

LA Region Planning Phase Plan

I. Structure of the LA HRTC

A. The governance structure for the LA HRTC includes all of the entities that have signed the Collective Partnership Agreement Letter. These Initial HRTC members agree in their letters to participate in the development of the HRTC, which includes implementation of the Outreach and Engagement Plan. As stated in the signature documents from the Initial HRTC partners, we anticipate that the governance structure will continue to evolve as the planning process moves forward.

B. Democratic Governance Structure that Shares Decision-Making

1. The proposed governance structure for the LA HRTC is designed to promote shared decision making and to ensure that the voices of disinvested communities are prioritized. The shared/inclusive structure includes four primary components: **(a) Affinity and Subregional Tables, (b) Hub Leads, (c) Steering Committee, and (d) Stewardship Committee.** The structure is designed to be non-hierarchical. Each governing body is described as follows:

a) **Affinity and Subregional Tables** are made up of all of the required stakeholder groups including: Labor; Employers, businesses, and business associations; Grassroots and community-based organizations, community organizers, and community members; Government agencies; Economic development agencies; Philanthropic organizations; Education and training providers; Workforce entities; Environmental justice organizations; Worker centers; Disinvested communities; California Native American Tribes. The LA HRTC has also identified other key regional stakeholders capable of contributing to the success of the project, such as: Immigrants; Justice Involved; Transition Age-Youth; Public Health; Personal Health; Income & Wealth; Prone to Personal Violence; Community Violence; and LGBTQ+. The Affinity and Subregional Tables may include existing tables, advisory groups, collaboratives, and coalitions, and will include new tables established specifically to provide inclusive input into the CERF planning process. The membership and focus of these Tables will cut across regions, sectors, affinity areas, and shared challenges.

(1) The roles of the Affinity and Subregional Tables include but are not limited to: gathering relevant data and community voice, responding to data analysis, advising on key needs,

co-creating economic development strategies, and summarizing ideas and concepts to provide essential knowledge to inform the CERF planning process.

- (2) To ensure community voice is being collected from all regions of Los Angeles, there will be 12 Subregional Tables in each SPA, each convening on one of the Affinity Hub thematic areas of that SPA (i.e., Youth in SPA 1).

- b) **Hub Leads** will include **12 Affinity Hub Leads**, organized by the following thematic areas: Youth; Families; Homeless, Veterans and Seniors; Employers and Business; Economic Development; Underemployed Adults; Labor and Workers; Immigrants; Sustainability; Academia; Institutional and Government; and Civic Engagement and Place Based Coalitions. The work of the Place-Based Hub will include coordination and information gathering from subregional tables. The Hub Leads will also include **8 Table Partner Leads**, to support the work of small business, economic development and/or other under voiced populations that warrant additional data gathering/in-depth planning.

- (1) Roles of the Hub Leads include convening and facilitating regular table conversations in their affinity areas, responding to data analysis, identifying community needs, sharing with other community/business/industry cluster tables, providing capacity building resources to facilitate community participation, and gathering feedback and decisions from community members across Affinity and Subregional Tables. A primary focus will be to facilitate the flow of information regarding HRTC priorities between stakeholders and the Steering Committee.

- (2) The Affinity Hub Leads will collect data from the Subregional Tables of each SPA, ensuring that the Affinity Hub Leads does not exclude any geographic subregion.

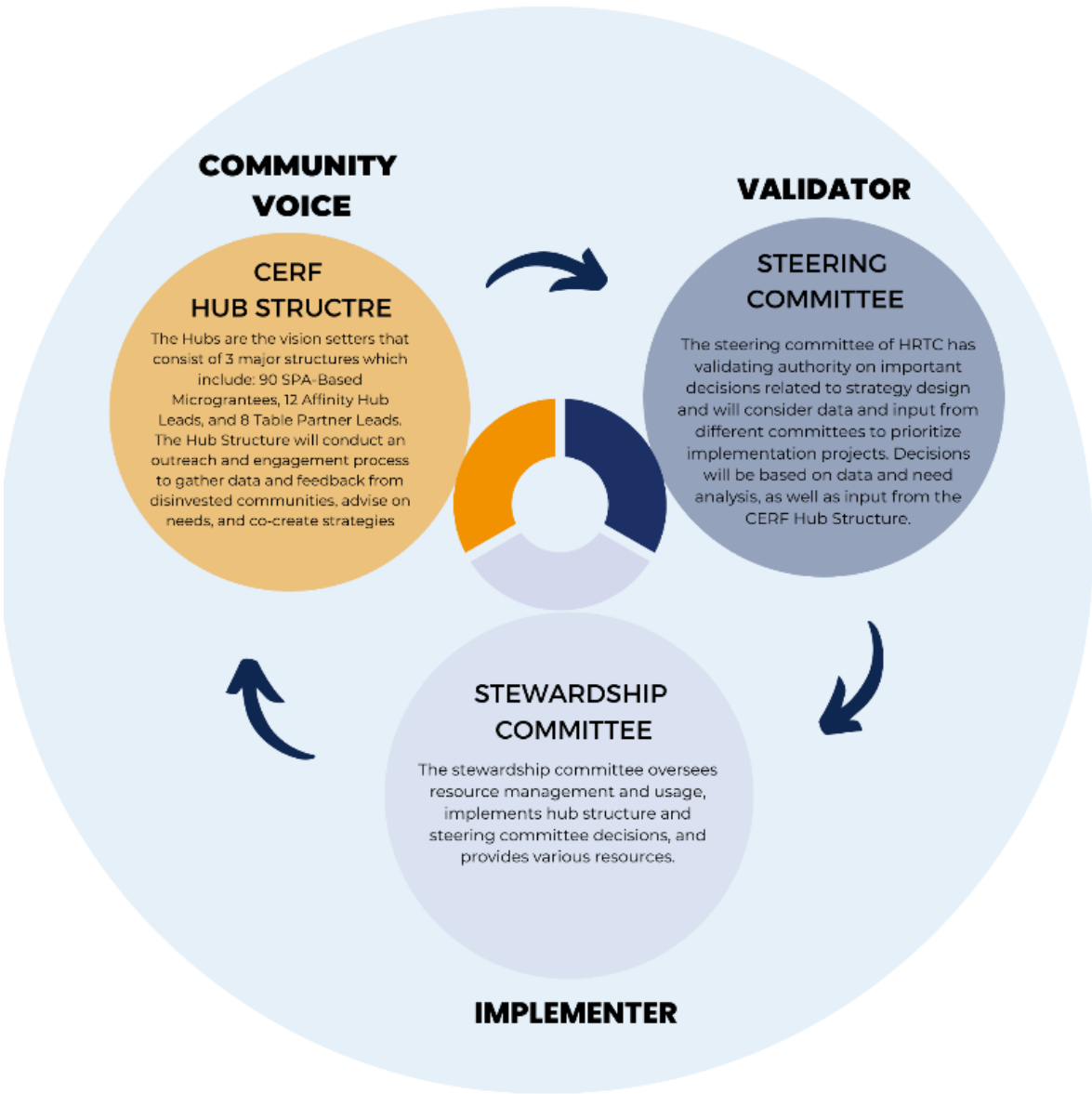
- c) **The Steering Committee** will be made up of a subset of the Affinity and Subregional Table representatives and Hub Leads, additional representatives to ensure the voice of all the required CERF-related stakeholder groups, and selected community members. A transparent electoral process will be used to select the membership of the Steering Committee. The Steering Committee will serve as the primary decision-making body for the

HRTC, with voting authority on major decisions related to the design and implementation of HRTC strategies for the region. Key decision points include; Budget Allocation, Goals/Outcomes and Types of Data, Outreach and Engagement Strategy, Regional Strategy (Phase 1), and Economic Development and Transition Roadmap Project Strategies to prioritize for implementation projects (Phase 2). These decisions will be informed by data and needs analysis, in addition to substantial input from the Affinity and Subregional Tables, Hub Leads, and the Stewardship Committee.

- (1) A supermajority (members of the Governance Committee have advocated for 75%-80% or more) of the seats on the Steering Committee will be dedicated to community-based leaders of disinvested communities, rooted in grass roots and community-based organizations. Priority will be given to leaders of organizations committed to equity, environmental justice, and advocacy for disinvested communities.

d) **The Stewardship Committee** will include the Convener and Fiscal Agent. The Stewardship Committee will also review data analysis, summarize concepts shared by data consultants with the Steering Committee, and play a primary role in the implementation of decisions made by the Steering Committee. The Stewardship Committee will have non-voting seats on the Steering Committee. The Stewardship Committee will also provide resources for training and capacity building, communications, ongoing engagement, contracting, and subcontracting. Previously, the Stewardship Committee consisted of four additional entities: a Data Lead, Governance Lead, Training/Capacity Building Lead and Outreach Lead - these roles were placeholder leads that the Convener could determine, if they were needed. The roles were presented prior to and without the knowledge as to how the Convener would go about conducting the work. As the Convener, LAEDC has determined that such roles do not need to be filled, as the duties are part of the responsibilities of the LAEDC CERF team with the exception of the Training/Capacity Building Lead. This role will be contracted and will not have a seat within the Stewardship Committee.

- 2. Below is a chart that outlines our democratic governance structure (Pages 4-5)



COMMUNITY VOICE

CERF HUB STRUCTURE

The Hubs are the vision setters that consist of 3 major structures which include: 90 SPA-Based Micrograntees, 12 Affinity Hub Leads, and 8 Table Partner Leads. The Hub Structure will conduct an outreach and engagement process to gather data and feedback from disinvested communities, advise on needs, and co-create strategies

VALIDATOR

STEERING COMMITTEE

The steering committee of HRTC has validating authority on important decisions related to strategy design and will consider data and input from different committees to prioritize implementation projects. Decisions will be based on data and need analysis, as well as input from the CERF Hub Structure.

STEWARDSHIP COMMITTEE

The stewardship committee oversees resource management and usage, implements hub structure and steering committee decisions, and provides various resources.

IMPLEMENTER

HUB STRUCTURE

Role Defined:

- **SPA-Based Micrograntees** are responsible for a specific thematic area within each SPA, EX: Youth in SPA 1-9. Their duties include gathering relevant data and community input, responding to data analysis, advising on key needs, co-creating economic development strategies, and summarizing concepts to inform the CERF planning process. They also hold monthly meetings and provide public updates to ensure hard-to-reach constituents have access to information.
- **Affinity Hub Leads** facilitate regular conversations within their respective affinity areas, respond to data analysis, identify community needs, share information with other community/business/industry cluster tables, provide capacity-building resources for community participation, and gather feedback and decisions from community members across Affinity and Subregional Tables. Their primary focus is to facilitate the flow of information regarding HRTC priorities between stakeholders and the Steering Committee.
- **Table Partner Leads**, meanwhile, support the work of small businesses, economic development, and other underrepresented populations that require additional data gathering and in-depth planning.

Representation:

- There are 90 SPA-Based Micrograntees, 12 Affinity Hub Leads, and 8 Table Partner Leads.
- The Hub structure is made up of all of the required stakeholder groups identified in the SFP.

STEERING COMMITTEE

Role Defined:

- The validating body for the HRTC will have the authority to vote on major decisions related to the design and implementation of HRTC strategies for the region.
- Will be responsible for deciding on key points such as budget allocation, goals/outcomes and types of data, outreach and engagement strategy, regional strategy (Phase 1), and economic development and transition roadmap project strategies to prioritize for implementation projects (Phase 2). These decisions will be based on data and need analysis, as well as input from the Affinity and Subregional Tables, Hub Leads, and the Stewardship Committee.

Representation:

- The Steering Committee will be comprised of 33 representatives of critical voices from government, labor, business, industry, and community stakeholders that serve as the primary decision-making body for the High Road Transition Collaborative.
- A supermajority of the seats on the Steering Committee is dedicated to community-based leaders of disinvested communities, rooted in grassroots and community-based organizations. Priority will be given to leaders of organizations committed to equity, environmental justice, and advocacy for disinvested communities.
- Members of the Steering Committee will be ineligible for grant funding in the Hub structure.
- The Fiscal Agent and Regional Convener will have non-voting seats on the Steering Committee.

STEWARDSHIP COMMITTEE

Role Defined:

- Responsible for overseeing the management and proper use of resources within an organization. One of their main tasks is to review data analysis, which involves examining data to identify trends, patterns, and insights that can be used to make informed decisions.
- Responsible for summarizing the concepts shared by data analysts with the steering committee. This involves taking complex technical information and presenting it in a way that is understandable and actionable for the rest of the collaborative.
- Plays a primary role in the implementation of decisions made by the steering committee. They ensure that decisions are carried out effectively and efficiently.
- Provides resources for training and capacity building, communications, ongoing engagement, contracting, and subcontracting. This includes identifying training needs, developing training programs, and providing support for communication and engagement initiatives. They also oversee the contracting and subcontracting process, ensuring that contracts are awarded fairly and that vendors are held accountable for delivering quality work.

Representation:

The Stewardship Committee is comprised of the Convener and Fiscal Agent.

II. Governance Structure

A. Steering Committee

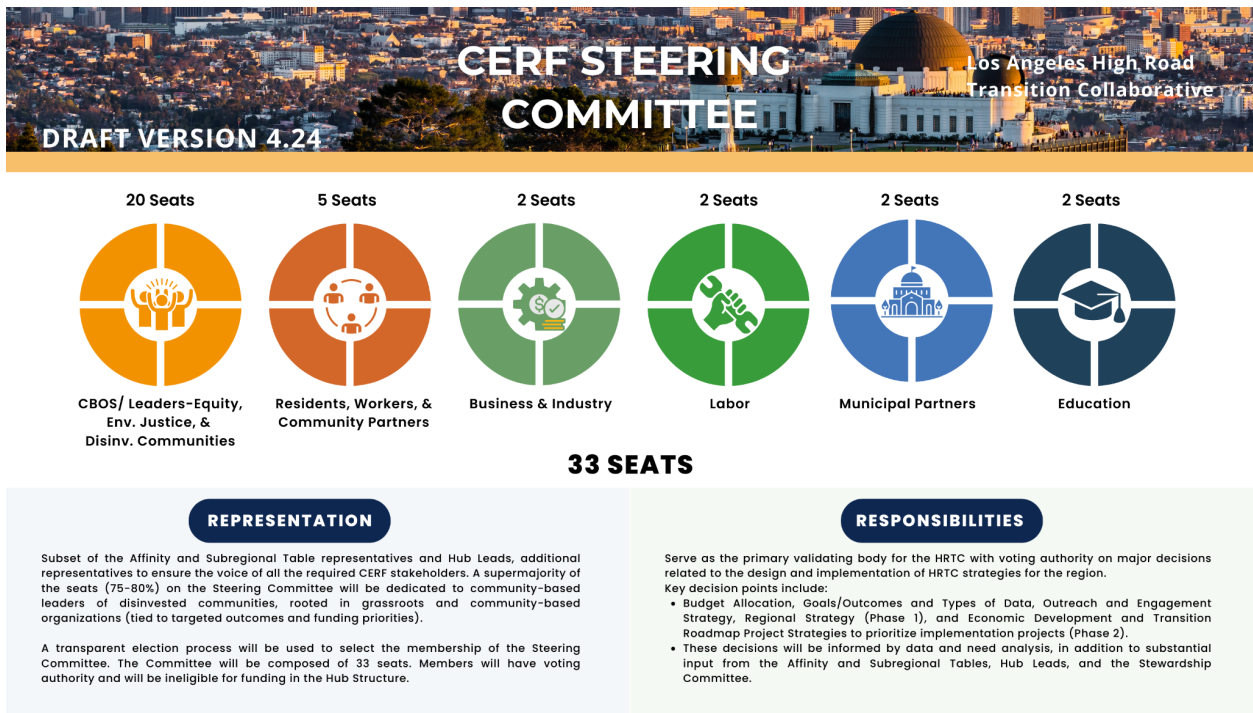
1. History of Number of Seats (see table on Pages 7-8)

- a) In July of 2022, the LA HRTC developed a Steering Committee structure of 17-21 seats. The LA HRTC advocated for 80% of those seats to be reserved for community based organizations, residents, workers, community partners, Black communities, and Native/Indigenous communities (CBOs and other community stakeholders). The remaining 20% were reserved for business, industry, labor, county departments, and one additional member as a reserve.
- b) The LA HRTC decided to increase the seats to 31 seats while expanding the range to 75%-80% of those seats for CBOs and other community stakeholders. Included in this rendition was 2 seats for Municipal Partners and 1 seat for Educational Partners. They removed the additional member option, Black community, and Native/Indigenous community seats.
- c) Since March of 2023, the LA HRTC has been considering voting to increase the seats to 33, while maintaining the 75%-80% mandate for CBOs and other community stakeholders. In this rendition, the LA HRTC collectively decided to increase the Educational Partner seats from 1 seat to 2 seats because 1 seat was not representative enough for both K-12 and post-secondary educational institutions. Consequently, the number of seats for CBOs committed to equity, environmental justice, and serving disinvested communities increased from 24-25 seats to adhere to the 75%-80% CBO mandate.

<u>July 2022 (estimated)</u>	<u>January 2023 (estimated)</u>	<u>March 2023 (estimated)</u>
<p>Made up of 17-21 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p>	<p>Made up of 31 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p>	<p>Made up of 33 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p>
<ol style="list-style-type: none"> 1. Community-Based Leaders (14-17 seats) - 80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (9 seats) b. Residents, workers, community partners (3 seats) c. Black communities (3 seats) d. Native/Indigenous communities (2 seats) 2. Business, Industry (2 seats) <ol style="list-style-type: none"> a. <i>Prioritize local, small businesses</i> 	<ol style="list-style-type: none"> 1. Community-Based Leaders (24 seats) – 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (19 seats) b. Residents, workers, community partners (5 seats) c. d. 2. Business, Industry (2 seats) <ol style="list-style-type: none"> a. <i>Prioritize local, small businesses</i> 3. Labor (2 seats) <ol style="list-style-type: none"> a. <i>Union leaders and organizers</i> 	<ol style="list-style-type: none"> 1. Community-Based Leaders (25 seats) – 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested Communities (20 seats) b. Residents, workers, Community partners (5 seats) c. d. 2. Business, Industry (2 seats) <ol style="list-style-type: none"> a. <i>Prioritize local, small businesses</i> 3. Labor (2 seats) <ol style="list-style-type: none"> a. <i>Union leaders and organizers</i>

<p>3. Labor (2 seats)</p> <p>a. <i>Union leaders and organizers</i></p> <p>4. County Departments (1-2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Additional Member – (1 no vote power with consistent membership if/when other positions rotate.</p>	<p>4. Municipal Partners (2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Education Partners (1 seat) K-12, Post-secondary</p>	<p>4. Municipal Partners (2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Education Partners (2 seats) K-12, Post-secondary</p>
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B. Below is a chart that reflects the latest Steering Committee rendition from March 2023.



III. Plans with Estimated Expenses

A. Convening the Collaborative and an inclusive regional planning process

1. The LA HRTC enacted a 45-day targeted outreach period from contract execution date. The LAEDC CERF team conducted a poll and presented it to the entire LA HRTC in one of the LA HRTC Biweekly Partner Meetings. This date was previously April 15th; however, to increase balanced representation, the LA HRTC voted to extend the deadline from April 15th to May 1st.



Outreach & Engagement Deadline Extension Poll

- The LA HRTC's Outreach and Engagement Committee established a 45-day period from contract execution date (March 1st, 2023) to onboard 500 partners to the LA HRTC. This was aimed to ensure balanced representation before finalizing and seating the Governance Structure.
- As deadlines have shifted by the state, we would like to poll the HRTC to see if the Outreach and Engagement Phase deadline should be extended.
 - Current deadline: April 15th
 - New deadline if extended: May 1st.

2. Line G of the proposed budget (Page 13) has \$135,000 earmarked for Events/Conferences. Line H has \$900,000 earmarked for Research, which will produce three reports that will inform the LA HRTC as to how to best proceed with completing the final plan to the state. (See table on Pages 10-12)

<p>SOW 1: Regional Summary, Labor Market Analysis, and SWOT Analysis</p> <p>The CERF Program requires a summary background of the demographic and socio-economic conditions of the region, highlighting areas with low and high economic diversification and resiliency, as well as any industry trends that impact the regional economy. The regional summary must identify regional inequities, such as economic, health, and environmental inequities, currently facing communities in the region.</p> <p>As a Part of the Regional Summary required by the CERF Program, we are seeking qualified consultants to summarize the Los Angeles County economy and its economic development environment, and to perform a Labor Market Analysis. Additionally, the selected consultant will collaborate to develop an in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT) is required for the CERF Program.</p> <p>Economy and Economic Development</p> <p>The Economy and Economic Development Summary must include the following analysis and discussion outlined in the tasks below:</p>	<p>SOW 2: Industry Cluster and SWOT Analysis</p> <p>The CERF Program requires an Industry Cluster Analysis and an in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT).</p> <p><u>Industry Cluster Analysis –</u></p> <p>TASK 1: The Industry Cluster Analysis is to provide a snapshot of current major industries as well as industry trends and projections. The analysis must also include:</p> <p>TASK 2: Include an in-depth analysis of potential growth clusters based on the region's:</p> <ol style="list-style-type: none"> comparative advantages, market trends, workforce, infrastructure assets, policy trends, aligned state/federal investments, supply chain, and innovation ecosystem. <p>Task 3: Identify major sources of GHG emissions, air and water pollution, and toxic or hazardous waste from existing or proposed clusters.</p> <p>TASK 4: Conduct measurements of potential for job growth within industries.</p> <p><u>SWOT Analysis</u></p> <p>An in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT) is required for the CERF Program, especially as it relates to equitable economic resilience and growth of sustainable industry</p>	<p>SOW 3: Climate and Environmental Impact and Public Health Analysis</p> <p>The CERF Program requires a summary background of the demographic and socio-economic conditions of the region, highlighting areas with low and high economic diversification and resiliency, as well as any industry trends that impact the regional economy. The regional summary must identify regional inequities, such as economic, health, and environmental inequities, currently facing communities in the region.</p> <p>As a Part of the Regional Summary required by the CERF Program, we are seeking qualified consultants to identify anticipated climate impacts and the factors that increase the region's vulnerability to those impacts, and to provide a public health analysis. Additionally, the selected consultant will collaborate to develop an in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT) is required for the CERF Program.</p> <p>Specifically, the Climate and Environmental Impact and the Public Health Analysis must include the following analysis and discussion outlined in the tasks below:</p>
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<p>TASK 1: Identify economic development opportunities and forces in the region.</p> <p>TASK 2: Review inequities in economic development across the region.</p> <p>TASK 3: Identify major low- and high- wage industries and occupations in the region.</p> <p>TASK 4: Explore economic well-being and cost of living across the region.</p> <p>TASK 5: Economic Shocks: Discuss the impacts caused by economic shocks (e.g., pandemics, natural disasters) or longer-term economic shifts (e.g., global market signals, automation, policy levers) in the region. These include economic harm to communities (i.e., workers, small businesses, impacted industries, the public sector, and selected regions and populations) as well as the potential for new economic development opportunities.</p> <p><u>Labor Market Analysis</u></p> <p>The Labor Market Analysis must provide a snapshot of labor and workforce dynamics in the region, including an overview of major employers, occupations, and wages, the impacts of the recent trends, changes, and forces on the labor market, and projected labor trends in existing key industries.</p> <p>The labor market analysis must also identify the following:</p>	<p>clusters. The SWOT analysis will draw from data and components covering Los Angeles County, developed for the CERF Program.</p> <p>TASK 4: The selected consultants will work collaboratively with those selected for other research elements being produced for the CERF Program to develop an in-depth SWOT analysis.</p>	<p><u>Climate and Environmental Impact</u></p> <p>TASK 1: Identify short term and long-term impacts of climate change on the people and economy of the region. These include disproportionate impacts on disinvested communities and expected increases in occupational hazards for workers.</p> <p>TASK 2: Identify major sources of air pollution, water pollution, toxic and hazardous waste and their impacts on diverse communities, especially disinvested communities.</p> <p>TASK 3: Identify major sources of Greenhouse Gas (GHG) emissions and their impacts on diverse communities, especially disinvested communities.</p> <p>TASK 4: Assess impacts of climate change on targeted emerging industries, sectors, or clusters and how these impacts might hinder success of the proposed plans and transition strategies (e.g., damage to critical infrastructure, loss of productivity, loss of population).</p> <p><u>Public Health Analysis</u></p> <p>Task 5: Provide a snapshot of the impacts of the current economic trends and climate change effects on public health, especially the impacts on disinvested communities.</p> <p>Task 6: Explore the main causes of chronic illnesses and diseases in the region, and whether and how they are related to economic</p>
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<p>TASK 6: Industry-specific labor standards that meet high-road priorities.</p> <p>TASK 7: Barriers that limit access to high-quality jobs.</p> <p>TASK 8: Relevant training programs, apprenticeships, or high road training partnerships in the region.</p> <p>TASK 9: Identify workers and sectors at risk of displacement due to identified trends and analyses.</p> <p><u>SWOT Analysis</u></p> <p>An in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT) is required for the CERF Program, especially as it relates to equitable economic resilience and growth of sustainable industry clusters. The SWOT analysis will draw from data and components covering Los Angeles County, developed for the CERF Program.</p> <p>TASK 10: The selected consultants will work collaboratively with those selected for other research elements being produced for the CERF Program to develop an in-depth SWOT analysis.</p>		<p>inequalities, climate impacts, environmental factors, etc.</p> <p>TASK 7: Analyze health disparities across the region, disaggregated by race, gender, and other demographics.</p> <p><u>SWOT Analysis</u></p> <p>An in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT) is required for the CERF Program, especially as it relates to equitable economic resilience and growth of sustainable industry clusters. The SWOT analysis will draw from data and components covering Los Angeles County, developed for the CERF Program.</p> <p>TASK 8: The selected consultants will work collaboratively with those selected for other research elements being produced for the CERF Program to develop an in-depth SWOT analysis.</p>
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3. However, the Regional Convener is currently looking for ways to scale back the scope of work for those above three reports in order to redirect some of those funds to pay for a process mapping plan which is estimated to cost \$80,000. This process mapping plan will include data-infused information that could help the LA HRTC decide how to best operationalize the outreach and engagement process. Line I has \$223,335 earmarked for Data Planning/Communication Tools for the LA HRTC that includes a website and CRM to display and distribute information

regarding CERF while providing digital features like digital signatures for efficiency. Line J includes \$1,968,000 earmarked for Community Engagement which will include planning table activities after the Steering Committee has been seated. Line K of \$295,000 is earmarked for Participant Compensation for residents who participate in the planned activities.

Line Item	Expense Item	Administrative Cost	Program Cost	Contract Amount (If Applicable)	Total Project Budget	Advance Pay***
A.	Staff Salaries	\$384,555.00	\$750,000.00	\$750,000.00	\$1,134,555.00	<input checked="" type="checkbox"/>
B.	Number of full-time equivalents (2 Fiscal Agent/ 5 Regional Convenor)					<input type="checkbox"/>
C.	Staff Benefit Cost	\$115,445.00	\$232,500.00	\$232,500.00	\$347,945.00	<input checked="" type="checkbox"/>
D.	Staff Benefit Rate (percent) 30% Fiscal Agent/ 31% Regional Convenor					<input type="checkbox"/>
E.	Staff Travel				\$0.00	<input type="checkbox"/>
F.	Operating Expenses		\$9,000.00	\$9,000.00	\$9,000.00	<input type="checkbox"/>
G.	Events/Conferences		\$135,000.00	\$135,000.00	\$135,000.00	<input type="checkbox"/>
H.	Research		\$900,000.00	\$900,000.00	\$900,000.00	<input checked="" type="checkbox"/>
I.	Data, Planning and Communication Tools		\$23,335.00	\$23,335.00	\$23,335.00	<input type="checkbox"/>
J.	Community Engagement		\$1,968,000.00	\$1,968,000.00	\$1,968,000.00	<input checked="" type="checkbox"/>
K.	Participant Compensation		\$295,000.00		\$295,000.00	<input type="checkbox"/>
L.	Furniture and Equipment					

4. Page 15 defines the funding for the CERF LA HRTC structure through a visual representation. There are proposed budget modification options, but for now, the LA HRTC will continue to follow the original budget which is as follows:

a) Given the extent and diversity of participating groups in the LA Region, the Outreach and Engagement budget includes 50 percent of the entire CERF budget, equal to \$2,500,000. The primary components of the budget include:

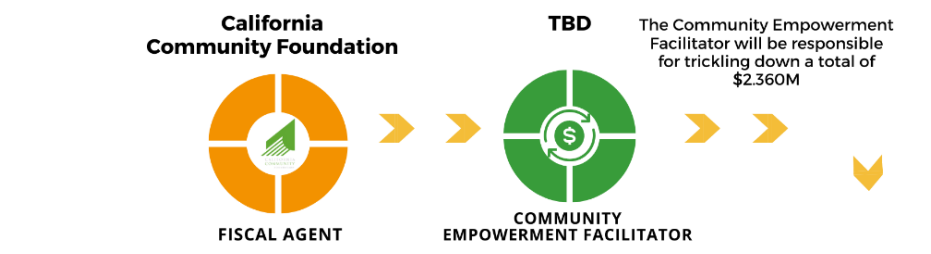
(1) A total of \$1,000,000 to provide grants of \$50,000 per organization for 12 Affinity Hub Leads, and 8 Table Partner Leads. The 12 Affinity Hubs will be organized to provide outreach and engagement in CERF planning around the following thematic areas: Youth; Families; Homeless, Veterans, and Seniors; Employers and Business; Economic Development; Sub-regional Engagement and Place Based Coalitions; Underemployed Adults; Labor and Workers;

Immigrants; Sustainability; Academia; and Institutional and Government.

- (2) The additional 8 Table Partner Leads will be organized to address groups that do not have sufficient representation in the 12 Affinity Hub structure.
- (3) The amount of \$900,000 in microgrants of \$10,000 per organization for 90 CBOs to facilitate their participation in CERF Outreach and Engagement activities. A total of 10 CBOs from each of the 8 SPA planning areas (with South LA divided for a total of 9 area) will be funded to support 10 CBOs representing the thematic areas identified as the 12 Affinity Hub areas (participation by organizations from the Academia and Institutional and Government Hub areas will be funded from other sources).
- (4) The amount of \$270,000 for local CBO Meeting Stipends, paid on an hourly basis to participants, equal to \$3,000 x 90 CBOs, to further support the ability of CBO representatives to participate in CERF Engagement and Outreach.
- (5) A total of \$135,000 for Geographic and Ethnic Planning Events, calculated at \$7,500 per event x 2 events x 9 SPA regions. These funds will enable the HRTC to facilitate participation in locally organized events that address the unique needs of specific groups and regions of the county.
- (6) The amount of \$75,000 to provide training to strengthen the capacity of community residents to take part in CERF planning and decision making.
- (7) A total of \$65,000 for technology and marketing costs related to outreach, which may include logo design, web hosting, meeting systems platform, social media, advertising, web chat, surveys, and a CRM database.
- (8) The amount of \$30,000 for Environmental Justice and Workforce Planning activities.
- (9) The amount of \$25,000 for local resident stipends, to facilitate participation in CERF meetings and planning activities.

DRAFT VERSION 4.24 Los Angeles High Road Transition Collaborative

CERF OUTREACH & ENGAGEMENT FUNDING STRUCTURE



AFFINITY HUB LEADS

Total \$600K
12 Affinity Areas x \$50k

- Youth
- Families
- Homeless Veterans & Seniors
- Employers & Business
- Economic Development
- Civic Eng. & Place Based Coalitions
- Sustainability
- Underemployed Adults
- Labor & Workers
- Immigrant
- Institutional Governments
- Academia

TABLE PARTNER LEADS

Total \$400K
8 Partner Leads x \$50k

- TBD
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD

CBO MICROGRANTEES

Total \$900K
90 SPA-Based Microgrants x \$10K

- Youth SPA 1-9
- Families SPA 1-9
- Homeless Veterans & Seniors SPA 1-9
- Employers & Business SPA 1-9
- Economic Development SPA 1-9
- Civic Eng. & Place Based Coalitions SPA 1-9
- Sustainability SPA 1-9
- Underemployed Adults SPA 1-9
- Labor & Workers SPA 1-9
- Immigrant SPA 1-9
- Institutional Governments SPA 1-9
- Academia SPA 1-9

*Institutional Governments and Academia will not be funded entities.

ADDITIONAL FUNDS

- \$270,000 - Local CBO Stipends | \$3,000 x 90 CBOs | Paid on an hourly basis to participants
- \$135,000 - Geographic and Ethnic Planning Events | \$7.5 x 2 events x 9 SPAs
- \$25,000 - Local Resident Stipends to facilitate participation in CERF meetings
- \$30,000 - Environmental Justice and Workforce Planning Activities

B. Developing a comprehensive plan for the region’s High Road transition (includes a plan and timeline for conducting the analyses and developing the roadmap defined in this solicitation)

- Below is a proposed timeline from a potential vendor (The Mark) for the workflow of outreach and engagement activities which will outline the tasks needed to be performed by the roles defined within the LA HRTC.

The Mark will work with the LAEDC to develop process mapping for outreach and engagement planning and implementation.

Evaluation task	04/17-04/21	04/24-04/28	05/01-05/05	05/08-05/12	05/15-05/19	05/22-05/26	05/29-06/02
Finalize scope of services							
The Mark to review CERF LA documents and prep for process mapping session							
Conduct process mapping sessions							
Create draft of process map							
Provide draft process map							
Process mapping session to discuss feedback on draft and to continue refining the process map							
Revise process map							
Provide draft #2 of process map for feedback/comments							
Make final revisions to process map							
Submit final process map							

- Below is a plan and timeline for conducting the analyses and developing the roadmap defined in this solicitation.

Objectives/Activities	Estimated Dates
Quarter 1	
Execute contract with Regional Convener	03/01/2023
Develop position descriptions and hire fiscal agent and regional convener program staff	03/01/2023 – 03/31/2023
Prepare outreach materials/website	03/01/2023 – 03/31/2023
Complete subgroup mapping, begin convening subgroup partners	03/01/2023 – 03/31/2023

Objectives/Activities	Estimated Dates
Quarter 2	
Submit Planning Phase Plan within the first two months of executing agreements with the State and the regional convener.	05/01/2023
RFPs released for CERF research	05/15/2023
Contracted research partners establish CERF benchmarks, conduct research on economic development, health and climate data for the region	04/01/2023 – 06/30/2023
Governance Structure finalized	06/06/2023
Subgroup and partner outreach	04/01/2023 – 06/30/2023
Engagement activities	04/01/2023 – 06/30/2023
Monthly project updates by Convener	04/01/2023 – 06/30/2023
Develop micro and subgrant processes and application portal	05/01/2023 - 05/31/2023
CCF Project Modification Due	06/06/23
Application released for CERF hub leads	06/01/23 - 06/30/23
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	04/20/2023 05/20/2023 06/20/2023
Quarter 3	
Contracts executed with hub leads	07/01/23 - 09/01/23
Subgroup data capture	07/01/23 - 09/01/23
Steering Committee members identified and convened	07/06/2023

Objectives/Activities	Estimated Dates
Submit Regional Summary Report (Part 1) to State 180 days after agreements with the state, regional convener, and research partners are executed	8/31/2023
Research partners present research results to Affinity and Sub-regional Tables/Hubs and Steering Committee	07/01/2023 – 09/30/2023
Affinity Hubs and Steering Committee review and analyze research data in dialogue with disinvested communities	07/01/2023 – 09/30/2023
Engagement and planning activities	07/01/2023 – 09/30/2023
Staff monitoring and coordination of activities	07/01/2023 – 09/30/2023
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	07/20/2023
	08/20/2023
	09/20/2023
Quarter 4	
Research partners continue presentation of research results to sub-regional Tables/Hubs and Steering Committee	10/01/2023 – 12/31/2023
Sub-regional Tables/Hubs and Steering Committee continue to review and analyze research data in dialogue with disinvested communities	10/01/2023 – 12/31/2023
HRTC begins development of recovery and transition strategies	10/01/2023 – 12/31/2023
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	10/20/2023
	11/20/2023
	12/20/2023
Quarter 5	
Select microgrant/outreach subgrantees	01/01/2024 - 03/01/2024
Research partners support development of CERF strategies	01/01/2024 - 03/01/2024

Objectives/Activities	Estimated Dates
Steering Committee, in consultation with Sub-regional Tables/Hubs, continues development of recovery/transition strategies	01/01/2024 – 03/31/2024
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	01/20/2024
	02/20/2024
	03/20/2024
Quarter 6	
Research partners continue to support development of CERF strategies	04/01/2024 – 06/30/2024
Steering Committee, in consultation with Sub-regional Tables/Hubs, completes development of recovery/transition strategies plans and develops/considers potential implementation strategies to propose for Phase 2	04/01/2024 – 06/30/2024
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	04/20/2024
	05/20/2024
	06/20/2024
Submit Regional Summary Report (Part 2) to State	06/30/2024
Quarter 7	
Research partners/professional drafters prepare/design final report for the region with approvals of HRTC	07/01/2024 – 09/30/2024
Steering Committee and Stewardship Committee finalize proposed projects for implementation phase	07/01/2024 – 09/30/2024
Submit monthly progress and budget reports at the end of each month. Data collection from partners may require an additional 15 day window at the month close.	07/20/2024
	08/20/2024
	09/20/2024

Objectives/Activities	Estimated Dates
Lessons Learned and evaluation reports submitted to State at the end of the planning phase	09/30/2024
Submit a close out package/report to the State	09/30/2024 - 11/01/2024 (or 60 days after the close of the planning phase)

End of Planning Phase Plan