

CERF HRTC GOVERNANCE CONVERSATION ROADMAP



VALUES

Review both the values in the CERF RFP and values as expressed by the committee members in previous conversation. Determined shared values.

TERRITORY

What are the areas of governance to be undertaken? What are the decisions that need to be made?

GROUP DIALOUGE

In shaping a model, we will start with a series of questions that asks the group to consider priorities and test assumptions.

MODEL SHAPING

What might a model look like and what are the roles, responsibilities and communications structure we would expect.

Step **1**

Identify group purpose and nature of accountability

Step **2**

Determine entity type

Step **3**

Create a collaborative governance framework

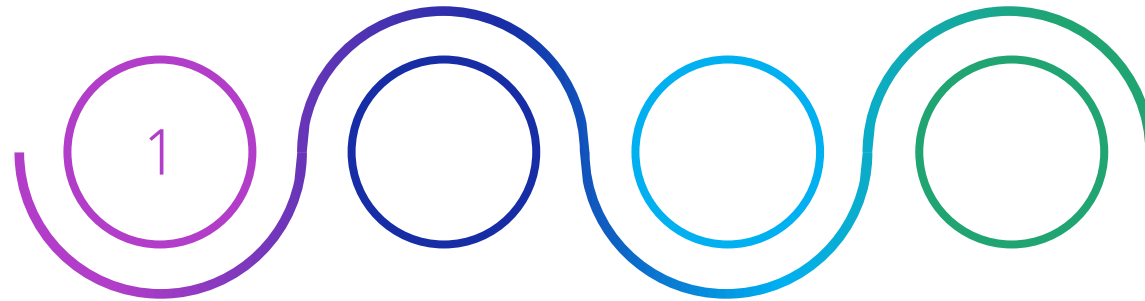
Step **4**

Create governance documents

Step **5**

Adapt the framework as the group evolves

VALUES – THE GOVERNANCE STRUCTURE HAS...



Transparency

CERF data, processes and information is publicly available and easy to access. It is clear on what timeline will be used and how decisions will be made.

Inclusion

CERF governance seeks to engage all peoples, parties, businesses and entities in LA County by varying and adapting the modality (virtual, in-person, etc), languages, formats that are used to ensure full participation of all.

Accountability/ Risk Testing

CERF governance structure is accountable to the wider community and allows for risk assessment and modification and needed.

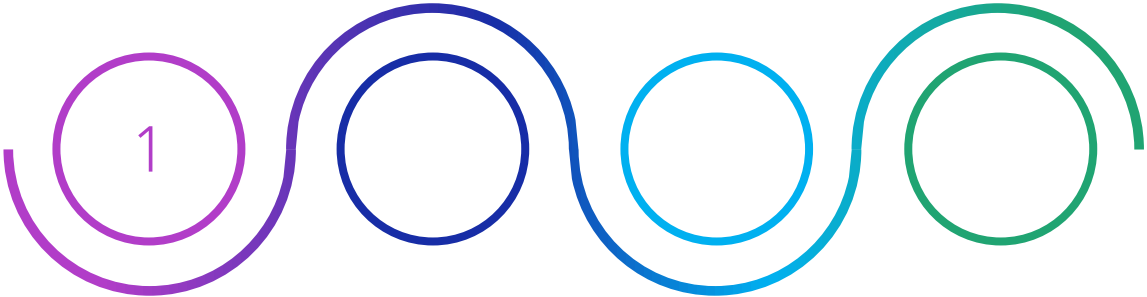
Confidence in structure

CERF governance structure should continually strive to instill confidence of transparency, inclusion and accountability.

Unheard voices in decision-making

CERF governance will actively create seats at the decision-making table(s) for leaders from disinvested communities. The governance process will center, lower barriers and proactively seek to tip the scales toward community-led decision making.

VALUES – THE GOVERNANCE STRUCTURE LEADS TO...



Equity

Regional Priorities and Strategies that seek to eliminate or lower barriers to ensure that economic opportunity is accessible to all regardless of their status or circumstances.

Sustainability

Regional Priorities and Strategies focus on a perpetual future tilted toward clean production for people and communities that deemphasize short term gains.

Job Quality

Regional Priorities and Strategies that favor jobs that have living wages, predictable hours, quality of life and health benefits and retirement savings mechanisms.

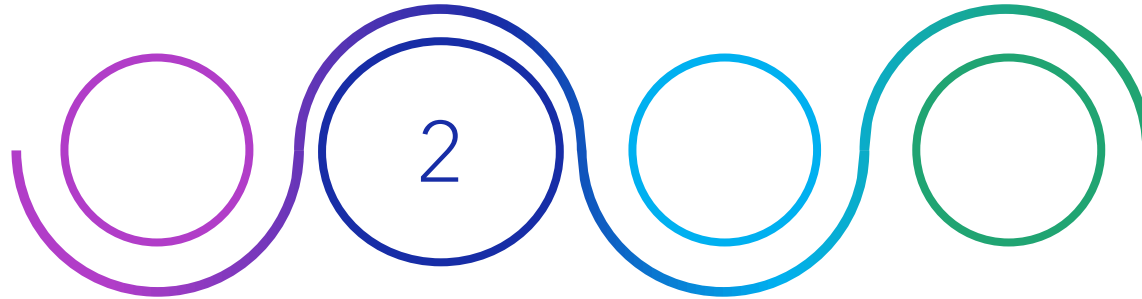
Economic Competitiveness

Regional Priorities and Strategies that favorably position the LA County region by investing in training/workforce, business sectors, redevelopment (land), infrastructure

Resilience

Regional Priorities and Strategies that lift up investment in resources that communities can utilize to effectively withstand and recover from adverse circumstances (weather, disease, economic, natural disasters, etc.)

DECISION POINTS



- BUDGET
- GOALS/TYPES OF DATA ANALYSIS
- OUTREACH STRATEGY
- PHASE 1: REGIONAL PRIORITIES – What are the types of strategies that should be pursued based on data analysis?
- PHASE 2: PROJECT STRATEGIES – What projects should be prioritized, supported and funded?

GROUP DISCUSSION / ASSUMPTIONS



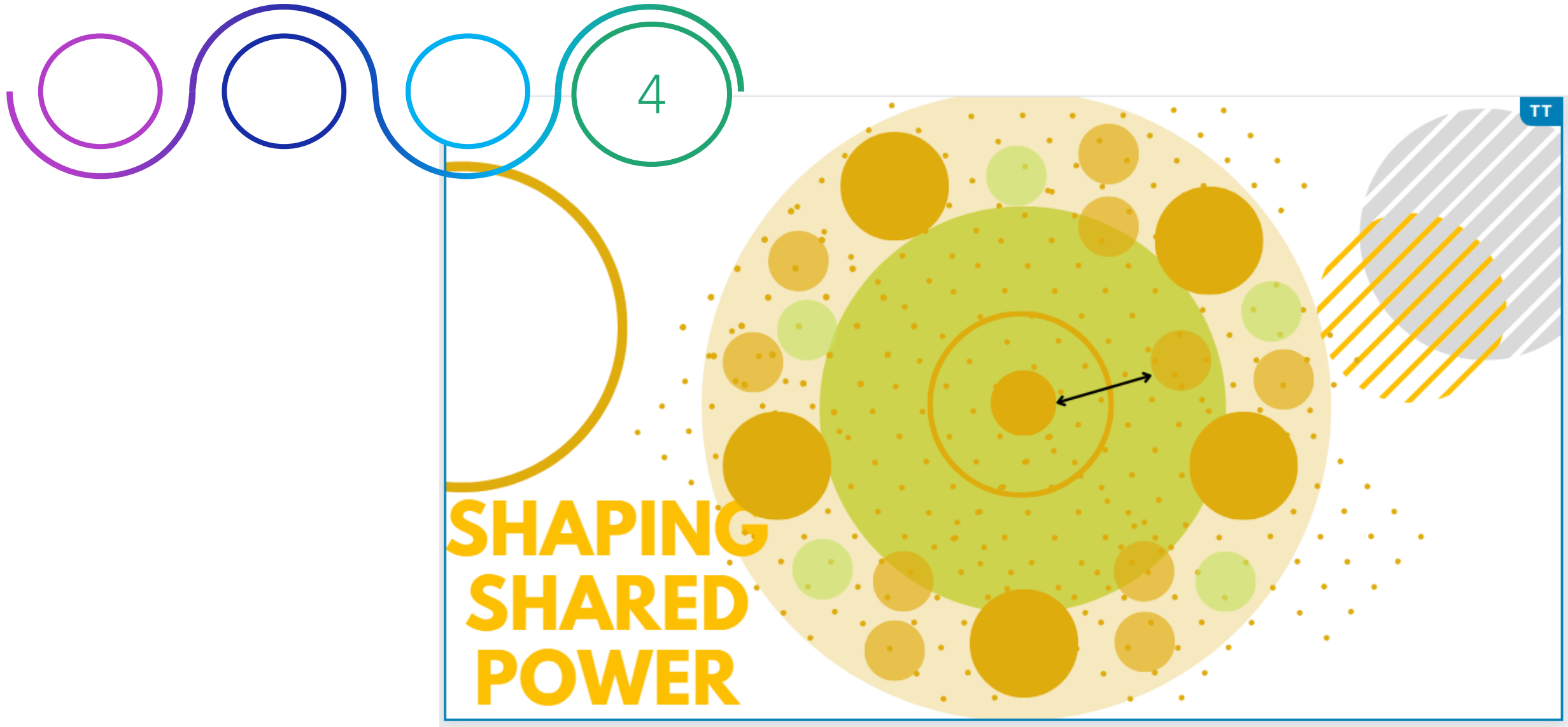
- Measure Success of Model and/or Outcomes
- No Decision-making at the Executive Committee level
- Steering Committee
- Risk Review
- A process that builds Trust
- A process that promotes Accountability
- A process that is Efficient
- Executive Committee seeks clear instructions from the Steering Committee
- Check-in process among groups to make sure there is active participation
- Voting can happen but there must be a clear sense of who is eligible
- Where consensus can be achieved the model should move in that direction

GROUP DISCUSSION / ASSUMPTIONS



- Stipend (meaningful)
- Capacity building for community at all levels
- Collective Input Agencies, Concept Formulation Committee, BIPOC Approval Stewards, and Executor Task Force?
- XX

SHAPING A SHARED/INCLUSIVE GOVERNANCE MODEL



SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE



WHO	WHAT (Responsibilities)
<p>Community / Business / Sector / Industry Cluster Tables Pre-established tables (may or may not be formed just for CERF HRTC)</p>	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Summarizing ideas/concepts to share with Table Leads
<p>Table Leads (A) Regional Leads (SPAs w/2 in South LA) CERF Affinity Area Leads Other Affinity / Countywide topic Leads (I.e. Education (primary + secondary), Immigrants, Justice Involved, Transition Age-Youth, Public Health, Personal Health, Income & Wealth, Jobs, Prone to Personal Violence, Community Violence)</p>	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Capacity building of Community/Business to be effective contributors to process • Summarizing ideas/concepts that are shared by Steering Committee

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO	WHAT (Responsibilities)
<p>Steering Committee (B)</p> <ul style="list-style-type: none"> Subset of Table Leads? CERF Noted Voices Number of members? What percent of the membership are community-based/led? 	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Summarizing ideas/concepts that are shared by Table Leads • Summarizing ideas/concepts that are shared by Stewardship Committee • Voting on Major Decisions
<p>Stewardship (Central) Committee (C)</p> <ul style="list-style-type: none"> Convenor Fiscal Agent Community Leads/Residents 	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Summarizing ideas/concepts that are shared by Data Consultants with Steering committee • Summarizing and present ideas/concepts that are shared by Steering Committee • Implementation of Major Decisions

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE



WHO	WHAT (Responsibilities)
<p>Community / Business / Sector / Industry Cluster Tables (A) Pre-established tables (may or may not be formed just for CERF HRTC) Cut across regions, sectors, affinity areas, and shared challenges. Existing/pre-established tables, advisory groups, collaboratives, coalitions, etc.</p>	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Summarizing ideas/concepts to share with Table Leads
<p>Residents/leaders/organizers, workers, labor orgs, worker centers, small businesses and industries</p>	<ul style="list-style-type: none"> • Multiple number of tables
HOW will the table be set?	
<p>Any individuals, small businesses, community, business or industry groups with an interest in participating in the CERF process and providing feedback.</p>	

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO	WHAT (Responsibilities)
<p>Table Leads (B) Regional Leads (SPAs- w/2 in SouthLA 9) CERF Affinity Area Leads Other Affinity / Countywide topic Leads (I.e. Education (primary + secondary), Youth, Immigrants, Justice Involved, Transition Age-Youth, Public Health, Personal Health, Income & Wealth, Jobs, Prone to Personal Violence, Community Violence, LGBTQ+)</p>	<ul style="list-style-type: none"> • Responding to Data Analysis • Advising on Needs and Analysis • Sharing with other community/business members • Capacity building of Community/Business to be effective contributors to process • Summarizing ideas/concepts that are shared by Steering Committee
<p>Regional Leads: Made up of 12 anchor organizations serving as regional leads with appropriate compensation structure to lead soliciting ideas, developing content, gathering feedback and decisions from community members across Community Tables.</p> <p>Affinity Leads: inclusive of topics herein+</p> <p>Space for Table Leads to convene with each other to discuss unique regional challenges and communication across topics from Countywide lens. Building consensus around decisions brought to the Steering Committee.</p>	<p>Approximately 50+ Tables</p>

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO



Selection Principals

Table Leads (B)

12 Regional Leads (SPAs- w/2 in SouthLA 9)
 CERF Affinity Area Leads
 Other Affinity / Countywide topic Leads
 (I.e. Education (primary + secondary), Youth, Immigrants, Justice Involved, Transition Age-Youth, Public Health, Personal Health, Income & Wealth, Jobs, Prone to Personal Violence, Community Violence, LGBTQ+)

- Inclusive
- No Voting
- No Exclusionary practices
- Open to new members/voices
- Hub leads should be selected to ensure a cross section of topics, language, modalities for reaching community members
- Hub leads should commit to consensus building
- Hub leads should have convening experience
- Hub leads should be prepared to share their proposed outreach strategy (who, what, where, when and how)

Stewardship Committee:

- Select Hub leads
- Design application / Timeline
- Outlines key Characteristics of Hub Leads
- Outline requirements for Hubs to follow - outreach plan, required number of meetings in the community, attendance at Steering Committee meetings, Summary of activities, etc.

Stewardship committee can look at other processes for inspiration (i.e. Care First Community Initiative selection)

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO

Steering Committee (C)*

Subset of Regional and Affinity Table Leads
 CERF Noted Voices
 Community Members

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.

1. Community-Based Leaders (**24 seats**) - 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities).
 - a. Organizations committed to equity, environmental justice, and serving disinvested communities (**19 seats**)
 - b. Residents, workers, community partners (**5 seats**)

WHAT (Responsibilities)

- Responding to Data Analysis
- Advising on Needs and Analysis
- Sharing with other community/business members
- Summarizing ideas/concepts that are shared by Table Leads
- Summarizing ideas/concepts that are shared by Stewardship Committee
- Voting on Major Decisions

2. Business, Industry (**2 seats**)
 - a. Prioritize local, small businesses
3. Labor (**2 seats**)
 - a. Union leaders and organizers
4. Municipal Partners (**2 seats**)
 - a. Economic Development and Workforce Agencies
5. Education Partners (**1 seat**) K-12, Post-secondary

* No member of the Stewardship committee will serve on the Steering Committee

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO	Selection Principals
<p>Steering Committee (C)* Subset of Regional and Affinity Table Leads CERF Noted Voices Community Members</p>	<ul style="list-style-type: none"> • Commits to attend Meetings • Reviews Materials/data • Actively attends table convenings to hear firsthand from the community • Commits to CERF principals to prioritize disadvantaged communities • Commits to Consensus Building
<p>Stewardship Committee:</p> <ul style="list-style-type: none"> • Selects Steering Committee • Design application / Timeline • Outlines key Characteristics of Steering Committee members • Outlines requirements of a Steering committee member 	<p>Stewardship Committee may want to increase transparency by:</p> <ul style="list-style-type: none"> • Outlining the Selection Process (inviting feedback) • Sharing the Selection Criteria - application, timeline, etc. (inviting feedback) • Inviting non-HUB leads and non-Steering committee applicants to participate in the selection process
<p>Other questions:</p> <ul style="list-style-type: none"> • Term length? • Term limits? • Staggered Terms? • Once Steering Committee is set; should Steering Committee select new members? 	<ul style="list-style-type: none"> • Is the non-voting member needed?

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE

WHO

Stewardship Committee (D)

Convenor
Fiscal Agent
Training/Capacity Building Lead
Outreach Lead
Data Lead
Governance Mgt Lead

Stewardship Committee is lead by the Convenor and the Fiscal Agent. These members will need to share and/or clarify who sits on the Stewardship committee.

The leads outlined above were envisioned to provide support and implementation activities for each of the tables (A, B, C, D).

WHAT (Responsibilities)

- Responding to Data Analysis
 - Advising on Needs and Analysis
 - Sharing with other community/business members
 - Summarizing ideas/concepts that are shared by Data Consultants with Steering committee
 - Summarizing and present ideas/concepts that are shared by Steering Committee
 - Implementation of Major Decisions
- **Not a decision-making body.** Supports implementation of major decisions. Provides resources for training and capacity building, communications, ongoing engagement, contracting and subcontracting.

SHAPING A SHARED/INCLUSIVE GOVERNANCE STRUCTURE



KEY DECISIONS

Decision Points

- Budget Allocation
- Goals/Outcomes and Types of Data
- Outreach and Engagement Strategy
- Regional Strategy (Phase 1)
- Project Strategies (Phase 2)