

Southern Border Coalition - Organization Bylaws
CA Community Economic Resilience Fund – Southern Border Region



Mission Statement

The Southern Border Coalition’s mission is to develop a comprehensive regional economic plan that supports high-road jobs, an inclusive transition to a net-zero economy and empowers and uplifts disinvested communities by fostering equity and creating sustainable opportunities for growth.

The Southern Border Coalition believes that every individual deserves the chance to reach their full potential. We are committed to addressing the systemic barriers to inclusive community engagement and building a future where everyone has equitable access to resources, opportunities, and a thriving quality of life.

To fulfill our mission, we will actively engage with disinvested communities, listening to their needs and perspectives on the future they want for their families and neighborhood. We will work collaboratively with community leaders, local organizations, and individuals to co-create solutions that address the root causes of economic, health, and environmental inequity to ensure lasting impact.

We advocate for policies and practices that promote social and economic justice, challenging systems that perpetuate inequality. Through community education, empowerment, and ownership in decision making, we seek to create agency and resilience within disinvested communities, enabling them to actively participate in shaping their future.

Equity is at the core of our values and decision-making processes. We prioritize inclusivity, diversity, and cultural sensitivity, recognizing that true equity can only be achieved by honoring and celebrating the unique experiences and perspectives of all individuals.

As Southern Border Coalition Members, we commit ourselves to transparency, accountability, and accessibility regularly assessing and evaluating the impact of our initiatives. We continuously learn, adapt, and improve our strategies to ensure that our efforts lead to meaningful and sustainable quality-of-life improvements to the region and especially those who live and work in disinvested communities.

Together, with disinvested communities and our co-conveners, HRTC members, other community partners, stakeholders, and collaborators, we envision a future where every person has equitable access to education, healthcare, housing, employment, and opportunities for personal and professional growth. By focusing on disinvested communities and striving for equity, we believe we can build a more just and inclusive society for all.

Vision Statement

"Our vision is to foster inclusive and sustainable economic development in the Southern Border Region by empowering and uplifting disadvantaged communities, ensuring equitable access to opportunities, resources, and growth."

The Southern Border Coalition is dedicated to promoting inclusivity and supporting disadvantaged communities in their pursuit of economic prosperity. We envision a future where every individual, regardless of their background or circumstances, has equal access to opportunities that can enhance their quality of life. By implementing inclusive practices, we aim to bridge the gaps that hinder the progress of marginalized groups and create a level playing field for all.

Our vision emphasizes the importance of empowerment, upliftment, and community ownership in decision making. We recognize that disadvantaged communities often face systemic barriers and lack resources necessary for sustainable development. Therefore, the Southern Border Coalition is committed to providing the support, tools, and training required to enable individuals and communities to unlock their full potential. Through the CERF planning process, we aim to empower individuals to become leaders in their economic landscape, thereby fostering self-sufficiency and long-term success.

Equity lies at the heart of our vision. We aspire to eliminate disparities by addressing the root causes of economic inequality and advocating for policies and investments that promote fairness and justice. We firmly believe that a thriving economy is built upon the principles of equal access, fair representation, and social cohesion. By championing inclusive practices, we strive to create an environment where everyone has an opportunity to thrive, contribute, and benefit from sustainable economic development.

Key Outcomes & Metrics of Success

The Southern Border Coalition understands the importance of measuring the impact and success of our efforts in promoting inclusive economic development. By employing a comprehensive set of metrics, we ensure accountability, transparency, accessibility, and continuous improvement in our initiatives. These metrics serve as indicators of progress and guide our decision-making process, enabling us to create lasting positive change in disadvantaged communities. Key Outcomes & Metrics of Success include -

1. The Regional Roadmap produced by the HRTC and Coalition stakeholders includes tangible high-quality job creation targets in sustainable industries, informed on the needs of disinvested communities.

2. The Regional Roadmap and planning process identifies key investment areas and workforce development needs to prepare for green transitions and emerging sustainable industries.
3. The Regional Roadmap specially addresses how to build wealth in disadvantaged communities.
4. At least 50 non-HRTC members engaged in the Phase I and Phase II Planning activities.
5. Hold at least four (4) meetings per Subregional HRTC Sector Table to get a deeper understanding of each sector's needs and opportunities.
6. The Regional and Subregional HRTCs will have a composition of at least 50% of participants from entities representing or working with disinvested communities.
7. Tracking participation of marginalized individuals and disinvested communities and, as necessary, deploying additional resources to increase participation to ensure nontraditional players are involved and empowered in making decisions.
8. Tracking the number of public meetings and events held to share information about the CERF planning process and gather input on the needs and priorities for inclusion in the Regional Plan.
9. Tracking the level of engagement in the decision-making process by residents and businesses located in disinvested communities and, as necessary, deploying resources to improve engagement.
10. Requiring that all HRTC documents are translated into Spanish and other languages relevant to community members within the region.
11. Requiring that all HRTC meetings have translators for Spanish and other relevant languages of attendees.

Article I: Southern Border Coalition

Section 1: Organization Name

The name of the organization shall be Southern Border Coalition, hereinafter referred to as the "Coalition".

Section 2: Purpose

The purpose of the Coalition is to facilitate the development of a regional economic development plan that empowers, uplifts, and facilitates community ownership in decision making for the region and, especially, disinvested communities by fostering equity and creating sustainable opportunities for growth. The Coalition is committed to addressing systemic barriers, advocating for social and economic justice, and driving positive change through collaborative efforts with disinvested communities, community leaders, and local organizations.

Section 3: Public Engagement

The Coalition supports the development of an comprehensive and accessible community engagement plan that emphasizes the sharing of information and gathering of perspectives from individuals who live and work in disinvested communities.

- The Coalition is committed to ensuring culturally inclusive engagement practices and providing resources to support community members in learning about the regional planning process and effectively communicating their priorities and perspectives.
- The digital divide is a serious barrier to inclusive community engagement in the Southern Border Region. The Coalition will overcome digital technology access issues and digital literacy gaps by leveraging mobile devices, highlighting where community-owned technologies are available, and providing tablets and other technology at outreach events.
- To address financial and practical barriers to individuals from disinvested communities and organizations that serve these communities, the Coalition will leverage its grant funding and provide practical resources (meals, childcare) to foster wide community participation in the subregional planning process.

Section 4: Research

- The timing of the research will align with the subregional planning discussions and applicable deadlines set by the CERF State sponsors.
- Regional and Subregional HRTC members will be provided sufficient time to review and provide feedback on data, research, and deliverables.
- Regional and Subregional HRTC's may recommend data, research, and other information to be included in the Regional Summary of the Regional Plan – Part 1 and be considered when crafting the roadmap in part 2 of the Regional Plan.
- Hyperlocal data, oral histories, and other research methodologies historically excluded from local planning processes shall be brought into the research and/or plan development process.
- Data drawn from prior studies, especially information related to disinvested communities, the study methodology will be vetted by the Subregional HRTC to ensure misconceptions, inappropriate generalizations, and inaccurate collection models are not amplified and brought into the CERF regional planning process.
- The Subregional HRTC may develop further policies that meet the unique needs of their area and facilitate input and engagement about stakeholders, with an emphasis on disinvested communities.

Section 5: Inclusive Planning Commitments

The Coalition is committed to continually building and strengthening the capacity of Coalition stakeholders to freely participate and lead planning discussions that impact their lives. The credibility of the HRTC will be judged on its ability to recenter public policy discussions to include voices who have historically been excluded.

In undertaking this work, the Coalition recognizes that the Regional HRTC has the responsibility to adapt the engagement process to make it more accessible and not the job of the disinvested community member to conform to the Regional and Subregional HRTCs planning methodology. The Coalition further acknowledges that inclusive policies and meeting methods do not overburden stakeholders who want to participate nor require financial sacrifices from those whose voices are intended to be uplifted in the planning process.

Meetings will be conducted in an open, inclusive, accessible, and transparent process. To accomplish this objective, the HRTC will adhere to the following:

- *Meeting Schedule:* The Coalition will collaboratively develop a meeting schedule covering the planning grant period. A current copy of the schedule will be posted on the website.
- *Remote Meeting Participation:* Regional and Subregional HRTC meetings will have an online option for participation. To the extent possible, all Subregional Sector Table meetings will also have an online opportunity to participate.
- *Pre-Meeting Agendas:* All Coalition related agendas will be distributed at least 72 hours before the meeting. The agendas will also be posted on the CERF website to the extent possible.
- *Notice of Voting:* When voting is anticipated to be part of a meeting, as is possible, those agenda items, including a description of the issue under consideration, will be identified on the agenda.
- *Pre-Meeting Sharing of Documents:* Drafts of all Coalition related documents that will be voted upon will be made available at least 72 hours before the meeting.
- *Transparency in Collection of Information:* Deadlines for providing input to Regional and Subregional HRTC documents will be clearly stated when the drafts are made available, and these deadlines will be respected.
- *Meeting Transparency:* A draft written summary of actions taken, and other meeting highlights will be available within three business days and posted on the CERF website within four business days. The minutes will be adopted at the following meeting and are not final until the minutes have been approved.
- *Approval Before State Submission:* All documents submitted to the state on behalf of the HRTC, Co-conveners, and Fiscal Agent will be approved by the Regional HRTC.
- *Granting Access:* Technology products will be provided to Coalition stakeholders who want to participate but do not have reasonable access to online resources.
- *Open Communication:* HRTC materials, to the greatest extent possible, will be available in English and Spanish on the website. The website will also be ADA-compliant.
- *Inclusive Engagement:* Coalition stakeholders who haven't had an opportunity to share their perspectives will be provided an opportunity to speak.
- *Research Accountability:* Data and other research will be shared well before deadlines to provide adequate time for the Subregional HRTCs to review and provide comments and have those comments reflected in planning documents.

- *Shared Documentation:* The work of the Regional and Subregional HRTC belongs to the community. Data and research used to develop planning documents, as well as the planning documents themselves, are considered public and shall be utilized by community members as needed. Research documents and data will be stored and made easily accessible to all community members on the CERF website for at least 5-years.

Article II: Coalition Membership

Section 1: Eligibility

Membership in the Coalition shall be open to individuals, organizations, and entities that support the mission and values of the Coalition and are dedicated to serving the region, especially disinvested communities within the Southern Border Region.

Section 2: Commitment

All members of the Coalition shall agree to the Southern Border Coalition Mission Statement, Vision, and bylaws which include a commitment to respectfully serve and uplift marginalized populations. This commitment shall guide the actions and initiatives of the Coalition and its members.

Section 3: Participation

Every HRTC member shall commit to all of the following:

1. Participate in at least one Stakeholder Subregional Sector Table.
2. Contribute information about their organization for the Stakeholder Mapping exercise. The Stakeholder map is a required element of the CERF Grant.
3. Vote on the Subregional and Regional Plan Part I and Part II. Submittal of the regional plan – Part I and Part II is required for the CERF program.
4. Attend Regional and Subregional HRTC meetings.

Article III: Coalition Membership & Structure

Section 1: Subregions

The Coalition will use a subregional approach to guide its community engagement activities, research, and develop its economic recovery and transition plan. One subregion covers Imperial County, and one subregion covers San Diego County.

The duties and responsibilities of the Subregional HRTC shall include:

1. *Advise on Inclusive Policies and Practices:* Subregional HRTCs will contribute their expertise and knowledge to shape policies, guidelines, and practices that promote inclusivity and address systemic barriers. They provide insights on strategies to ensure equitable access to CERF opportunities, resources, and economic benefits.
2. *Assess and Address Disparities:* Subregional HRTCs will be provided data, research, and reports to identify disparities and inequities in economic development. They will work

collaboratively to develop and promote targeted interventions, investments, and projects that address these disparities, aiming to uplift marginalized communities and reduce inequalities in the CERF planning activities.

3. *Collaborate with Community*: Subregional HRTCs will engage with local community organizations, advocacy groups, and stakeholders in their Sector to understand the unique needs and challenges faced. They will work together to develop collaborative solutions, ensuring that the voices and perspectives of these communities are heard and integrated into the CERF planning activities.
4. *Develop Inclusive Programs and Initiatives*: Subregional HRTCs will contribute to the design, implementation, and evaluation of programs and initiatives that foster inclusive economic development in their Sector. They will consider factors such as accessibility, cultural relevance, and community engagement in the CERF planning process to ensure that these initiatives effectively address the specific needs of disadvantaged communities.
5. *Promote Capacity Building*: Subregional HRTCs will support efforts to enhance the capacity of individuals and organizations in disadvantaged communities. Advocating for initiatives and investments that provide training, education, mentorship, and resources to promote economic empowerment and self-sufficiency in the CERF planning process.
6. *Monitor and Evaluate Impact*: Subregional HRTCs may establish additional metrics and indicators to monitor the impact of CERF planning activities. This helps inform decision-making, identify areas for improvement, and ensure accountability in achieving the goals of the CERF planning activities.
7. *Advocate for Policy Change*: Subregional HRTCs and the Regional HRTC may engage in advocacy efforts to promote policy changes that advance inclusive economic development. They should collaborate with policymakers, government agencies, and other stakeholders to advocate for equitable policies, regulations, and funding mechanisms that support disadvantaged communities throughout the CERF Planning process. This shall prohibit lobbying activity, with all members being in compliance with state and/or federal law.
8. *Raise Awareness and Build Networks*: Subregional HRTCs will work collaboratively with HRTC Sector Leads to raise awareness about the importance of the CERF planning process by actively engaging in public speaking, community outreach, and networking opportunities. They will help build partnerships, alliances, and collaborations with stakeholders to amplify the impact of the CERF planning process.
9. *Foster a Culture of Inclusion*: Subregional HRTCs will promote a culture of inclusivity within the Southern Border Coalition. They will foster an environment where different perspectives and experiences are valued, respected, and actively sought.
10. *Stay Informed & Educate*: Subregional HRTCs will assist the Regional HRTC and sector tables by sharing best practices, research, and emerging opportunities in the Southern Border Region.

By fulfilling these duties, the Subregional HRTCs will contribute to creating a more equitable and inclusive economic landscape, where all individuals and communities can thrive and benefit from both CERF investments and inclusive economic development.

Section 2: Co-conveners

The Co-conveners, as identified in the Southern Border Coalition Memorandum of Understanding dated December 17th, 2023, shall, at a minimum, convene community members, disseminate information, host meetings, and serve as advisors to the Coalition. They shall prioritize equity in outreach efforts, ensure the Subregional HRTC tables serve disinvested communities, and guide the Coalition and its members. Quorum at Regional and Subregional HRTC meetings and Subregional Sector Table convenings shall require the presence of at least one Co-convener, and their active participation is encouraged to ensure equity and inclusivity.

The Co-conveners are:

- San Diego State University
- Comite Civico del Valle
- San Diego Regional Policy & Innovation Center
- Imperial Valley Equity & Justice Coalition
- SBCS
- Universidad Popular
- IV Wellness Foundation
- San Diego & Imperial Counties Labor Council

Section 3: HRTC Sector Tables

The Coalition shall recognize, facilitate, and provide a platform to hear from fifteen Sector Tables within each subregion of the HRTC (12 defined by the State Community Economic Resilience Framework and 3 approved for addition by the Co-conveners) to ensure diverse representation and comprehensive engagement. The Sector Tables shall include Labor, Businesses, Grassroots and Community, Government, Economic Development, Philanthropic Organizations, Education and Training, Workforce Development, Environmental Justice, Worker Centers, Disinvested Communities, California Native American Tribes, Youth, LGBTQIA, and Farmworkers. A Subregional HRTC may combine or provide for joint Sector Table meetings as needed to facilitate meaningful planning engagement.

Each Subregional HRTC shall include an Equity Committee, in addition to other committees determined by Subregional HRTC's to be relevant given subregion needs. The Equity Committee will review and make recommendations on issues of inclusion and equity, including, but not limited to, communication materials, research, planning practices and policies.

Section 4: HRTC Sector Leads

Each sector within the Subregional HRTC shall elect a Sector Lead for participation on the Subregional HRTC who demonstrates a strong commitment to and experience serving disinvested communities. The Sector Lead shall be responsible for representing their sector, connecting with disinvested communities relevant to their sector, convening their sector, attending HRTC Regional and Subregional meetings, and sharing insights and information with the HRTC.

Subregional Sector Leads shall include the following:

- *Disinvested Community Sector Lead*: a resident from a disinvested community.
- *Grassroots & Community-Based Organization Sector Lead*: a representative from a grassroots organization, community-based organization, a community organizer, or a

community member.

- *Organized Labor Sector Lead*: a representative from a labor organization that represents workers within the subregion.
- *Business Sector Lead*: a representative from a business association with experience in serving small business owners, business owners in disinvested communities, and other business owners historically excluded from economic development and land use discussions.
- *Government Sector Lead*: a representative from a local, regional, federal, or state government agency that, among other responsibilities, has a duty to serve individuals, families, and businesses in disinvested communities.
- *Economic Development Sector Lead*: a representative from economic development agencies with experience and a mission to serve the needs of disinvested communities and experience in clean energy technologies and other priority industries.
- *Philanthropy Sector Lead*: a representative from a philanthropic organization with a track record of serving the needs and interests of individuals, families, and businesses in disinvested communities.
- *Education Sector Lead*: a representative from an education and training provider with experience in assisting students obtain the skills needed to be successful in a 21st century economy, including ESL students, students with disabilities, and other students who face systemic barriers to success with an emphasis on public education providers.
- *Workforce Training Sector Lead*: a representative from a workforce entity with experience and a successful track record in assisting workers in obtaining the skills needed to transition from entry-level jobs to high-road careers in priority industry sectors with an emphasis on free and low-cost education providers.
- *Environmental Justice Sector Lead*: a representative from an EJ organization that has experience working and engaging with residents in the subregion.
- *Worker Center Sector Lead*: a representative from worker centers located in the subregion that also has experience in helping residents learn the skills needed to transition from entry-level jobs to high-road careers.
- *Youth Sector Lead*: a representative from a disinvested community engaged in youth activities that is between the ages of 15 and 24.
- *LGBQAI Sector Lead*: a representative from the LGBTQAI community.

- *California Native American Tribal Government Sector Lead*: a representative of a California Native American Tribe that provides or facilitates the delivery of health, housing, environmental, or economic development services to lower-income tribal members.
- *Farmworkers Sector Lead*: a representative from the farmworker community.

Section 5: Election Process

The election of Subregional HRTC Sector Leads shall be conducted through a voting process within each respective subregional sector. Candidates must provide a statement of commitment to disinvested communities, prior experience in serving them, and other qualifications supporting their candidacy to serve as an effective Sector Lead. A public comment period shall be included to allow conveners, HRTC members, and other stakeholders to provide comments regarding candidate qualifications.

Article IV: Duties of HRTC Sector Leads

Section 1: Duties HRTC Sector Leads

The duties and responsibilities of the HRTC Sector Leads shall include:

1. *Advise on Inclusive Policies and Practices*: HRTC Sector Leads will contribute their expertise and knowledge to shape policies, guidelines, and practices that promote inclusivity and address systemic barriers. They provide insights on strategies to ensure equitable access to CERF opportunities, resources, and economic benefits.
2. *Assess and Address Disparities*: Working in collaboration with the Subregional HRTC, the HRTC Sector Leads will be provided data, research, and reports to identify disparities and inequities in economic development. They will work collaboratively to develop and promote targeted interventions, investments, and projects that address these disparities, aiming to uplift marginalized communities and reduce inequalities in the CERF planning activities.
3. *Collaborate with Community*: Working in collaboration and coordination with the Subregional HRTC, the HRTC Sector Leads will engage with local community organizations, advocacy groups, and stakeholders in their Sector to understand the unique needs and challenges faced. They will work together to develop collaborative solutions, ensuring that the voices and perspectives of these communities are heard and integrated into the CERF planning activities.
4. *Develop Inclusive Programs and Initiatives*: HRTC Sector Leads will contribute to the design, implementation, and evaluation of programs and initiatives that foster inclusive economic development in their Sector. They will consider factors such as accessibility, cultural relevance, and community engagement in the CERF planning process to ensure that these initiatives effectively address the specific needs of disadvantaged communities.
5. *Promote Capacity Building*: Working in collaboration and coordination with the Subregional HRTC, the HRTC Sector Leads will support efforts to enhance the capacity of individuals and organizations in disadvantaged communities. Advocating for initiatives and investments that

provide training, education, mentorship, and resources to promote economic empowerment and self-sufficiency in the CERF planning process.

6. *Monitor and Evaluate Impact:* HRTC Sector Leads may establish work with the member of their sector table to develop recommendations to the Subregional HRTC regarding additional metrics and indicators to monitor the impact of CERF planning activities. This helps inform decision-making, identify areas for improvement, and ensure accountability in achieving the goals of the CERF planning activities.
7. *Raise Awareness and Build Networks:* Working in collaboration and coordination with the Subregional HRTC, the HRTC Sector Leads will raise awareness about the importance of the CERF planning process by actively engaging in public speaking, community outreach, and networking opportunities. They will help build partnerships, alliances, and collaborations with stakeholders to amplify the impact of the CERF planning process.
8. *Foster a Culture of Inclusion:* HRTC Sector Leads will promote a culture of inclusivity within the Southern Border Coalition. They work to ensure diversity and inclusivity within the Regional and Subregional HRTC, fostering an environment where different perspectives and experiences are valued, respected, and actively sought.
9. *Stay Informed and Educate:* HRTC Sector Leads will stay informed about best practices, research, and emerging opportunities in the Southern Border Region. They will actively share knowledge and resources with the Regional and Subregional HRTCs and Coalition stakeholders.

By fulfilling these duties, HRTC Sector Leads will contribute to creating a more equitable and inclusive economic landscape, where all individuals and communities can thrive and benefit from both CERF investments and inclusive economic development.

Article V: Decision-Making and Voting

Section 1: Governance Structure

The Governance Structure of the Southern Border Regional HRTC Table and Subregional HRTC Tables is centered on disinvested communities and impacted workers. The foundation of the inclusive planning effort is sharing information, and perspectives gathered through intentional and ongoing community and stakeholder engagement. Before the Regional and Subregional HRTC takes any action, drafts of these documents will be shared with the subregions for review and comment. Draft documents will be modified to reflect this input before the Regional and Subregional HRTC approves the document.

To best meet these planning objectives, the primary work of the HRTC shall be organized through two Subregional HRTC Tables, one representing Imperial County and one representing San Diego County. The Subregional HRTCs will come together to form the Regional HRTC.

Each of stakeholder sectors may hold separate planning tables to share information and gather input to help inform the CERF planning process, including providing input on draft documents and decisions before their approval by the Regional and Subregional HRTC. The Subregional HRTC shall coordinate these subregional stakeholder tables and may approve joint meetings of the stakeholder sector tables or the combining of the stakeholder sector tables to enhance, expedite, or facilitate the planning activities.

Regional and Subregional HRTC table meetings will be open to the public. Any community member stakeholders who would like to participate in these forums who are not designated HRTC members may do so in an informal capacity (i.e., will not participate in voting or other formalized capacities as outlined for Co-Conveners and HRTC members).

The table below quantifies the available seats on the Regional HRTC and their weighted voting on Regional HRTC proposals:

Sector	IV	SD	*% Voting in SBC Regional HRTC Table
Labor organizations	2	2	8%
Employers, businesses, and business associations	1	1	4%
Grassroots and community-based organizations, community organizers, and community members	3	5	14%
Government Agencies	1	2	6%
Economic development agencies	1	2	6%
Philanthropic organizations	1	1	4%
Education and Training Providers	1	1	4%
Workforce Entities	1	1	4%
Environmental Justice Organizations	1	3	8%
Worker Centers	1	1	4%
Disinvested Communities	5	7	22%
CA Native American Tribes	1	1	4%
Youth	1	1	4%
LGBTQIA	1	1	4%
Farmworkers	1	1	4%
TOTAL	22	30	100%

**% voting per sector rounded to accommodate reaching 100%*

Section 2: Voting Structure

Decisions within the Coalition's Regional and Subregional HRTC shall be made through a two-thirds majority vote to strive for consensus. Each HRTC Sector Lead shall have one vote.

Section 3: Additions

In the event of adding a new Sectors, adjustments shall be made to ensure proportional representation, and the addition will coincide with the proportional reduction in voting capacity.

Article VI: Removal of HRTC Sector Leads

Section 1: Grounds for Removal

A Sector Lead of the HRTC may be removed and replaced from their position if any of the following grounds are established:

1. *Lack of Attendance:* The member fails to attend or send alternative representative to two HRTC meetings within six months.
2. *Undisclosed Conflict of Interest:* The member fails to disclose any conflict of interest despite being aware of its existence that could compromise their impartiality, objectivity, or ability to fulfill their responsibilities within the coalition and the communities they represent.
3. *No Longer Part of HRTC Sector:* The member is no longer a part of the HRTC sector they were elected to represent due to changes in employment or organizational affiliation.

Section 2 Initiation of Removal

The HRTC subregional table or stakeholder Sector Table may bring forth concerns regarding the removal or replacement of an HRTC Sector Leader representing a particular organization. Such concerns shall be submitted in writing to the HRTC and Co-conveners, detailing the reasons for the proposed removal.

Section 3: Review and Decision

The Subregional HRTC shall review the submitted concerns and assess whether they have merit based on the established grounds for removal. The member in question shall be provided with an opportunity to present their perspective and respond to the allegations.

Section 4: Voting Process

If the Subregional HRTC determines that there is a sufficient basis for removal, a voting process shall be conducted to decide on the removal or replacement of the member. A two-thirds majority vote of the Subregional HRTC shall be required for the decision to be approved.

Section 5: Notification and Transition

Upon the removal or replacement of a member, the Subregional HRTC shall notify the affected member, their respective organization, and the Sector Table they represent promptly. The transition process for appointing a new member from the same organization or sector shall be initiated in a timely manner.

Section 6: Appeals

The removed or replaced member may appeal the decision to the Regional HRTC within a 7-day period, providing additional evidence or arguments to support their case. The Regional HRTC shall consider the appeal and make a final determination.

Section 7: Effective Date

The removal of HRTC Sector Leads shall become effective immediately upon approval by the Subregional HRTC, unless otherwise specified.

Article VII: Communication Strategy

Section 1: Overview

Coalition outreach efforts will be multi-faceted, utilizing various channels and strategies to reach a wide range of regional stakeholders, especially those in disinvested communities. Coalition members will actively engage with community organizations, local leaders, and residents to understand their perspectives, gather feedback, and involve them in the decision-making process. Coalition members will seek opportunities to participate in community events, forums, and meetings, where we can share information, listen to concerns, and establish meaningful connections.

In addition, the Coalition understands the importance of utilizing digital platforms to expand our reach and accessibility. The Regional Convener will maintain an active online presence through our website, social media channels, and email newsletters. These platforms will serve as valuable resources for sharing updates, highlighting success, and providing relevant information about CERF planning activities.

Transparency is a core principle guiding our public updates. The Coalition will provide regular progress reports, sharing key milestones, outcomes, and lessons learned. The Coalition will ensure that our updates are clear, concise, easily understandable and translated into regionally relevant languages to foster meaningful engagement with the public. By prioritizing outreach and public updates, the Coalition aims to create a collaborative and inclusive environment where communities and individuals feel informed, engaged, and empowered.

Section 2: Website

The Southern Border Coalition webpage will, at a minimum, include the following:

- Copy of the Application, MOU, and Updated Planning Work Plan
- Graphic of the Governance Structure
- Contact information for the Convener, Co-Conveners, Fiscal Agent, and Subregional HRTC Sector Leads
- A list of all partner organizations
- A calendar of HRTC meetings, subgroups, and related committees, including links on how to register, the agenda, and locations (if applicable)
- Post-meeting transcripts, recordings, summaries, PowerPoints, handouts, and information from the Zoom Chat (if applicable)

- Materials on the website will be posted in English and Spanish.
- The website shall be ADA compliant.
- Research documents and data will be stored and made easily accessible to all community members on the CERF website for at least 5-years.
- The Subregional HRTCs will develop further policies that meet the unique needs of their area and facilitate input and engagement about stakeholders, with an emphasis on disinvested communities.

Section 3: Budget

The Coalition recognizes that outreach and engagement play a critical role in achieving the goals of the CERF program. We understand that effective outreach requires adequate resources and investment to reach a wide range of stakeholders, gather valuable feedback, and foster meaningful connections with the communities. Therefore, more than \$1M has been allocated to outreach and engagement activities.

Article VIII: Services Contracting

Section 1: Overview

Services contracting refers to the process of engaging external individuals or firms to provide specific services to the Coalition. It involves formalizing an agreement between the Coalition and the contractor that outlines the scope of work, deliverables, timelines, payment, and other relevant terms and conditions.

Section 2: Process

1. *Define Project Scope and Objectives:* The Coalition will clearly articulate the project's scope, objectives, and desired outcomes. Identifying the specific expertise and skills required from a consultant to successfully accomplish the project goals.
2. *Conduct a Needs Assessment:* The Coalition will conduct a thorough needs assessment to understand requirements, evaluating internal resources, capabilities, and capacity to determine if external expertise that is needed.
3. *Develop a Request for Proposal (RFP):* The Coalition will create an RFP document that outlines the project details, expected deliverables, desired qualifications, evaluation criteria, and timeline. Including any specific requirements, such as experience working with disinvested communities or knowledge of inclusive economic development practices.
4. *Distribute the RFP:* The Coalition will disseminate the RFP to potential consultants through various channels, such as professional networks, industry associations, online platforms, and direct invitations to prequalified individuals or firms to ensure a wide pool of qualified candidates.
5. *Review and Evaluate Proposals:* The Coalition will review the received proposals and evaluate them based on predefined criteria, such as relevant experience, expertise, past performance, understanding of the project scope, ability to meet project timeline, and proposed methodology. The Coalition will shortlist the most promising candidates for further evaluation.

6. *Conduct Interviews or Presentations:* The Coalition will invite shortlisted candidates for interviews or presentations to gain a deeper understanding of their qualifications, approach, and compatibility with the organization's culture and values. This step allows for a more thorough assessment of the consultants' capabilities and how well they align with the project and Coalitions vision.
7. *Check References and Past Performance:* The Coalition will contact references provided by the consultants to validate their qualifications, reliability, and the quality of their work. The Coalition will conduct background checks, review past project outcomes, and gather feedback from previous clients or organizations they have worked with.
8. *Evaluate Pricing and Contract Negotiation:* The Coalition will assess the proposed pricing and contractual terms of the consultants. The Coalition will consider the value provided, cost-effectiveness, and budgetary constraints. The Coalition will engage in negotiations to clarify expectations, deliverables, timelines, payment terms, intellectual property rights, confidentiality, and other relevant contractual aspects.
9. *Select and Notify the Consultant:* After thorough evaluation and consideration, the Coalition will select the consultant that best fits the project needs, expertise requirements, and project objectives. The Coalition will notify the chosen consultant and confirm their acceptance of the offer.
10. *Contract Execution and Project Management:* The Fiscal Agent will prepare and execute a formal contract that outlines the agreed-upon terms and conditions. The Fiscal Agent will establish clear communication channels, project milestones, and reporting requirements. The Fiscal Agent will provide the necessary information, resources, and access to ensure the consultant's successful execution of the project.

Article IX: Outcomes

Section 1: Overview

The Regional HRTC with support of the Co-conveners and regional stakeholders will develop a regional economic recovery and transition plan that addresses essential elements of a High Road strategy. The plan will be co-developed with diverse stakeholders throughout the process, from visioning to analysis, and to strategy and roadmap creation. Analyses and plans must account for sub-regional and inter-regional dynamics. The plans must also build on existing regional and/or subregional economic development plans and strategies as appropriate.

The Regional Plan includes 2 parts. Regional Plan - Part 1 presents a snapshot of socio-economic conditions in the region: mapping stakeholders, providing a regional summary, and conducting analyses. Regional Plan - Part 2 establishes a forward-looking economic development and transition roadmap using the information obtained in Part 1.

Section 2: Regional Plan – Part 1 Overview

The first part of the regional plan presents a baseline of the region. It considers the region's stakeholders, assesses the factors affecting the region's economic, environmental, and health conditions, and conducts detailed economic and workforce analyses. Components of the Regional Plan – Part 1 include:

1. *Stakeholder Mapping*: A snapshot of the historically active stakeholders that can influence creating a High Road economy in the Southern Border Region and/or benefit from it.
2. *Regional Summary*: 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.
3. *Labor Market Analysis*: 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.
4. *Industry Cluster Analysis*: A snapshot of current major industries as well as industry trends and projections.
5. *SWOT Analysis*: An in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT), especially as it relates to equitable economic resilience and growth of sustainable industry clusters. The SWOT analysis will draw from data and components through conducting the above analyses.

Additional details on the Regional Plan – Part 1 components can be found in the California Economic Development Department Solicitation for Proposals – Community Economic Resilience Fund Program.

Section 3: Regional Plan – Part 2 Overview

HRTCs will be required to develop a holistic economic development and transition roadmap with strategies that prioritize the creation of high-quality jobs, equitable access to jobs and resources, and emphasizes developing sustainable and resilient economies and industries. The roadmap and strategies must refer to the findings of the analyses in Part 1. Components of the Regional Plan – Part 2 include:

1. *Vision and Goals*: Develop a vision and specific regional goals for creating a High Road economy that is sustainable, inclusive, and equitable.
2. *Strategies for the growth of targeted industries*:
 - a. *Industrial Cluster Development* - This section will provide a snapshot of current trends and projected growth.
 - b. *Workforce Development* - Explain how the industrial strategy plans to match skills to available jobs, address talent and recruitment, and facilitate strategic collaboration among businesses, training and education institutions, labor, etc.
3. *Strategies for increasing economic diversification*: Strategies must focus on economic diversification in at-risk locations (i.e., considering the impacts of economic disrupters such as climate change on the local workforce and economy). Investments must clearly address

barriers to attraction and retention of businesses, as well as barriers to quality job access for disinvested communities.

4. *Strategies for responding effectively to economic shocks:* These include the following both protecting diverse communities, especially disinvested communities and using economic shocks and disasters as opportunities for growth.
5. *Strategies for increasing economic equity:* These strategies must refer to the analyses of workforce and demographic trends, and focus on closing gaps, reaching universal levels of service, or disaggregating results by race, ethnicity, income, etc.
6. *Strategies for increasing health and environmental equity:* These strategies must include limiting the impacts of economic development activities on the natural environment. They must also avoid exacerbating the effects of climate change and include pathways for mitigating the effects of anticipated climate impacts on targeted industries and occupations. They must also address public health needs, with special attention to the needs of disinvested communities.
7. *Strategies for aligning with State strategies:* An assessment of how regional economic development strategies (i.e., planning priorities, grant programs, and regulations) can align with, support, and be supported by existing state strategies in areas like clean energy, air pollution reduction, transportation decarbonization, climate adaptation, sustainable water management, and natural and working lands.

Additional details on the Regional Plan – Part 2 components can be found in the California Economic Development Department Solicitation for Proposals – Community Economic Resilience Fund Program.

Section 3: Deadlines

Deadlines set by state for delivery of required documents are:

- **The Regional Plan – Part 1 is due on August 31, 2023.**
- **The Regional Plan – Part 2 is due on June 30, 2024.**

Article X: Reporting

Section I: Reporting Requirements

By the 10th of each month, each Co-convener, Regional HRTC, Subregional HRTCs, and HRTC Sector Leads are required to submit a report that highlights, at a minimum, the following details from the preceding month:

- Summary of Activities
- Lessons Learned
- Challenges Faced
- Sustainability Efforts
- New Media Mentions
- Questions or Comments

Section 2: Fiscal Agent Requirements

By the 20th of each Month, the Fiscal Agent, San Diego State University Research Foundation, is required to submit to the California Department of Economic Development a report that highlights, at a minimum, the following details from the preceding month:

- Summary of HRTC Activities
- Governance Structure Updates
- HRTC Partnership Updates
- New Media Mentions
- Lessons Learned
- Collaborative Challenges
- Fiscal Summary
- Cumulative Expenditures
- New Monthly Expenditures
- Summary of New Contracts & Amounts
- Budget Modification Requests
- Fiscal Challenges

Section 3: Publication

As part of the Coalition’s commitment to transparency and inclusionary practices, all monthly reports will be posted to the Coalition website and/or made available upon request.

Article XI: Definitions and Glossary

Section 1: Equity

The Coalition shall adopt a shared definition of Equity, outlining how equity is operationalized and instituted within the Coalition. This definition shall serve as a guiding principle in all activities and initiatives undertaken by the Coalition.

Section 2: Existing Equity Definition from CERF Solicitation for Funding

Prioritizing equity requires identifying how the benefits and burdens of economic development, regional planning, and other relevant processes are distributed in and across communities. Equity includes “leveling the playing field” by identifying and remediating systemic barriers facing specific groups. It requires identifying present-day disparities and confronting the planning, development, and decision-making processes that keep existing barriers in place and perpetuate historical injustices. For CERF, equity means that CERF Regions share the benefits and burdens of the CERF Phase 1 process across all affected communities, both urban and rural, with targeted efforts to reach historically excluded populations and members of disinvested communities. Identifying constituent aspects of equity can help focus efforts to achieve better outcomes.

- *Economic Equity*: All people of the state regardless of race, gender, or nativity, can contribute to and access the opportunities of a strong, resilient economy.
- *Environmental Equity*: All people of the state have equal protection from the impacts of environmental degradation and climate change and equal access to natural resources and recreation opportunities in a clean, healthy environment.

- *Health Equity*: All people of the state have full and equal access to opportunities that enable them to lead healthy lives. Focusing efforts on achieving health equity can lead to significant progress in addressing the impacts of climate change, economic disruptions, and other aspects of economic recovery and transition.

Section 3: Disinvested Community

The Coalition shall adopt a shared definition of Disinvested Community. This definition shall serve as a guiding principle in all activities and initiatives undertaken by the Coalition.

Section 4: Existing Disinvested Community Definition from CERF Solicitation for Funding

CERF defines ‘disinvested communities’ as:

- Census tracts identified as ‘disadvantaged’ by the California Environmental Protection Agency; or
- Census tracts with median household incomes at or below 80 percent of the statewide median income or with the median household incomes at or below the threshold designated as low-income by the Department of Housing and Community Development’s list of state income limits adopted pursuant to Section 50093 of the California Health and Safety Code; or
- ‘High poverty area’ and ‘High unemployment area’ as designated by the California Governor’s Office of Business and Economic Development California Competes Tax Credit Program; or
- California Native American tribes as defined by the list maintained by the Native American Heritage Commission.

Section 5: Modifications & Additions

The Coalition reserves the right to develop its own definitions to the terms “Equity” and “Disinvested Community” as necessary to achieve the goals of the CERF program. Additional Coalition defined terminology may be developed and included in these Bylaws through the amendment process.

Article XII: Amendments

Section 1: Amendment Process

These bylaws may be amended by a two-thirds majority vote of the Regional HRTC members present at a regular or special meeting. Any HRTC Sector Lead may initiate the amendment process. Proposed amendments must be submitted in writing to all HRTC members at least 4 business days before the meeting at which they will be considered. Prior to August 4th, amendments to the bylaws shall be voted on by the Co-conveners rather than the Regional HRTC members.

Section 2: Notice of Amendments

All HRTC members and Co-conveners shall be provided with advance notice of any proposed amendments to the bylaws, including a copy of the proposed amendments and the meeting date at which the amendments will be discussed and voted upon.

Section 3: Effective Date

Amendments to these bylaws shall become effective immediately upon approval, unless otherwise specified in the amendment itself.