Medicare benefits.
- Connect seniors that require in-home support to Sacramento County DHH In-Home Supportive Services for assistance with daily tasks such as: bathing, cleaning, dressing, cooking, grooming and eating meals.
- As a short-term strategy, SHRA property management will routinely disseminate information to residents on ways to enroll in free para-transit transportation assistance for seniors.

Goal 8 Partners: California Department of Aging’s HICAP, Disability Action Advocates-Sacramento, Resources for Independent Living Inc., Sacramento County DHH In-Home Supportive Services, Senior Advisory Group, Senior Legal Hotline.

Goal 9: All Twin Rivers families are supported through case management pre-relocation

Ensure households are stabilized before relocation activity commences.

- Prior to relocation, meet monthly with property management staff to identify and support households that are facing challenges with rent payments, passing housekeeping inspections or experiencing behavioral health problems that could lead to lease violations and/or eviction.
- Connect residents at risk of eviction to the appropriate services to mitigate these circumstances. For example, residents falling behind on utility payments will be connected to the following services: the Community Resource Project Home Energy Assistance Program (HEAP) for direct payment utility assistance, PG&E and Salvation Army REACH Program for emergency energy assistance or Community Resource Project SMUD Energy Assistance program for help with discounts on monthly energy bills.
- When a household is already in the process of being evicted they will be referred to Legal Services of Northern California for additional support.

Goal 10: All lease compliant Twin Rivers families successfully relocate to new redeveloped housing

Provide supports to households throughout the relocation and re-occupancy periods.

- Provide relocation assistance and counseling in accordance with Uniform Relocation Act 49 CFR part 24.
- Develop a comprehensive relocation and re-occupancy plan that guarantees the right to return to all lease-compliant residents.
- During relocation and/or lease-up of new housing, meet weekly with the property management staff to coordinate services for each household using a structured agenda and process that is consistent with the Relocation Plan.
- Proactively work with residents to address any issues that may impede their right to return.
- After re-occupancy, meet bi-weekly with property management staff to review challenges that could lead to lease violations or an eviction, and develop a plan for intervention as needed.
- Continue to provide counseling after relocation to ensure continued success in the new housing. Residents that move off-site will be tracked to monitor the levels of success and stability in the new location, positive outcomes in the areas of employment, school achievement rates for children, social connectedness, and health.

Goal 11: Qualified families have the opportunity to pursue homeownership

Support homeownership for qualified households.

- Complete assessments with all households that have maintained continuous living wage employment for at least six months or have retained continuous employment for two years or more. Based on an initial assessment of employment, financial circumstances, potential for upward mobility and interest, staff will refer qualified households to First Time Homebuyers services.
- Encourage families to participate in the following services tailored to their individual household needs: 1) barrier removal and stabilization such financial literacy 2) tax preparation and Earn Income Tax Credit, 3) linkage to mainstream financial services, 4) Individual Development Accounts and 5) homeownership preparation.
- Connect interested residents with Greater Sacramento Urban League for financial literacy and homebuyer counseling.

Goal 9, 10, and 11 Partners: HACOS, MBS, McCormack Barron Ragan, SHRA, Community Resource Project HEAP, Greater Sacramento Urban League, Legal Services of Northern California, Lutheran Social Service, PG&E REACH Program, SMUD Energy Assistance Program.

6.4 Community Priorities

During the October 2013 community meeting, Twin Rivers residents and the greater River District-Railyards community were asked to prioritize the strategies in the People Plan. A large poster displayed the People areas of focus and the lead strategies for each section. The following community priorities were identified:

Tier 1

- Mental Health Counseling & Stress Management
- Career Development & Job Readiness Training
- Access to Fitness Facility & Exercise Classes
- Afterschool Programs/Connecting Classroom Learning To At Home Experience

Tier 2

- Youth Employment & Summer Work Experience
- College Readiness & Post-Secondary Education
- Access to Health Care Coverage & Primary Care Physician
- Neighborhood Pre-K to 8th School at Smythe Academy
- Eviction Prevention & Case Management Support

Tier 3

- Homeownership Counseling & Case Management support
- Section-3 Employment & Entrepreneurship Opportunities
- Senior/Disabled Independent Living Skills Training
- Kindergarten Readiness
- Vocational Rehabilitation/Employment Opportunities for Disabled
- Relocation Assistance & Case Management Support
- Resident-Led Health Education Classes

6.5 Key Partners Capacity

Urban Strategies, Inc. (Urban)

Founded in 1978, Urban helps to provide Human Capital Development to revitalize distressed, urban-core communities and lead low-income families toward social and economic stability. Urban Strategies has over 35 years of experience in coordinating initiatives with health care providers, working closely with police departments on neighborhood stabilization initiatives, and establishing effective partnerships to facilitate access to high quality early childhood education, after-school programming and adult education services. As a nationwide leader in human service coordination, Urban serves nearly 20,000 low income families across the country.

Twin Rivers Unified School District (TRUSD)

As a result of the district unification over three years ago TRUSD has developed a universal system of analysis that has led to improvements in school accountability, academic programming, professional development and parent/student engagement. TRUSD is continuously compiling SARCs for over 50 schools as a tool to coordinate educational strategies throughout the District. The DATAWISE system of reports were established to facilitate instant common data reporting access for teachers and administrators for over 115 summative benchmarks assessments. Student benchmark scale scores are exported from DATAWISE into School Loop to provide parents access to test scores comparable to end-of-year California Standardized Tests reports.

TRUSD's strategic plans are in line with the education goals that the People plan is seeking to achieve. In response to the SARC and DATAWISE reports TRUSD has; 1) Collaborated with Family Resource Centers in North Sacramento, North Highlands, Del Paso Heights and First 5 to implement parent information events on literacy and improve access to family resources such as school readiness packets for parents with students transitioning from preschool programs; 2) Established a Science, Technology, Engineering and Math (STEM) program at all sites K -12; Adopted a unified K – 6th English Language Arts and English Language development program; and 3) Implemented and provided professional development training for common core standards of instructional practice. To improve

student engagement TRUSD implemented the Superintendent's Student Advisory Committee (SAC). In this forum the Superintendent meets with the Student Council/Associated Student Body (ASB) to learn of students ideas for positive change in their schools and to receive feedback on District initiatives.

Sacramento Employment and Training Agency (SETA)

SETA, a joint powers agency of the City and County of Sacramento has over 35 years of experience providing workforce development support to low-income families. SETA programs include; Head Start, Sacramento Works/ Workforce Investment Act, Refugee Employment Social Services, and the Community Services Block Grant (CSBG) services.

The Sacramento County Head Start program serves over 5,300 children. The Early Head Start program serves families with children birth to age 3 and the preschool Head Start serves families with children 3 to 5 years of age. Head Start is free for families receiving federal assistance (TANF/SSI); however there is limited funding and capacity to enroll additional students into the program.

SETA is also the designated Community Action Agency for Sacramento County for the provision of CSBG services. CSBG is funded through the U.S. Department of Health and Human Services to support community based organizations that provide resources and services to low-income families with immediate needs such as emergency food, shelter, and transportation. SETA also receives the Refugee Employment Social Services funding for Sacramento County and contracts with school districts and community-based organizations to provide English-as-a-Second-Language, employment services and social adjustment services.

SETA uses Workforce Investment Act funds for the Sacramento Works Job and Training Center system to provide job training and connect job seekers to potential employers. Services include employment skills workshops, career exploration and researching tools, basic skills development services, subsidized on-the-job training and vocational training. Residents can access these services virtually through jobs.sacramentoworks.org, or through one of 13 centers located throughout the County. The closest sites to the Twin Rivers community are the Sacramento Works Job Center on Broadway (approximately 5 miles) and the Greater Sacramento Urban League's

Sacramento Works Training Center on Marysville Boulevard (approximately 9 miles away). SETA/Sacramento Works also administers the Workforce Investment Act Youth program and funds both in-school and out-of-school programs for youth focusing on work readiness, high school completion, career pathways, and work experience.

Greater Sacramento Urban League

The Greater Sacramento Urban League is an affiliate of the National Urban League and one of 105 affiliates located in 36 states nationwide. The Greater Sacramento branch is recognized by the State of California as an approved Private Postsecondary and Vocational Education institution. The Greater Sacramento Urban League has provided training to thousands of youth and adults from the urban communities surrounding Sacramento County. In 2000, the organization built a state-of-the-art workforce development and training center at 3725 Marysville Boulevard approximately nine miles from the Twin Rivers Community. The all-new 28,000 square foot facility houses five computer labs, five classrooms, and over 100 computers operating on a local area network.

Center for Fathers & Families (CFF)

CFF has 20 years of experience in providing afterschool enrichment activities, recreation, literacy training, and homework assistance to elementary and middle school youth. CFF developed the MASTERS After-School Program in 2007. The MASTERS program is offered on 17 school campuses throughout the city and 13 TRUSD schools. CFF has partnered with TRUSD to build a strong after school program that provides students with additional academic support, behavior modification, and enrichment opportunities. The MASTERS program is being offered at Woodlake Elementary, Rio Terra Junior High and the campus across the street from the Twin Rivers site, Smythe Academy Grades 7th and 8th.

Roberts Family Development Center (RFDC)

RFDC is the only service provider onsite. This agency is a licensed child care provider funded through First 5. The agency was formed in 2001 and the onsite location has been in operation for three years. Since March 2012 RFDC has administered the onsite Early Childhood Development program “College Bound Babies”. RFDC has 25 slots for youth ages 3 to 5. The program is offered two times per week. Starting January 2014, the College Bound Babies program is going to expand its service to four days a week. RFDC also administers four afterschool program sites that serve over 200 students: one is on-site at Twin Rivers, and a second is less than three miles away on Darina Avenue. In the summer RFDC offers an eight-week summer camp for older youth ages 12 – 15 onsite.

Greater Sacramento Boys & Girls Club

With a network of eight clubs throughout the City of Sacramento, the Greater Sacramento Boys & Girls Club has served low-income and at risk youth for many years. The site closest to the Twin Rivers community is less than 2 miles away and next to a light-rail station stop. In the last year, this site has been converted to a teen center. With the realignment of programming and a plan for transportation the Raley Branch has the capacity to serve all of the teenage youth ages 13-17 from Twin Rivers.

6.6 Financing Plan

The estimated five-year cost to implement the People Plan is \$3.7 million. No specific sources of funds have been identified to date, but it is anticipated that a combination of public, private, foundation, and grant funds will be used. Urban Strategies will take the lead on identifying funding as well as ensuring the long-term sustainability of the program.

People Plan Five-Year Cost Estimate:

Use	Cost Estimate
Staffing Project Manager, Sr. Case Manager, Case Manager, Education Liaison, Community Resource Advocate (2), Employment Specialist	\$1,662,535
Program Operations TA Program Coordination, Resident Capacity Building (Leadership Academy), Equipment and Furniture, TA Implementation of Case Management Tracking Software, Office Operations	\$1,194,430
Workforce and Economic Developments Transportation and Other Miscellaneous Supportive Services, Employment Training and Preparation	\$45,000
Health and Wellness Health and Wellness Barrier Removal	\$12,000
Education Youth Afterschool, Summer Camp Program Support, Youth Transitional Employment	\$800,000
Household Mobility Homeownership Prep Assistance	\$25,000
Total	\$3,738,965

6.7 People Implementation

Urban will lead the design, administration and implementation of all aspects of the People Plan. Urban's responsibilities will include programmatic and fiscal oversight, programmatic and fiscal reporting, partnership development, resident engagement and leadership skills building, case management and service coordination, and ongoing implementation support to TRUSD as they carry out the Education component of the People Strategy.



Chapter 6 Endnotes

¹Balancing Family-Centered Services and Child Well-Being: Exploring Issues in Policy, Practice, Theory, and Research, esp. “Family-Centered Assessment and Goal Setting,” Sandau-Beckler, et al., 2001 (pp. 93-127).

²Brinson, D., Hassel, B. & Rosch, J. (2009), Connecting Youth Through Multiple Pathways. Public Impact; The Annie E. Casey Foundation.

³Gilliam, W. S., & Zigler, E. F. (2000). A critical meta-analysis of all evaluations of state-funded preschool from 1977 to 1998: Implications for policy, service delivery, and program implementation. *Early Childhood Research Quarterly*,15(4); pp. 441-473.

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7 Implementation



7 IMPLEMENTATION

The community's vision for the River District-Railyards will be realized over the long-term given the scale of proposed development and adaptive reuse. The programs outlined in the Specific Plans for the River District and the Railyards will take 25-30 years to achieve and will require the involvement of numerous public and private investors along with political will and financing, all influenced by fluctuations in market dynamics that will hasten or dampen development opportunities. Exhibits 7.1 and 7.2 illustrate the anticipated 10- and 30-year build out of the target neighborhood

It is also important to note that on February 1, 2012, all Community Redevelopment Agencies (CRAs) in the State of California were dissolved due to a multi-billion dollar State budgetary shortfall. The responsibility for completing any current redevelopment work was assigned to local successor agencies. The elimination of CRAs meant the loss of significant tax increment financing at the local level, which had been used to support extensive redevelopment work in distressed communities, as well as staff dedicated to addressing challenges in low-income areas. This change impacted the timeframe for the anticipated completion of various redevelopment efforts that had not yet been funded.

Given the size of the River District-Railyards and the ongoing investments and interests in the area, the Transformation Plan is focused more upon the eastern portion of the neighborhood and putting in place the investment framework to assure that this area experiences the same positive growth and redevelopment possibilities as the rest of the neighborhood. It is also about facilitating short- and mid-range strategies that address key neighborhood challenges while waiting for the critical mass to form that will drive key neighborhood improvements, such as a full-service grocery store and other neighborhood-serving retail.

7.1 Implementation Structure and Staffing

In the short-term, SHRA will serve as the lead organization charged with implementation of the elements of the Transformation Plan for the River District-Railyards. The SHRA will work with the lead entities for the Neighborhood, Housing, and People components (i.e. Management Team). The City's Economic Development Department will be responsible for coordinating the efforts of other City and local agencies to carry out the economic development aspects of the neighborhood plan, while the SHRA will address transit and homelessness issues. MBS will focus on realizing the housing vision for the neighborhood, and Urban Strategies will work on instituting the systems and processes necessary to address the service and educational needs of Twin Rivers' residents. The Steering Committee and Task Forces established during the planning process will be reconstituted as an Advisory Board for the Transformation Plan. (Exhibit 7.3: Implementation Organization Chart)

The Management Team will be the venue for dissemination of information and coordination of activities across practice areas. Constant communication between the leads and SHRA will ensure that redevelopment activities proceed smoothly and leverage the various activities occurring simultaneously to create synergy and maximize their collective impact. For example, the phasing of the housing development will impact residents and when they will need supports relative to employment, services, and/or school. In turn, if residents are to be temporarily relocated off-site, this will impact the demand for retail, transportation, and local services. Additionally, if other infrastructure improvements are needed, coordination of these investments with the housing schedule will enable the consolidation of construction activity and minimize disruption to the community.

For the long-term, SHRA is exploring the possibility of establishing a separate entity to serve as the lead agency for overseeing the execution of the Transformation Plan.

Exhibit 7-1: River District-Railyards Anticipated 10-Year Build Out Plan

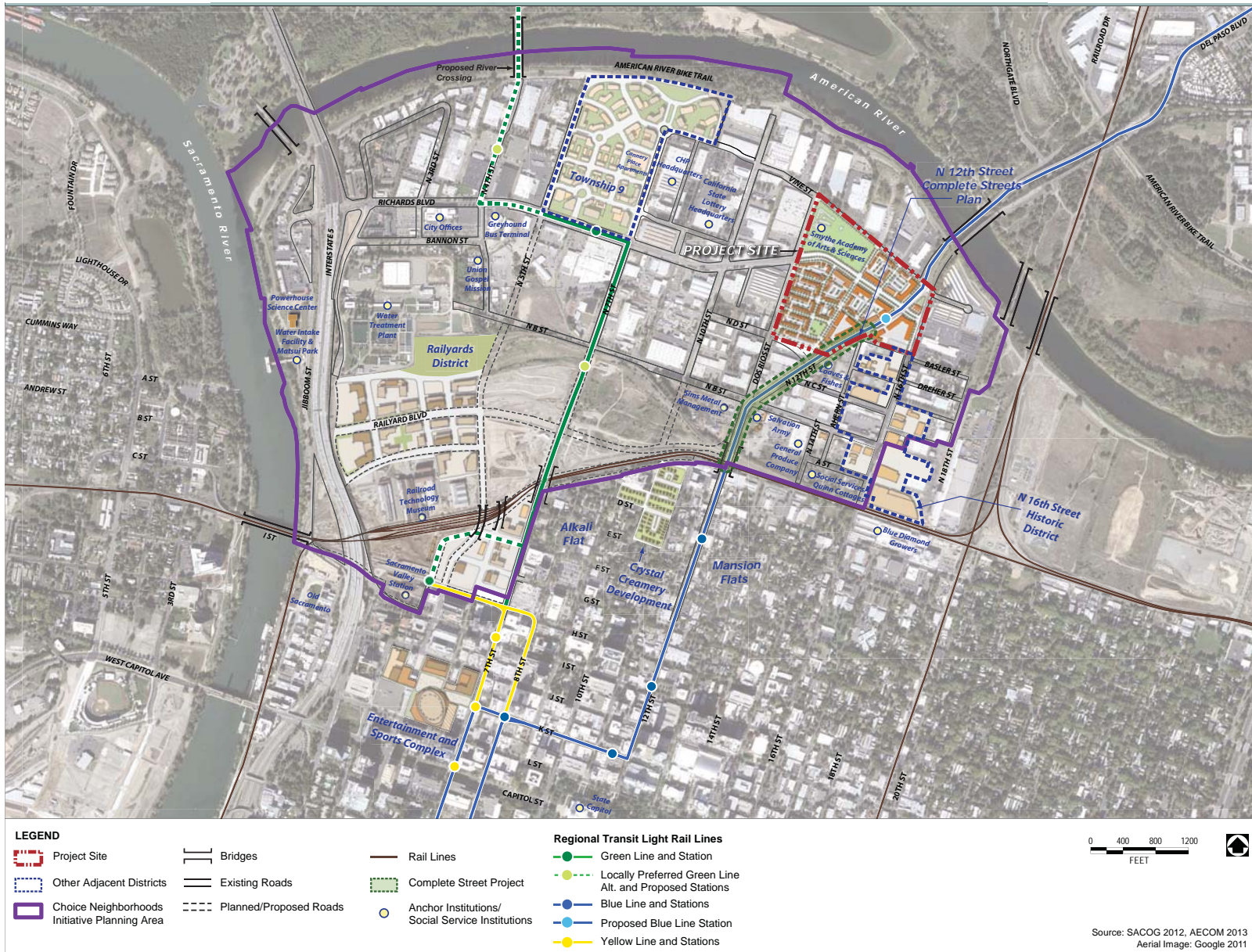


Exhibit 7-2: River District-Railyards Anticipated 30-Year Build Out Plan

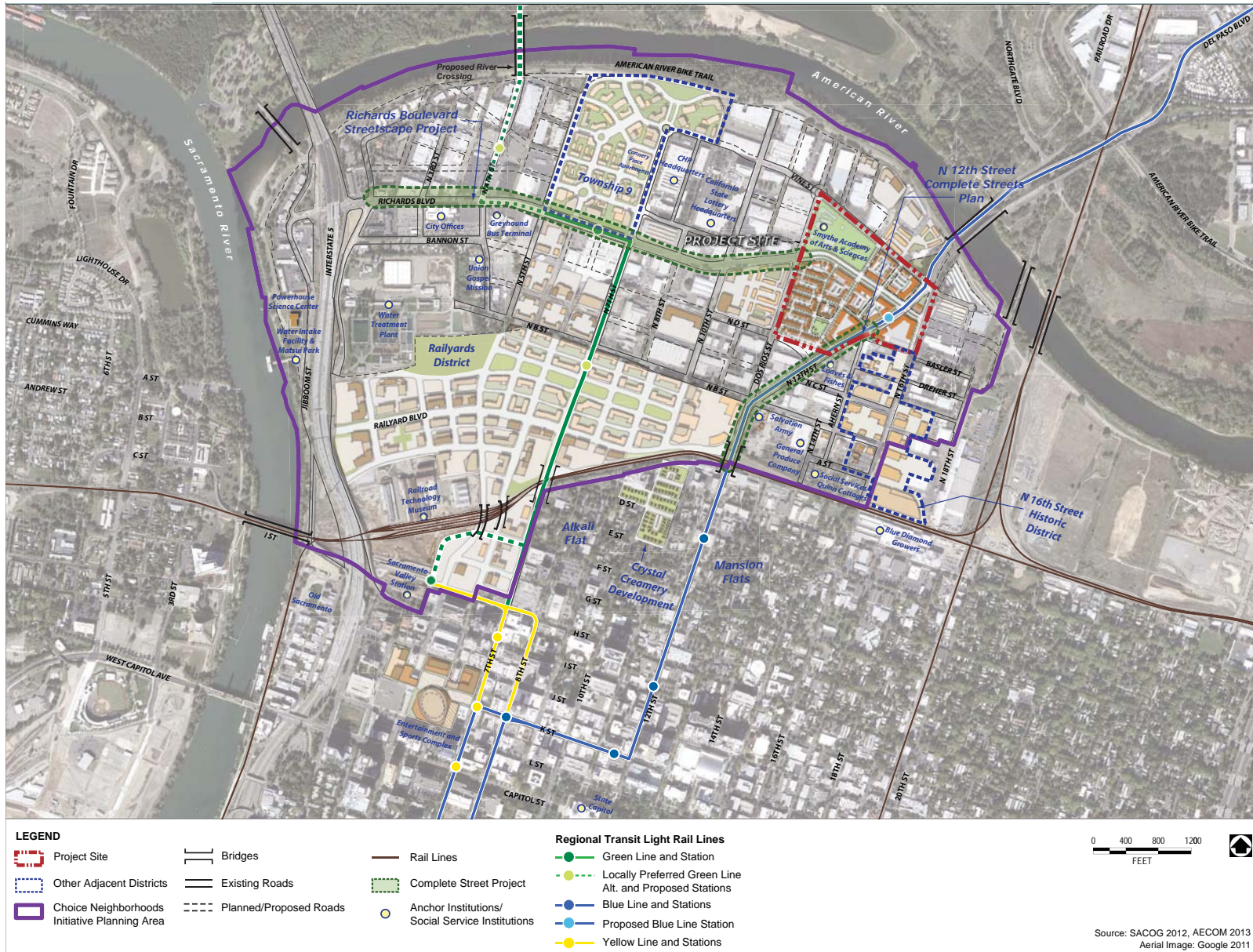
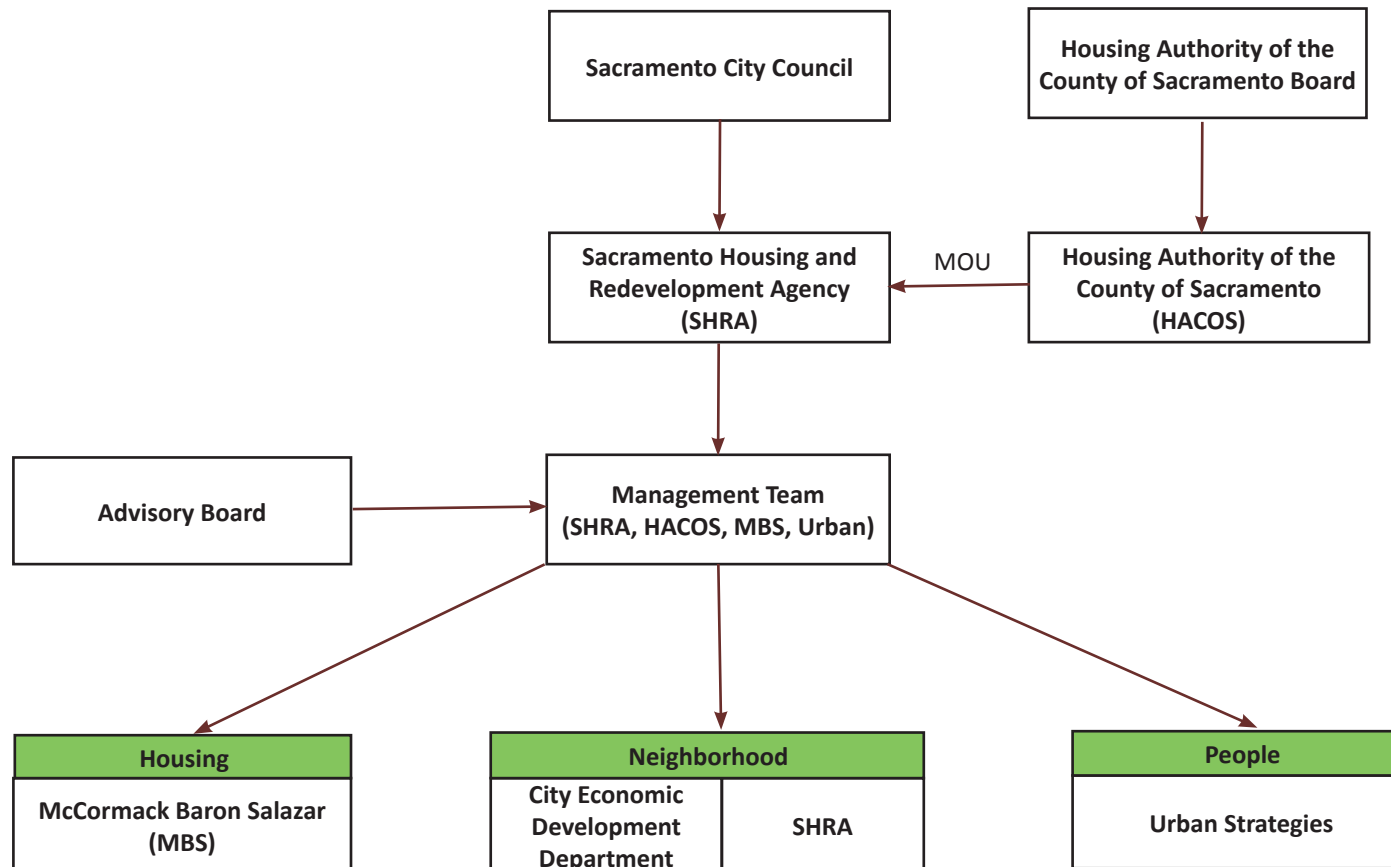


Exhibit 7-3: Implementation Organization Chart



7.2 Roles and Responsibilities of Key Partners

The success of the Transformation Plan for the River District-Railyards with its multi-faceted redevelopment program involving a wide range of organizations and stakeholders will require strong, coordinated and sustained public/private partnerships.

Sacramento Housing and Redevelopment Agency

As the Implementation Lead for the Transformation Plan, SHRA will be responsible for managing, convening, and assessing redevelopment activities. As the manager, the SHRA will oversee all elements of the Transformation Plan and execution of that plan by the respective lead organizations. As the convener, the SHRA will be responsible for coordinating stakeholder, community, and resident involvement throughout the implementation process, including communication and outreach activities. As the assessor, SHRA is planning to work with Sacramento State University's Institute for Social Research to establish a rigorous data management and assessment plan, which will be grounded in agreed upon goals and outcomes by key community stakeholders. SHRA will negotiate and enter into the appropriate signed contracts and MOUs to advance the Transformation Plan.

SHRA is also tasked with addressing the public transportation needs and homelessness issues in the neighborhood. In this role, the SHRA will work with RT on the establishment of a light rail station on the Blue Line at 12th Street across from the new Twin Rivers housing development plus conducting a transportation survey to make future improvements to the public transit system. SHRA will continue to be involved with the public-private initiatives to address homelessness in the City and County, and how to improve the current delivery system for the benefit of the neighborhood.

Housing Authority of the County of Sacramento (HACOS)

As the legal owner of the Twin Rivers public housing development, HACOS will enter into a MOU with SHRA for SHRA to serve as the project manager for the redevelopment of the site. In return, HACOS will provide financial and personnel resources as available in support of the redevelopment effort, which may include Capital Funds; public housing operating subsidy; relocation resources including vouchers and counseling support; existing

and future supportive service programs; and administrative data about current residents. HACOS is also responsible for developing the relocation plan for the temporary or permanent relocation of Twin Rivers' reside.

City of Sacramento

The City of Sacramento will be charged with carrying out the economic development components of the Neighborhood plan and engaging the necessary local, regional, and State agencies to carry out the neighborhood strategies. They will also work with private businesses and non-profit sector organizations to align resources and programs. SHRA will enter into an MOU with the City of Sacramento to identify the specific aspects of the Neighborhood plan they will oversee, empower it with the resources to serve in this capacity, and commit the cooperation of all other City departments, such as Economic Development, Public Works, Police Department, Community Development, and Parks and Recreation, to participate and support Transformation Plan activities.

McCormack Baron Salazar (MBS)

Procured through a national competitive process, MBS will be responsible for the execution of the housing component of the Transformation Plan as the Housing Lead. This includes the replacement of all 218 public housing units at Twin Rivers in a mixed-income, mixed-use community. To the extent that the replacement program includes the acquisition of off-site parcels, MBS will lead this effort with the assistance of the SHRA. SHRA, on behalf of HACOS, will negotiate and enter into a Master Development Agreement (MDA) with MBS that will include the terms of their engagement. It is anticipated that MBS will be responsible for securing financing for the new housing including assisted, affordable and market-rate units; undertaking all predevelopment activities; overseeing a general contractor on the construction of the new units; and leasing up and managing the new units.

Urban Strategies

Urban will be responsible for implementing the People Plan portion of the Transformation Plan. In addition to the delivery of case management services to Twin Rivers' residents, Urban is responsible for coordinating with existing providers in the Sacramento region to bring their service menu to the Twin Rivers' population and setting up the TR-SPN. A key element of their work will be establishing a sustainability framework for service delivery so that current and future residents of Twin Rivers will benefit from the TR-SPN and be able to utilize those services and programs to address their household needs. Urban is also charged with working with TRUSD to improve the cradle-to-career educational pathway for affected youths in the community. SHRA, on behalf of HACOS, will negotiate and enter into a contract with Urban to engage in the requisite activities. SHRA will also enter into an MOU with TRUSD that the District's decisions around school and facility realignment and consolidation will be made in collaboration with Twin Rivers and neighborhood stakeholder input to reflect a consolidation plan that is in the best interests of the community.

Key Anchor Institution – The Powerhouse Science Center

Currently known as the Discovery Museum Science & Space Center, The Powerhouse Science Center will be the name of the Museum when it transitions into a new facility located in the River District. Housed in the historic PG&E power station on the Sacramento River, the Powerhouse Science Center will be a "premier science and space learning center serving Northern California" and will serve as a "model for 21st-century experiential education in science, math, technology, engineering, and space – and an exemplary "green" building that serves as an environmental teaching lab¹. The \$78 million project has completed its pre-construction phase and is nearing completion of construction drawings.

The Powerhouse Science Center will continue to offer its STEAM (Science, Technology, Engineering, Art, Mathematics) curriculum support to the neighborhood high school (Grant Union). Once the new facility is complete, the Center will not only be a major regional destination and education landmark for students, teachers, and families that will be located in the River District-Railyards, but it will also seek to offer out-of-school-time STEAM programs to support local youth to improve educational

achievement and outcomes. Furthermore, Urban and the City will work with the Center to maximize employment opportunities for Twin Rivers and other neighborhood residents during the construction of the facility.

Twin Rivers and Other Neighborhood Residents and Stakeholders

As committed and involved stakeholders throughout the planning process, Twin Rivers' residents will continue to play a substantive and even larger role during the implementation of the Transformation Plan. In addition to committing to resident participation on the Advisory Board, SHRA will work through Urban and the Resident Leadership Academy to be inaugurated in early 2014 to build the capacity of residents and empower them to play an active part in guaranteeing that the future they envision for themselves is indeed the future that they have. As members of the community whose lives are immediately affected by community changes, Twin Rivers' residents will have a critical job in holding the larger community as well as themselves accountable for the changes in the neighborhood and that investments are having their intended impact.

Through the Resident Leadership Academy, residents will learn the tools of effectual organizations. It is anticipated that the residents themselves will appoint individuals to work with the lead entities of each element of the Transformation Plan during the implementation process, with these individuals then responsible for keeping the rest of the population informed about changes and communicating concerns back to the leadership group.

As the community grows in population from newly developed housing and businesses, it will also be important to engage these individuals and businesses in realizing the vision for the target neighborhood. SHRA will employ a community outreach worker to facilitate this involvement and build diverse and effective local involvement in redevelopment activities.

Table 7-1: Preliminary Staffing and Contracting Plan

ADMINISTRATION	
POSITION	DESCRIPTION
CNI Manager FTE	Senior-level position responsible for managing and implementing all aspects of the Plan. Major responsibilities include: directly oversee overall Plan implementation, with emphasis on the housing component and the work of the developer; manage relationships with funders and stakeholders; and report to and support the Management Team.
Construction Oversight PTE	Staff person responsible for monitoring construction during the construction period and completing design review. Represents the interests of HACOS during design and construction; oversees Davis-Bacon, Section 3, and MBE/WBE compliance.
Finance Director PTE	Staff person responsible for monitoring, tracking and reporting on all project funding. Prepares and reviews budgets, financial reports, and processes invoices and payments.
Data Manager	Staff person (or contract) responsible for overseeing all data collection, storage and use. Works with project team to identify, refine and finalize all data variables to be collected; oversees data system and monitors all data reported via data system; prepare annual and periodic assessment reports documenting progress against goals
Community Development Assistant Potential Section 3 hire	Junior staff providing support to the CNI implementation effort; responsible for administrative functions and tasks. Reports to CNI Manager. Responsible for liaising with the wider community to ensure meaningful engagement of community residents
TECHNICAL ASSISTANCE AND THIRD PARTY CONTRACTS	
Mixed Finance Legal Counsel	Responsible for representing HACOS and the project's legal interests in all HUD and investor transactions and closing. Scope of work determined by number and type of phases and plan components, but generally will coordinate with developer's legal counsel to prepare all required closing documents and facilitate mixed finance closing
Program Manager/ Technical Assistance Provider	Responsible for working with the Management Team and CNI Manager to coordinate overall implementation of the Plan. Provides technical assistance and training in all aspects of the implementation effort, including hiring and training staff, planning, design and phasing, financing, procurement and contracting, public/private partnerships, property management, neighborhood and services, and HUD. Ensures compliance with all applicable Federal, State and local rules and regulations.
People Lead/Case Management Provider Urban Strategies	Responsible for staffing and implementing the overall People plan. Staffing plan may include 2-3 case workers, project manager, job developer, and outreach worker.
Neighborhood Coordinator City/SHRA staff position	Responsible for coordinating the range of neighborhood activities and strategies as outlined in the Transformation Plan. Reports directly to SHRA Executive Director and the Neighborhood Strategy Implementation Team.
Education Coordinator Urban Strategies	Responsible for coordinating the education activities and strategies as outlined in the Plan. Reports directly to the Management Team.
Relocation Contractor	Contractor to manage and coordinate all required URA moves, including returning to sites. Responsibilities include: <ul style="list-style-type: none"> Assess families to determine relocation needs and types of supports needed. Provide counseling and supports to families on an individual basis to ensure families successfully relocate. Provide regional mobility counseling to Voucher families to ensure families make healthy relocation choices. Track all families during relocation

7.3 Budget and Financing Plan

Given the scale of the redevelopment effort for the River District-Railyards, realization of much of the vision is dependent upon opportunistic funding from public and private sources. The Implementation Team and its partners will attract and apply for financial resources as they become available, but will also seek to maximize the utilization of existing programs for the benefit of all users invested in the community. Some possible sources of funds for each plan element are identified in Table 7.2. Coupled with the private investment anticipated via Township 9, Railyards, and new and existing businesses, these additional investments will create an evolving environment of opportunity in the target neighborhood.

7.4 Implementation Schedule

With completion of the Plan, HACOS expects to continue evaluating feasibility of specific measures contained in the Plan and will also continue to work with stakeholders and residents to assess the implementation process.

The completion of the Plan for the River District-Railyards is expected to take upwards of 25-30 years, and will be dependent upon the influx of both public and private resources as well as market forces. Anticipated activities and their execution over the short-, medium-, and long-term are shown in Table 7.3.

7.5 Data Management Plan

SHRA, as the lead implementation organization, is planning to partner with Sacramento State University's Institute for Social Research to institute a robust and realistic data management and assessment plan. The metrics to be used will be grounded in the goals and outcomes of the Transformation Plan with each metric selected for its ability to report on actual change in the community over time. The selection of metrics will be done in collaboration with the key partners and stakeholders for each element to identify those of most importance. The goals for each metric will also be agreed upon by the group once the benchmarks have been set within the first quarter of implementation.

The participatory nature of metric identification and goal setting is intended to foster an environment of shared accountability as well as the capability to assess progress throughout the implementation period and make program modifications as needed. Furthermore, given the long-range implementation timeframe for the Transformation Plan for the River District-Railyards, the capacity to report incremental progress and change towards agreed upon goals will assist with keeping stakeholders motivated and engaged.

Neighborhood. Information about changes in the neighborhood over time will come from a variety of sources, including publicly available ones such as Census, State, or City data, and data that is collected at the local level by governmental, institutional, and educational organizations.

Housing. Housing information will be tracked and reported by MBS, including indicators regarding unit production, occupancy and re-occupancy, accessibility, and income diversity. These metrics will help determine whether the new developments are meeting the needs of the community and achieving the identified goal of true mixed-income housing.

People. Urban will customize and utilize a state-of-the-art relational database to track the progress of each family against their stated developmental goals, and to report aggregate data on the outcomes that are being achieved by each People program strategy. The case management software will have the ability to track childcare needs, academic achievements of children, adult residents' education, income and employment, household rent payment history, household risks of eviction, family financial or housing instability, housing and relocation requirements, health and social service needs, and all supportive services referrals, enrollments, participation, and outcomes. Urban will also secure data and information sharing agreements with employment, education, health and housing partners.

Regular monitoring of efforts versus outcomes will help Urban communicate successes and challenges, so that the potential for the most impactful strategies to be scaled up will be fully harnessed. Also, this allows for meaningful discussions with key stakeholders about how the least effective strategies can be modified as needed to increase impact.

Table 7-2: Preliminary Budget Estimates and Potential Funding Sources

Preliminary Budget		Potential Financing Sources
Neighborhood		
Homeless	\$1,530,000	CDBG, CNI Implementation Grant, State and Local Funds
Open Space	\$500,000	
Public Safety	\$6,200,000	
Economic Development	\$70,000	
Transportation	\$35,000,000	
Total Neighborhood Development	\$43,300,000	
Housing		
Housing Development Cost - Phases 1 through 10	\$206,000,000	Private First Mortgage, Capital and CDBG Funds, FHLB-AHP, HOPWA, New Market Tax Credits, Low-Income Housing Tax Credit Equity, State and Local Philanthropic Funds
Total Housing Development	\$206,000,000	
People		
Staffing	\$1,662,535	CNI Implementation Grant, Fundraising
Program Operations	\$1,194,430	
Workforce and Economic Development	\$45,000	
Health and Wellness	\$12,000	
Education	\$800,000	
Relocation/Mobility	\$25,000	
Total People	\$3,738,965	
Administration and Fees		
Staffing and Consultant Fees	\$2,000,000	CNI Implementation Grant
Total Administration and Fees	\$2,000,000	

Table 7-3: Short-, Medium-, and Long-Term Implementation Schedule

	Short-Term (1 Year)	Medium Term (2-5 Years)	Long-Term (5+ years)
Administrative/ Engagement	<ul style="list-style-type: none"> Formalize governance structure and execute agreements (MOUs/MDA) Hire an evaluator Start Resident Leadership Academy 	<ul style="list-style-type: none"> Conduct annual evaluations of progress towards Transformation Plan goals 	<ul style="list-style-type: none"> Conduct annual evaluations of progress towards Transformation Plan goals
Neighborhood	<ul style="list-style-type: none"> Conduct transportation survey Design and Conduct Environmental Review of the new 12th Street Light Rail station 	<ul style="list-style-type: none"> Roll out expanded CPTED program Open a farmer’s market Transform 12th Street into a “Complete” Street Reconfiguration of homeless services campuses 	<ul style="list-style-type: none"> Establish a grocery store Complete the new 12th Street Light Rail Station Open new fire station on North B Street
Housing	<ul style="list-style-type: none"> Complete Project Feasibility including Design Complete Environmental Review Submit Finance Application for initial phases 	<ul style="list-style-type: none"> Complete demolition for initial phases Construct initial phases 	<ul style="list-style-type: none"> Submit Finance Application for subsequent phases Construct subsequent phases
People	<ul style="list-style-type: none"> Develop case management tracking system Establish Service Provider Network Establish TRUSD MOU Initiate SHRA First Source program Establish SETA MOU 	<ul style="list-style-type: none"> Initiate case management activities Establish annual outreach/recruitment plan for youth out of school time activities Expand early childhood education slots Initiate Health & Wellness Community Engagement Activities Initiate Peer Leadership Health & Wellness Training Initiate relocation case management activities Establish senior/disabled assisted living activities 	<ul style="list-style-type: none"> Create a new neighborhood K-8 school

Chapter 7 Endnotes

¹<http://www.thediscovery.org/About-Us/powerhouse-science-center.html>

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