



**Organization Bylaws**  
**California Jobs First**  
**Los Angeles High Road Transition Collaborative**

**California Jobs First**

California Jobs First (CJF) formerly known as the Community Economic Resilience Fund (CERF) program holds significant importance as a pioneering effort that places a strong emphasis on promoting equity and inclusion in economic planning throughout the state of California. Unlike traditional approaches, CJF goes beyond merely focusing on economic growth and development; it strives to create an inclusive framework that considers the needs and aspirations of all members of the community, especially those who have been historically marginalized or underserved.

By actively engaging underrepresented groups and communities, CJF aims to ensure that their voices are heard, their perspectives are centered and considered, and their interests are integrated into the decision-making process. This approach fosters a more comprehensive and holistic understanding of the challenges and opportunities faced by diverse populations, leading to more impactful and sustainable economic development.

Through its innovative and inclusive approach, CJF provides an opportunity to redress decades of exclusionary decision making and, if done well, can drive positive change in economic planning, laying the foundation for a more equitable and prosperous future for all.

Our specific region, known as the California Jobs First - Los Angeles High Road Transition Collaborative (CJF LA HRTC), operates in conjunction with the Los Angeles County Economic Development Corporation ([LAEDC](#)) as the Regional Convener and California Community Foundation ([CCF](#)) as the Fiscal Agent. Our Collaborative is composed of over 400 partners from the public, private, and non-profit sectors.

**Clarifying Statement**

These bylaws cannot supersede state and federal rules and regulations when determining eligibility and administering programs/funds.

## **Mission and Vision**

The California Jobs First - Los Angeles High Road Transition Collaborative (LA HRTC) is committed to building an equitable and sustainable economy that fosters long-term economic resilience in the overall transition to a carbon-neutral economy. Our vision is of a Los Angeles region where disinvested communities become our first priority for investment. We wholeheartedly support every aspect of the state's vision for CJF, including each of the objectives of equity, sustainability, job quality, economic competitiveness, and resilience. Our North Star among these objectives is equity. We believe that centering equity in this work enhances the likelihood of achieving each of the other CJF objectives to increase the inclusion of underserved populations to participate in job opportunities in LA's economic future while elevating the resiliency of disinvested communities, and bolstering our readiness to transition toward a carbon neutral tomorrow.

Los Angeles County is home to the largest metropolitan economy in the state, the second largest in the nation, and one of the largest in the world. The Gross County Product (GCP) would rank it among the top 20 national economies in the world, and yet inequity in our economy leaves more residents in LA County living in poverty than in any county in the nation. These residents living in poverty are disproportionately people of color. Latinos, African-Americans, Native Americans, and certain Asian Pacific Islander populations are far more likely to be in poverty or working poor than many Caucasian residents. Despite the benefits of education at every level, there are racial and gender wage gaps. African Americans Native Americans have historically had the lowest labor force participation rates and the highest unemployment rates in LA County. The COVID-19 Pandemic has revealed deep disparities that impact recovery and exposed the existence of new inequities and unmet needs among LA county residents. Confronting these and other inequities shall be central to the work of the LA HRTC.

Prioritizing equity to uplift our most disinvested communities requires identifying how the benefits and burdens of economic development, regional planning, and other relevant processes are distributed in and across communities; identifying and institutionalizing remedies to systemic barriers facing specific groups; and identifying present-day disparities of sub-populations and high unemployment areas, while confronting the planning, development, and decision-making processes that are driving existing barriers and creating new levels of inequity.

Addressing equity in the LA region requires moving beyond "leveling the playing field" which prioritizes equality over equity. Approaching equity through an equality lens is inadequate to achieve CJF's transformational goals, as groups are not starting at the same place due to historical disinvestment, unprecedented adverse impacts of the pandemic, and the worsening effects of climate change.

We propose to conduct a thorough data-driven analysis of the LA region, prioritizing the above principles to identify barriers to recovery, engage, and ultimately invest in strategies to support the most disinvested communities in our region to transition toward becoming sustainable, resilient and capable of accessing high road career opportunities of the future. This analysis shall inform the development of our plan for the LA region and shall be integral to the delivery of successful outcomes based upon our governance structure and outreach and engagement strategies.

*To make informed decisions, from empirical and research, quantitative and qualitative, community based lived experience sources, and community voice must guide the LA HRTC decision-making process. Data and research shall be used to launch the direction of decisions, to reverse unsubstantiated decisions initially made without data and research, and to validate or determine final decisions. All data should derive from reputable database sources (governmental, academic, consulting firms, as well as community sources, lived experience feedback, hyperlocal data extrapolated from other data sources and summarized in findings reports so that empirical research and community findings have equal value in the research results). All research should adhere to professional and industry standards, using economic analysts, LA HRTC contractors, and/or firms.*

The Los Angeles region is a national leader in the planning and implementation of sustainability initiatives, and we propose to coordinate our efforts with many of the existing and emerging sustainability initiatives across our region, again with a specific focus on reducing the inequitable environmental impacts that disproportionately affect our disinvested communities.

As we strive to strengthen the resilience of our economy and communities, we recognize that disparities in a region weaken regional resilience. Reducing and ultimately eliminating these disparities shall strengthen the resilience of our residents, communities, and the overall economy.

We applaud the state for prioritizing a just transition to a carbon-neutral economy and we shall focus our work on fossil-free sectors, avoiding strategies and projects that would prolong dependency on fossil fuels, as well as extractive and polluting industries. Poor air quality, extreme heat, and related health outcomes are an additional pernicious disparity unfairly impacting our disinvested communities and shall be addressed in our work.

As our region and state transition away from industries producing or using fossil fuels, it shall be critical that we prioritize investments to strengthen community resilience and expand workforce and job training. This expansion needs to have clear connections to the industry with quality jobs and career pathways while bringing other measurable benefits of the green economy into our disinvested communities.

In order to ensure success in developing a strategic plan to achieve the CJF objectives in our region, we believe that we must have balanced representation from all of the stakeholder groups identified in the solicitation. While we are committed to doing just that, we are equally

committed to shifting decision-making power to disinvested community members and impacted workers. We propose to utilize a collaborative governance structure that shall ensure a balanced representation at our decision-making table from each of the required stakeholder groups, but shall also ensure a substantial supermajority of those seats shall be held by individuals or entities representing disinvested communities.

### **Key Outcomes & Metrics of Success**

The LA HRTC recognizes the vital importance of evaluating the effectiveness and achievements of our endeavors in advancing inclusive economic development. Through the implementation of a comprehensive array of performance metrics, we uphold principles of accountability, transparency, accessibility, and a relentless commitment to enhancing our initiatives. These metrics function as benchmarks of progress, steering our decision-making processes and empowering us to foster enduring positive transformations in marginalized communities. Key Outcomes & Success Indicators encompass:

1. The Regional Roadmap jointly crafted by the LA HRTC incorporates concrete, high-quality job creation goals tailored to sustainable and emerging industries, grounded in the specific needs of disinvested communities.
2. The Regional Roadmap, in conjunction with our planning process, identifies pivotal areas for investment and the requisite workforce development strategies needed to prepare for the shifts towards green technologies and emerging sustainable sectors within our region.
3. The Regional Roadmap gives deliberate attention to strategies for building wealth within disinvested communities in Los Angeles County.
4. Each Affinity Hub Lead convenes sub-regional stakeholders and CBO Subregional Tables within their areas of focus and hosts one meeting at least monthly to compile information on the distinct needs and opportunities within each theme/sector. Affinity Hub Lead meetings include representatives from each Service Planning Area across the LA county region.
5. Each Table Partner Lead convenes stakeholders within their area of focus and hosts a minimum of one meeting per month to deepen our comprehension of the distinct needs and opportunities within each theme/sector and shares compiled information of those needs. Table Partners, where applicable, shall include representatives from each Service Planning Area across the LA County region.
6. Sub-Regional Tables Leads conduct outreach and gather information from its constituents in their Service Planning Areas to gather, compile, and document information on the needs of their designated constituents in their themed/sector areas of focus. Subregional Table Leads convene a minimum of one monthly outreach meetings

or activities to deepen our comprehension of the distinct needs and opportunities within each theme/sector regionwide.

7. The majority of the members of the Steering Committee, comprising 75-80%, are represented by grassroots and community-based organizations. Out of the 38 available seats on the Steering Committee, twelve positions are reserved for the recipients of the Affinity Hub Lead grants in the Outreach and Engagement Hub Structure.
8. Tracking the participation of marginalized individuals and disinvested communities, with a commitment to allocating additional resources when necessary, and ensuring that nontraditional stakeholders play an active role in decision-making processes.
9. Tracking the number of public meetings and events convened to share information about the CJF planning process and to gather input regarding the priorities and needs to be integrated into the Regional Plan.
10. Continuous monitoring of the extent of engagement in the decision-making process by residents and businesses situated in disinvested communities, accompanied by resource allocation to enhance this engagement when deemed essential.
11. Translation of all LA HRTC outreach documents into Spanish and other languages pertinent to the community members residing within the region.
12. Interpretation services for Spanish and other relevant languages spoken by attendees at all LA HRTC outreach meetings.
13. Data and other research shall be shared a minimum of three business days before deadlines, with the opportunity to create more or less time when needed as determined by the Chair and Vice Chairs, to provide adequate time for the LA HRTC members to review and provide comments and have those comments reflected in planning documents.
14. The work of the LA 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 shall be stored and made easily accessible to all community members on the LA HRTC website for at least 3-years.

## **Article I: Los Angeles High Road Transition Collaborative (LA HRTC)**

### **SECTION A: Name of the Organization**

The organization shall be known as the Los Angeles High Road Transition Collaborative, hereinafter referred to as "LA HRTC."

## **SECTION B: Mission**

The primary mission of the LA HRTC is to facilitate the creation of a regional economic development plan that empowers, uplifts, and fosters community participation in decision-making, with a particular focus on increasing economic opportunity, resiliency and access to high-road jobs for residents of disinvested communities while preparing our communities and residents to access economic opportunities in our carbon-neutral future. The LA HRTC is dedicated to promoting equity, establishing sustainable growth opportunities, and addressing systemic barriers. Through collaborative efforts with disinvested communities, community leaders, and local organizations, the LA HRTC strives to advocate for social and economic justice and drive positive change in the region.

1. **Advise on Inclusive Policies and Practices:** The LA HRTC shall lend its expertise and knowledge to shape policies, guidelines, and practices that foster inclusivity and address systemic barriers. They shall provide insights into strategies that ensure equitable access to CJF opportunities, resources, and economic benefits.
2. **Assess and Address Disparities:** Data, research, reports and lived experience data from the Subregional Table Leads shall be presented to the Steering Committee to identify disparities and inequities in economic development. Collaboratively, they shall develop and promote targeted interventions, investments, and projects to address these disparities, with the aim of uplifting marginalized communities and reducing inequalities within CJF planning activities.
3. **Develop Inclusive Initiatives:** The LA HRTC shall actively contribute to the design, implementation, and evaluation of CJF initiatives that foster inclusive economic development in the region.
4. **Promote Capacity Building:** In support of individuals and organizations in disadvantaged communities, the LA HRTC shall advocate for initiatives and investments that provide training, education, mentorship, and resources to promote economic empowerment and self-sufficiency within the CJF planning process.
5. **Advocate for Policy Change:** Engaging in advocacy efforts to promote policy changes that advance inclusive economic development among the members of the LA HRTC. They shall collaborate with policymakers, government agencies, and other stakeholders to advocate for equitable policies, regulations, and funding mechanisms supporting disadvantaged communities throughout the CJF planning process. It's important to note that such activities shall not constitute lobbying, with all members remaining in compliance with state and/or federal law.

6. **Raise Awareness and Build Networks:** The LA HRTC shall work collaboratively to raise awareness about the importance of the CJF planning process through public speaking, community outreach, and networking opportunities. They shall play a pivotal role in building partnerships, alliances, and collaborations with stakeholders to amplify the impact of the CJF planning process.
7. **Foster a Culture of Inclusion:** The LA HRTC shall champion a culture of inclusivity, creating an environment where diverse perspectives and experiences are not only valued but actively sought and respected.
8. **Stay Informed & Educate:** The LA HRTC shall participate in the Governance Structure convenings to share and analyze best practices, research findings, and emerging opportunities in the Los Angeles County Region.

### **SECTION C: Community Involvement**

The LA HRTC is dedicated to fostering robust and inclusive community involvement through the development of a comprehensive and easily accessible engagement plan. This plan prioritizes the sharing of information and the collection of insights from individuals residing and working within disinvested communities.

- The LA HRTC is committed to promoting culturally inclusive engagement practices. It strives to offer resources that empower community members to understand the regional planning process and effectively articulate their priorities and viewpoints.
- In recognition of the financial and logistical challenges often faced by individuals in disinvested communities and the organizations that serve them, the LA HRTC shall harness its grant funding to provide practical support in the form of participant stipends to community based organizations to further their participation in the process and to provide residents with child care stipends as needed during their participation in Collaborative engagement and planning meetings. These stipends aim to facilitate widespread community participation in the subregional planning process.
- Stipends and funding for outreach meetings and other activities shall be tracked and reported monthly to ensure a full range of disinvested communities can be served. The allocation of funds for community engagement shall reflect the need to preserve funding for organizations and stakeholder groups that need time to gain the capacity to effectively engage.

### **SECTION D: Research and Data Integration**

- The results of formalized research, and community survey activities shall be synchronized so that data collected flows to Steering Committee members, Affinity Hub Leads, Table Partner Leads and Sub-Regional Table Leads concurrently. Lived

experience data which shall be collected from Subregional Table Leads and CBOs in sub-regions shall also be compiled and summarized using standardized data points so that geographic, subsegment and racial and ethnic results can be aggregated and along with the formalized research data presented for geographic and ethnic planning forums, strategy development and any relevant deadlines established by the CJF State Interagency.

- The Affinity Hub Leads, Table Partner Leads and Steering Committee members shall receive a schedule for reviewing and offering input on data, research findings, and deliverables prior to the geographic and ethnic planning forums being held.
- Our commitment to inclusivity extends to research methodologies. Hyperlocal data, lived experience data, and other research approaches that have traditionally been excluded from local planning processes and shall be incorporated into the research and plan development procedures.
- To ensure the accuracy and fairness of the information derived from prior studies, particularly concerning disinvested communities, the study methodology shall be vetted by the LA HRTC. This shall help prevent the amplification of misconceptions, inappropriate generalizations, use of pre-pandemic study data that may be stale and not account for adverse impacts or barriers on disinvested or other constituent subgroups, and flawed data collection models in the CJF regional planning process.

### **SECTION E: LA HRTC Partner Meetings**

The LA HRTC is steadfast in its commitment to continually empower and enhance the capacity of stakeholders to actively participate in and lead discussions that profoundly affect their lives. The LA HRTC's credibility shall be measured by its ability to recalibrate public policy dialogues to include voices that are underemployed or marginalized, including but not limited to disinvested community members and businesses.

In undertaking this vital work, the LA HRTC recognizes that it bears the responsibility to adapt the engagement process to ensure accessibility and recognizes the important role that local community groups can play to assist in this effort. It should not fall upon disinvested community members to conform to the LA HRTC's planning methodology.

Furthermore, the LA HRTC acknowledges that inclusive policies and meeting methods should not burden stakeholders who wish to participate nor impose financial sacrifices on those whose voices are meant to be amplified in the planning process.

To achieve the goal of open, inclusive, accessible, and transparent meetings, the LA HRTC shall adhere to the following principles:



- **Meeting Schedule:** The current schedule shall be easily accessible on the website, conveniently located under the "Events" section. In the event of any changes, such as postponements or the introduction of new schedules, a minimum two-week notice period shall be given.
- **Remote Meeting Participation:** LA HRTC Partner meetings shall be conducted online due to the large LA region and diverse composition of over 400 participants, making in-person meetings a logistical barrier.
- **LA HRTC Sponsored Events:** Geographic and Racial Planning Forums may be conducted in person. To optimize member participation, we shall offer hybrid participation methods for both our geographic and racial planning forums.
- **Pre-Meeting Agendas:** All of the LA HRTC-related agendas shall be distributed no less than 72 hours in advance. The Chair of the LA HRTC Steering Committee shall work with LAEDC to develop the LA HRTC meeting agenda, while taking into consideration input from the Steering Committee.
- **LA HRTC Newsletters:** Convener staff is responsible for generating a monthly Collaborative newsletter to provide updated information about the CJF related business and Collaborative activities, which shall be distributed to all Collaborative members and stakeholders who have subscribed via the LACERF.ORG website. The newsletter content shall be approved by the SC Chair, or a designee, prior to its dissemination. No third party advertisements shall be included in the HRTC newsletter without prior SC approval.
- **Notice of Voting:** When voting is anticipated in a meeting, relevant agenda items, along with a description of the issue under consideration, shall be clearly identified and approved in advance by the SC Chair and Vice Chairs.
- **Pre-Meeting Sharing of Documents:** Drafts of all Coalition-related documents slated for voting shall be made available at least 72 hours prior to the meeting.
- **Transparency in Collection of Information:** Deadlines for submitting input on LA HRTC documents shall be shared with and vetted by SC Chairs prior to dissemination to the HRTC or the Steering Committee as when the drafts are made available, and these deadlines shall be strictly adhered to. The Convener staff shall create timelines and work plans to ensure that the HRTC members and/or SC receives no less than 72 hours to review and submit feedback on documents.
- **Meeting Transparency:** A preliminary written summary of actions taken and other meeting highlights shall be accessible within three business days and posted on the CJFERF website within four business days. The wording of all votes shall be documented in the minutes and posted on the website.

- **Open Communication:** LA HRTC materials shall, to the greatest extent possible, be available in English, Spanish, and 12 other languages relevant to the region.
- **Research Accountability:** Data and other research shall be shared well in advance of deadlines to provide ample time for the LA HRTC to review and offer comments. These comments shall be reflected in planning documents.

**Article II: LA HRTC Membership**

**SECTION A: Eligibility**

Membership in the LA HRTC is open to individuals, organizations, and entities that align with the LA HRTC’s mission and values and are committed to serving or located in the Los Angeles County region, with a particular focus on supporting disinvested communities.

**SECTION B: Commitment**

All LA HRTC members shall endorse the LA HRTC Mission Statement and Vision. This endorsement includes a commitment to serve and uplift marginalized populations with respect. This shared commitment shall guide the LA HRTC and its members in their actions and initiatives. To formalize their membership, all LA HRTC members must undergo full onboarding by executing and submitting a CJF Collective Partnership Agreement Letter and onboarding form.

**SECTION C: Participation**

Every Collaborative member is expected to fulfill the following commitments:

1. Participate in at least one Affinity Hub, Subregional CBO or Table Partner meeting and/or Collaborative-sponsored racial or geographic planning forums.
2. Contribute information about their organization for the Stakeholder Mapping exercise, as this is a mandatory component of the CJF Grant.
3. To the extent possible, attend LA HRTC Partner meetings.

**Article III: Los Angeles High Road Transition Collaborative (LA HRTC)**

**SECTION A: LA HRTC Governance Structure**

The LA HRTC adopted a Governance Structure approach to guide its community engagement efforts, research initiatives, and the development of its economic recovery and transition plan. Although the coalition is made of over 400 partners, the Hub Structure comprises:

- 38-Member Steering Committee
- 12 Affinity Hub Leads
- 8 Table Partner Leads
- 90 Subregional Table Leads
- 2 Member Stewardship Committee

## **SECTION B: The Steering Committee:**

The purpose of the Steering Committee is to provide leadership, guidance, oversight, and decision-making for the CJF LA HRTC’s initiatives and activities, to achieve its mission and goals. The committee shall work collaboratively to make informed decisions and ensure the effective implementation of Phase One: Regional Plan Part 1 and Part 2, Catalyst Program, and Phase Two: Implementation.

As the governing body, the Steering Committee plays a vital role in incorporating feedback and data from LA HRTC partners, community stakeholders, Hub Leads, and Sub Regional Tables, and contracted consultants/vendors. Informed by this information and guided by the overall Governance Structure, the Steering Committee makes crucial decisions concerning the design and implementation of strategies for Los Angeles County’s 10-year economic recovery and transition plan, as outlined in the CERF initiative SFP, (now known as CA Jobs First).

The Steering Committee plays a critical role in shaping and executing the CJF LA HRTC’s strategies, paving the way for a more inclusive, sustainable, and impactful future.

### **Steering Roles and Responsibilities**

The committee's responsibilities encompass key design and oversight of the implementation of work plans and strategies, including finalizing the Economic Recovery and Transition Plan and the underlying budget to support the Phase I Planning Grant, as well as approval of the prioritization and recommendation of implementation projects. The Steering Committee’s decisions shall be driven by data analysis, findings based on needs assessments, community input, and recommendations supported by substantial input from the Subregional Table Leads, Hub Leads, and the Stewardship Committee. The Steering Committee will define goals/outcomes and determine the types of data to be utilized in these efforts and contribute to an outreach and engagement strategy and lead the implementation strategy.

## **SECTION B.1: Composition of the Steering Committee:**

**Membership:** The Steering Committee shall consist of 38 elected representatives who encompass influential voices from government, labor, business, industry, economic development, and community stakeholders. This committee serves as the primary decision-making entity for the LA HRTC.

A significant majority of the Steering Committee's positions are reserved for leaders rooted in community-based organizations within disinvested communities. These leaders are deeply engaged with grassroots initiatives and community-driven approaches.

Additionally, the Fiscal Agent and Regional Convener each hold a non-voting seat for a total of two on the Steering Committee.

### **26 General Steering Committee Seats:**

- **Business and Industry:** One representative from an organization that advocates for the interests and perspectives of the private sector, fostering collaboration between businesses and the community for economic development.
- **Education:** One representative from an educational institution or organization that advocates for initiatives that promote learning, skill development, and educational equity within the community.
- **Community-Based Leaders:** Twelve representatives from grassroots organizations and/or community leaders, working to empower and uplift local voices to address community needs and drive positive change.
- **Municipal Partners:** One representative from a local government entity that collaborates and works to align community development efforts and foster effective governance for the betterment of the region.
- **Resident/Workers:** Five individual representatives, independent from an organization, who advocate and work for the interests and well-being of local residents and workers.
- **Labor:** Six representatives from labor unions and/or organizations that advocate for workers' interests, focusing on labor rights, fair working conditions, and economic justice or working individuals within the LA region.

### **12 Affinity Hub Leads:**

1. **Employers/Business (1 seat):** A representative from a business organization working to advance economic growth, job creation, and sustainable business practices within the region.
  - The thematic areas that will convene under this Affinity Hub Lead include Large, Medium, and Small Businesses, Trade Associations, Industry Cluster Representatives, and Chambers of Commerce.
2. **Labor and Workforce (1 seat):** A representative from an organization that advocates for the rights, welfare, and fair treatment of workers, promoting Labor standards and equitable employment opportunities within the community.

- The thematic areas that will convene under this Affinity Hub Lead include Organized and Non-Organized Labor Advocacy Organizations, Worker Centers, and Workforce Development Agencies/Organizations.
3. **Government Institutions (1 seat):** A representative from a public agency or government agency that collaborates and works to align policies and resources for the benefit of the community and the region's development.
    - The thematic areas that will convene under this Affinity Hub Lead include Public Agencies, Elected Officials, Joint Power Authorities, and Councils of Government.
  4. **Youth (1 seat):** A representative from an organization that voices the perspectives of young individuals, working to address the unique needs and aspirations of the youth population in the community.
    - The thematic area that will convene under this Affinity Hub Lead includes youth from marginalized and underrepresented populations which includes but is not limited to at-risk youth, justice involved, foster youth, LGBTQ youth, and opportunity youth.
  5. **Families (1 seat):** A representative from an organization that advocates for the well-being and support of families within the community, focusing on initiatives that enhance family life and address their specific needs and concerns.
    - The thematic area that will convene under this Affinity Hub Lead includes but is not limited to social service agencies, domestic violence, tribal families, faith-based, prevention, single-parent families, and traditional/nontraditional households.
  6. **Economic Development:** A representative from an organization that focuses on driving and coordinating initiatives that promote economic growth, job creation, and sustainable development within the community and region.
    - The thematic area that will convene under this Affinity Hub Lead includes Community Development Corporation Centers, Business Improvement Districts, Main Street organizations, Regional Economic Development Centers, Tribal Agencies, and Planning Agencies.
  7. **Homeless, Veterans, and Seniors:** A representative from an organization that addresses the unique challenges and needs of these vulnerable populations, working towards housing stability, support, and well-being in the community.
    - The thematic area that will convene under this Affinity Hub Lead includes Homeless, and unhoused individuals, Seniors, and Veterans Service Agency Groups.
  8. **Civic Engagement/Place-Based Coalitions:** A representative from an organization that promotes active community participation and collaboration within a localized region or

one or more specific service planning areas, fostering grassroots initiatives and community-driven projects for collective betterment.

- The thematic area that will convene under this Affinity Hub Lead includes Faith-Based Groups, Place-Based Coalitions, Social Justice Organizations.
9. **Underemployed Adults:** A representative from an organization that advocates for individuals facing underemployment challenges, working to improve job prospects, skills development, and economic opportunities for this demographic within the community.
- The thematic area that will convene under this Affinity Hub Lead includes Formerly Incarcerated and/or Justice-Involved Adults, Disabled Adults, Trauma, and Mentally Impacted.
10. **Sustainability:** A representative from an organization that focuses on advancing environmentally responsible practices and policies, promoting eco-friendly initiatives, and ensuring the long-term well-being of the community through sustainable development efforts.
- The thematic area that will convene under this Affinity Hub Lead includes Environmental Justice, Clean Mobility, Green Equity, and Climate Advocates.
11. **Academia:** A representative from an organization that represents educational institutions and academic experts, contributing to the development of evidence-based strategies and educational initiatives that support the community's growth and development.
- The thematic area that will convene under this Affinity Hub Lead includes School Districts, Community Colleges, Universities, Vocational Schools, or Academically Focused Pre-apprenticeship Educational programs.
12. **Immigrants:** A representative from an organization that advocates for the rights, integration, and empowerment of immigrant communities, working to address their unique needs and contribute to their successful integration into the community.
- The thematic area that will convene under this Affinity Hub Lead includes Immigrant Rights groups, organizations serving unauthorized immigrants Undocumented, and Street Vendors.

## **SECTION B.2: Responsibilities of the Steering Committee:**

1. **Oversight:** The Steering Committee is responsible for providing oversight and strategic direction for the Los Angeles Collaborative's activities, ensuring alignment with its mission and objectives.
2. **Committing to CJF principles to prioritize disadvantaged communities:** Maintaining a 75-80% representation of its makeup and dedication to upholding a commitment to listen, prioritize, and address the needs of disadvantaged communities.

3. **Upholding Partner recommendations:** The Steering Committee makes decisions on behalf of the LA HRTC and upholds the intent of recommendations provided by LA HRTC partners.
4. **Decision-making:** The Steering Committee strives to reach a consensus when making decisions. When necessary, the Steering Committee will vote on decisions requiring a simple majority to approve the decision based on the total number of seated Steering Committee members.
5. **Advising on needs and analysis:** Receive and review data on the demographics, structure, strengths, weaknesses, and needs of communities throughout the LA region. Providing guidance and insights based on findings gathered by community input and data reports to address CJF objectives, with a distinct focus on the needs of disinvested communities. This includes sharing data and findings with and seeking advice from all LA HRTC partners and with other members of the community/business to promote transparency and collaboration.
6. **Committee meetings:** Commit to attend meetings regularly to stay engaged and contribute actively to the data analysis discussions and recommendations.
7. **Reviewing materials/data:** Thoroughly review the relevant materials and data provided for analysis to gain a comprehensive understanding of the process.
8. **Reporting:** The committee shall provide regular agendaized reporting to the LA HRTC partners and stakeholders on its activities, decisions, and recommendations at the monthly partner meetings.
9. **Actively attending table convenings to hear firsthand from the community:** Participating actively in regional and subregional geographic and racial planning forums to participate in the planning process.
10. **Working groups:** The Steering Committee may establish working groups or subcommittees to address specific tasks or initiatives. These groups shall report back to the full committee.
11. **Aiding in the process and contributing to the drafting of the regional economic development roadmap:** Steering Committee members commit to actively contributing to the drafting of the regional economic development roadmap, a crucial Phase 1 deliverable, and commit to providing valuable insights, collaborating with stakeholders, and aligning the roadmap with broader goals of equity and sustainability. Their input will help shape a strategic document that guides economic initiatives and supports overall regional prosperity.

12. **Voting:** The Steering Committee will confirm its authority and exercise voting power through simple majority votes on matters that necessitate voting. Members shall vote on the Subregional and Regional Plan Part I and Part II.
13. **Unpaid Position for Steering Committee Members (Not applicable to Affinity Hub Leads):** Members of the Steering Committee commit to serving voluntarily without financial compensation, emphasizing their dedication to the community's well-being and overall regional prosperity.
14. **Recusal from Voting on Conflicted Projects:** Steering Committee members will adhere to the LA HRTC Conflict of Interest policy and commit to recusing themselves from engaging on or voting on projects that violate the Conflict of Interest policy defined in Article IX, Section G. This measure aims to prevent conflicts of interest and uphold the integrity of the approval process for funded strategies and projects.

### **SECTION B.3: Steering Committee Meetings:**

1. **Regular Meetings:** The Steering Committee shall meet biweekly, every 2nd and 4th Thursday of the month at 1 p.m., with additional working meetings as requested by the Steering Committee, to discuss organizational matters, review progress, and address emerging issues.
2. **Special Meetings:** Special meetings may be called by the Chairperson or upon request with a 72-hour advance notice. If the Chair and Vice Chair believe the meeting is necessary, the meeting shall be held.
3. **Emergency Meetings:** Emergency meetings may be called by the Chairperson or requested by the Chair with 24-hour notice for matters of emergencies or of urgency.
4. **Quorum:** The Steering Committee quorum is defined as having 51% or more of its seated members in attendance at any given meeting. No Steering Committee action can be taken without quorum.
5. **Meeting Procedures:** Meetings shall follow standard and respectful procedures. A preliminary written summary of actions taken and other meeting highlights will be accessible to the Steering Committee members within three business days and posted on the CJF website within four business days.
6. **Pre-Meeting Agendas:** The LA HRTC's agendas will be distributed by email at least 72 hours before the meeting by the Convener.
7. **Transparency in Collection of Information:** Deadlines for submitting input on LA HRTC documents will be clearly communicated when the drafts are made available, printed at the top or bottom of documents that are available for editing, and these



deadlines will be strictly adhered to. Sharing of draft documents will be made available at least 72 hours prior to a meeting. The 72-hour requirement may be waived with the approval of two out of three of the Chair and Vice Chairs.

8. **Notice of Voting:** When voting is anticipated in a meeting, relevant agenda items, along with a description of the issue under consideration, will be identified.
9. **Voting:** Relevant items that require a vote will be adopted under a simple majority vote based on the number of seated Steering Committee members. Three business days will be provided for Steering Committee members to vote.

#### **SECTION B.4: Steering Committee - Absences, Designated Alternates, and Proxies**

1. **Attendance:** Steering Committee members are expected to attend all regular and special meetings of the committee. Absences may impact the committee's ability to achieve its objectives.
2. **Notification:** If a member is unable to attend a scheduled meeting, they shall notify the Chairperson or the Convener in writing as far in advance as possible.
3. **Designated Alternates:** Committee members may designate an alternate qualified representative from their respective organizations to attend meetings in their absence. Alternates will be allowed to fully participate and shall have the same responsibilities as the absent member. Members shall identify their designated alternate by filling out this [form](#) and shall notify the chair and vice chairs by email prior to the meeting. The appropriate email addresses to contact will be posted on the form and the website.
4. **Quorum Consideration:** When considering quorum requirements, either the member or their designated alternate, if applicable, shall be counted as present for purposes of meeting quorum.
5. **Duty of Alternate to be Informed:** If a member designates an alternate, it is the responsibility of the member or their alternate to ensure that relevant information and materials are communicated between them, allowing for informed participation in committee discussions and decisions.
6. **Failure to Notify:** Repeated failure to notify the committee of anticipated absences of a steering committee member and their designated alternate may be considered when evaluating a member's commitment and participation in the Steering Committee. Such evaluations may inform decisions regarding continued membership.
7. **Proxy Voting:** Committee members may designate a proxy, a qualified representative from their respective organizations to vote in their absence. Proxies shall have the same voting rights and responsibilities as the absent member. Members shall identify their

designated proxy by notifying the chair, vice chairs, and Convener by email prior to the meeting. Alternates may also be designated as a proxy.

### **SECTION B.5: Officers - Chair and Vice Chairs**

The Steering Committee will elect three leadership positions who will rotate through the positions of chairing and vice chairing the meetings. These positions shall include one Chair and two Vice Chairs - Vice Chair (A) and Vice Chair (B) and are recognized as the Officers of the Steering Committee. All Steering Committee members are eligible to nominate themselves for these roles. The representatives will be chosen without industry-specific or residency constraints and will serve at large.

1. **Chairperson:** The Chairperson shall preside over Steering Committee meetings, set the meeting agenda in collaboration with committee members, and represent the committee as needed.
2. **Vice-Chairperson:** The committee shall elect two Vice-Chairs to assist the Chairperson in their duties and assume the Chairperson's responsibilities in their absence.

### **SECTION B.6: Collective Role of the Steering Committee Officers**

The Chairs and Vice Chairs of the Steering Committee are elected leadership to facilitate the discussion and work of the Steering Committee. Chairs and Vice Chairs shall not have authority or power to act on behalf of, negotiate, or make decisions on behalf of the steering committee without explicit delegated authority. The ideas, positions, individual desires, or actions of the Chair or Vice Chairs actions shall not seek to supplant or circumvent the Steering Committee's consideration or discussion of solutions, ideation innovation, or strategic decisions.

### **SECTION B.7: Nomination Process for Steering Committee Officers**

To express interest in these positions, members can submit a self-nomination form. The election will be held through an online poll of Steering Committee Members to determine the elected candidates. There will be 2 categories, Chair and Vice Chairs. To ascertain the Vice Chair positions (A) and (B), the majority votes received within the Vice Chairs category will establish the order of the positions. The individual receiving the most votes in the Vice Chairs category will assume the role of Chair (A), while the runner-up will become Chair (B).

### **SECTION B.8: Terms of Office for Steering Committee Officers**

The California Jobs First program will operate with a tentative 36-month timeline. The Chair and two Vice Chairs of the Steering Committee will each serve for a period of 12 months. Rotations will occur every 12 months during the month of September, with each chair serving 12 months. When the Chair is termed out, they remain as part of the Steering Committee facilitation team as

the Vice Chair for three additional months until a new Vice Chair is selected. To the fullest extent possible, a nomination and election process will be held no less than 60 days before the expiration of the term.

### **SECTION B.9: Time Commitment for Steering Committee Officers**

The Chairs and Vice-Chairs will seek to attend all Steering Committee meetings:

1. The Chair shall lead all meetings of the Steering Committee. In the event, the SC Chair is unavailable, he/she may designate a Vice-Chair to lead the SC meeting in their absence.
2. The Committee Chair shall take the leadership role in providing updates from the Steering Committee during Monthly Partners meetings.
3. The Chairs and Vice Chairs shall set aside time to review input and requests from the Steering Committee members, feedback from the State of California, and reports from the Regional Convener and Fiscal Agent to participate in agenda-setting and goal-setting meetings before the Steering Committee meetings. Any material that the Chairs and Vice Chairs must review shall be provided to the Chair and Vice Chairs at least five days in advance.
4. The Chairs and Vice Chairs may be asked to coordinate and/or be present for additional planning and external meetings, as needed with proper notice.

### **SECTION B.10: Responsibilities and Duties of the Steering Committee Chair**

1. **Leadership:** Provide overall leadership for and facilitate meetings on behalf of the committee.
2. **Meeting Management:** Lead meetings and aid in the planning of meetings.
  - **Notification of Absence:** Except in an emergency, if the Chair cannot attend a meeting, they must inform the CJF team and Vice-Chairs with a minimum 48-hour notice to facilitate effective coordination and designate a Vice Chair to lead any meetings that are missed.  
The Chair shall not miss more than 3 meetings without notification within a quarter.
3. **Inclusive Decision Making:** Facilitate discussions among members of the Steering Committee fairly and inclusively to support the committee to engage in informed, respectful, and thoughtful decision-making.

4. **Representation:** Serve as the public face of the committee and participate in monthly meetings with the State of California on any matters pertaining to the LA HRTC. All meetings where the Chair or Vice Chair officially represented the LA HRTC shall be listed on the Steering Committee agenda prior to their occurrence. The Chairs and Vice Chairs represent the Steering Committee and may only take actions or positions that have been approved by the Steering Committee or for which advanced delegated authority has been granted.
5. **Communication:** Keep LA HRTC partners informed and convey committee decisions.
6. **Agenda Setting:** Work in consultation with the Convener, Fiscal Agent, Vice Chairs, and Steering Committee membership to determine meeting topics and priorities.
  - Review the monthly Hub Lead reports and allow time to structure the agenda to accommodate reports from Hub Leads to the Steering Committee
  - Review a monthly Key Performance Indicators and milestones report of LA HRTC's work plan and activities.
  - Any material that the Chairs and Vice Chairs must review shall be provided to the Chair and Vice Chairs at least five days in advance.
7. **Strategic Direction & Work Plan:** Collaborate with the Partners, Convener, and Fiscal Agent to establish committee goals, and work plan and align activities with the SC-approved work plan and strategic direction.
8. **Conflict Resolution:** Proactively and respectfully address conflicts within the committee.
9. **Progress Monitoring:** Review monthly reports from the Convener and Fiscal Agent that track and report on the LA HRTC activities, budgets, initiatives, Key Performance Indicators, and progress toward established goals/work plan/budget.
10. **Committee Development:** Foster a collaborative committee environment.
11. **Contribution to the Work:** Engage in collaborative efforts and actively participate in tasks aimed at achieving project deliverables.

#### **SECTION B.11: Responsibilities and Duties of the Steering Committee Vice Chairs**

1. **Support:** Assist the Chair in their duties and responsibilities. Meet with the Chair to plan meetings and develop agendas.
2. **Meeting Engagement:** Actively participate in Steering Committee meetings, contributing to discussions and decisions.
  - a. **Notification of Absence:** Except in the case of an emergency, if a Vice-Chair cannot attend a meeting, they must inform the Convener and Chair with a minimum 48-hour notice to facilitate effective coordination.

- b. **Attendance Requirement:** Each Vice-Chair shall not miss more than 2 meetings within a 6-month time frame.
3. **Succession Planning:** Vice Chair A should prepare to step in and serve as Chair after the first 12-month period. Vice Chair B should prepare to step in and serve as Chair for the next 12-month period. Elections for Vice Chair B shall be held in anticipation of the transition.
4. **Committee Coordination:** Collaborate with the Chair and the Steering Committee members to fulfill the committee's approved objectives and programmatic milestones.
5. **Participate in Committee Activities:** Actively engage in committee initiatives, projects, and discussions.
6. **Contribution to the Work:** Engage in collaborative efforts and actively participate in tasks aimed at achieving project deliverables.

#### **SECTION B.12: Chair's Resignation**

- When a Chair resigns, they shall formally submit their resignation in writing to the Steering Committee and the Convener sharing the effective date, which should include a responsible transition period.
- The Convener will work with the Vice Chairs and outgoing Chair to effectuate a smooth transition. This includes transferring knowledge, documents, and ongoing project responsibilities to ensure continuity.
- Vice Chair (A) will transition into the role of Chair for a single 12-month term. Vice Chair (B) will then step into the position of Vice Chair (A), and a nomination and election process will be organized to select a new Vice Chair to fill the vacant position.

#### **SECTION B.13: Vice Chair's Resignation**

- When a Vice Chair resigns, they shall formally submit their resignation in writing to the Steering Committee sharing the effective date.
- A nomination period will be opened during which committee members can self-nominate to fill the vacant position of Vice Chair.
- The committee members shall conduct a vote conducted through a poll to select a new Vice Chair, following the committee's established voting procedures, which include a simple majority vote.

#### **SECTION B.14: Steering Committee Grounds for Removal**

The list below indicates the grounds by which a Steering Committee member may be removed.

1. **Breach of Duties:** If the Chair, Vice Chair, or other Steering Committee member consistently fails to fulfill their duties and responsibilities as outlined in the committee's governing guidelines.
2. **Conflict of Interest:** If the Chair, Vice Chair, or other Steering Committee member is involved in a conflict of interest situation that compromises their ability to fairly and equitably organize and facilitate committee meetings or make impartial decisions for the committee. Conflict of Interest is defined and outlined in Article IX, Section G.
3. **Misconduct:** If the Chair, Vice Chair, or other Steering Committee member engages in unethical conduct or behavior that brings disrepute to the committee or organization.
4. **Failure to Attend Meetings:** If the Chair, Vice Chair, or other Steering Committee member fails to fulfill their attendance obligations.
5. **Violation of Bylaws:** If the Chair, Vice Chair, or other Steering Committee member violates the committee's bylaws or established rules and procedures.

#### **SECTION B.15: Steering Committee Process for Removal**

1. **Instatement for Removal:** If the Chair, Vice Chair, or other Steering Committee member falls under any of the above-mentioned "Ground for Removal", LA HRTC members may submit a written request that includes their reasoning to begin a removal process. The Chair, Vice Chair, or other Steering Committee member that is the subject of the request shall be notified of the submission of the document and provided a copy.
2. **Notification of Removal:** Upon removal, the Chair, Vice Chair, or Steering Committee member will be promptly informed of the decision and the reasons behind it.
3. **Review Process:** The Steering Committee will review the request for removal and its respective reasoning to prepare for a vote to pass or reject the removal request. The Chair, Vice Chair, or Steering Committee member under review will have the opportunity to respond to the claims. The Chair, Vice Chair, or Steering Committee member under review will have a period of seven days before the vote to submit any evidence or statement in their defense.
4. **Voting Process:** The Steering Committee will be presented with the request for removal and any evidence provided in defense of the Chair, Vice Chair, or Steering Committee member under review. The Steering Committee will vote to remove the Chair, Vice Chair,

or Steering Committee member or to reject the request for removal. A majority vote will be used to determine the final decision, effective immediately.

5. **Replacement:** (a) The removed Chair or Vice Chair will be notified within one business day of their removal. If the Chair is removed, Vice Chair (A) will assume the position of Chair. Vice Chair (B) will then step into the position of Vice Chair (A), and a nomination and election process will be organized to select a new Vice Chair to fill the vacant position. If a Vice Chair is removed, a nomination and election process will be organized to select a new Vice Chair to fill the vacant position.  
(b) Steering Committee members shall be replaced by general election of the HRTC membership.

### **SECTION B.16: Steering Committee Appeal Process**

In the event that a Chair, Vice Chair, or other Steering Committee member is removed from their position, a comprehensive appeal process is in place to ensure fairness and transparency.

1. **Notification of Removal:** Upon removal, the Chair, Vice Chair, or other Steering Committee member will be promptly informed of the decision and the reasons behind it.
2. **Appeal Period:** The removed Chair, Vice Chair, or other Steering Committee member will have a period of 7 days, starting from the date of their removal notification, to initiate an appeal.
3. **Submission of Appeal:** During the appeal period, the affected individual has the right to submit an appeal, which should include any additional information, evidence, or statements that support their argument against the removal.
4. **Review by Steering Committee:** The Steering Committee, comprising members responsible for oversight and governance, will carefully consider the appeal and the information provided by the removed Chair, Vice Chair, or other Steering Committee member.
5. **Additional Statement:** The person initiating the appeal may request an opportunity to provide an additional statement or clarification to the Steering Committee, which will be considered during the review process.
6. **Final Decision:** After a thorough review and deliberation, the Steering Committee will reach a final decision by a simple majority vote of seated Steering Committee members. This decision will be communicated to the removed Chair, Vice Chair, or other Steering Committee member, as well as the relevant stakeholders.

The appeal process is designed to uphold the principles of fairness and accountability within our organization, ensuring that all relevant information is considered before reaching a final

decision. We believe in transparency and due process, and this process aligns with those values.

### **SECTION C: The Role of Affinity Hub Leads:**

In pursuit of enhanced stakeholder representation, twelve Affinity Hub Leads champion thematic areas while focusing on empowering underrepresented subgroups. The thematic areas include Youth, Families, Homeless Veterans and Seniors, Employers and Businesses, Economic Development, Civic Engagement and Placed-Based Coalitions, Sustainability Climate and Environmental, Underemployed Adults, Labor and Workers, Immigrants, Institutional Governments, and Academia. For a detailed description of each thematic area: [Click Here](#).

These Leads shall be funded at fifty thousand dollars to play a pivotal role by convening and facilitating discussions, responding to data analysis, sharing valuable insights with other tables, summarizing and reporting feedback and providing resources for community participation. Additionally, they actively gather feedback from Subregional Table Leads to facilitate effective communication channels between Affinity Hub stakeholders and the Steering Committee. Functioning within the Steering Committee, Affinity Hub Leads hold a dual responsibility in enhancing representation and fostering collaboration and a participation between members of sub-regional tables along commonly connected thematic hubs. Through their endeavors, they empower underrepresented groups to have their voice heard enabling their involvement in decision-making processes.

### **SECTION C.1: The Duties and Responsibilities of the Affinity Hub Leads:**

1. **Facilitate Thematic Conversations:** Affinity Hub Leads shall organize monthly meetings within their respective affinity areas, fostering dialogue among Subregional Table Lead members and thematic stakeholders. Using input from their hub participants they shall also respond to data analysis, identifying community needs and sharing this information with other community/business/industry cluster tables. If there are valid community-based reasons to modify these expectations, an Affinity Hub can make an adjustment to these expectations via written notice to the steering committee
2. **Provide Capacity-Building Resources:** These leads shall coordinate with the Collaborative's capacity building vendor to offer resources to empower community members, to engage in meaningful participation. This shall ensure that communities have the tools and knowledge needed to engage effectively in CJF planning. LAEDC staff shall be responsible for ensuring that CJF and LA HRTC materials are properly translated and available in English and Spanish and other languages as needed.
3. **Collect Feedback and Decisions:** Affinity Hub Leads shall serve as conduits for gathering feedback from their Subregional Table Leads, local partners and thematic stakeholders that participate in their respective area. This shall ensure that community perspectives are considered in the decision-making process.



4. **Liaison to Steering Committee:** One of their primary roles is to facilitate the exchange of information related to Collaborative priorities between CBOs, stakeholders and the Steering Committee. They act as a vital link in ensuring that community voices are heard and acted upon.
5. **Collaborate with the Community:** Affinity Hub Leads shall actively engage with local community organizations, advocacy groups, and stakeholders and to participate in their monthly hub meetings in their thematic areas. Their aim is to gain a comprehensive understanding of the unique needs and challenges faced by these communities in pursuit of green and blue jobs.
6. **Develop Inclusive Solutions:** In collaboration with overall LA HRTC, community stakeholders, these leads shall facilitate the flow of information to assist the LA HRTC to develop solutions that incorporate the voices and perspectives of these communities into CJF planning activities. Affinity Hub Leads shall participate in Racial and Geographic Planning Forums to support development of inclusion solutions. This collaborative effort shall take into account factors such as accessibility, cultural relevance, and community engagement to ensure that initiatives effectively address the specific needs of disadvantaged communities.

#### **SECTION D: The Role of Table Partner Leads:**

As catalysts for progress, Table Partner Leads shall be funded at fifty thousand dollars to convene and collaborate with these underrepresented groups. Through their facilitation, these groups actively participate in the economic development process, contributing valuable insights, ideas, and perspectives. This inclusivity empowers underrepresented populations and shall foster a sense of ownership and investment in the region's economic growth.

Eight Table Partner Leads play a pivotal role in advancing the objectives of historically underrepresented populations and sectors to ensure their voices have been adequately included or represented within the overall stakeholder engagement process. This necessitates specialized attention in data gathering and facilitation of comprehensive dialogues. These Leads are instrumental in ensuring that the voices of these underrepresented groups are heard and their needs are addressed in the regional economic development process.

#### **SECTION D.1: The Duties and Responsibilities of Table Partner Lead:**

1. **Advise on Inclusive Policies and Practices:** Table Partner Leads shall convene stakeholders to contribute their knowledge and understanding of barriers faced by constituent populations, and participate in outreach and planning activities for each designated community to promote inclusivity and address systemic barriers. They provide

insights on strategies to ensure their constituents are equitably represented and have a voice in the LA regional economic plan.

2. **Facilitate Conversations:** Table Partner Leads shall organize meetings, which foster dialogue among table members. Using input from their table participants they shall also respond to data analysis, identifying community needs and sharing this information with the Steering Committee and the LA HRTC research designee.
3. **Collaborate with Community:** Table Partner Leads shall engage with local community organizations, advocacy groups, and stakeholders in their related issue/sector to understand the unique needs and challenges faced. They shall work together to define barriers, recommend collaborative solutions, and participate in the LA HRTC geographic and racial planning forums to ensure that the voices and perspectives of these community sub-groups are heard and integrated into the LA HRTC planning activities.
4. **Assess and Address Disparities:** Based on data, research, reports, and community engagements. Using information gathered from stakeholders, and findings report results compiled by LAEDC from lived experience and empirical data phases, Table Partners shall participate in the Collaborative's planning forums to develop solutions, strategies and targeted interventions to, aiming to uplift marginalized communities, increase equitable access to employment and reduce inequalities in the LA HRTC economic planning activities.
5. **Develop Inclusive Economic Development Solutions:** Table Partner Leads shall participate in the LA HRTC planning forums and activities to foster inclusive economic development and equitable access to high road opportunities for underserved residents. During these forums, Table Partners, along with Affinity Hub Leads, Sub-Regional Tables, Steering Committee and LA HRTC members shall consider demographic and other research data, such as accessibility, cultural relevance, and community engagement in the LA HRTC planning process to ensure that proposed solutions can effectively address the specific needs of disadvantaged communities.
6. **Promote Capacity Building:** Table Partner Leads shall 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 LA HRTC planning process.
7. **Monitor and Evaluate Impact:** Table Partner Leads may develop recommendations regarding additional metrics and indicators to monitor the impact of LA HRTC planning activities.
8. **Foster a Culture of Inclusion:** Table Partner Leads shall promote a culture of inclusivity within the LA HRTC. They work to ensure diversity and inclusivity within the planning

process, fostering an environment where different perspectives and experiences are valued, respected, and actively sought.

## **SECTION E: The Role of Subregional Table Leads:**

Ninety SPA-based Subregional Tables are being funded at ten thousand each to ensure comprehensive coverage across the nine Service Planning Areas, with ten grantees representing each area. This approach fosters regional diversity and a wide range of perspectives, contributing to an effective and inclusive planning process. By conducting outreach, engaging and gathering data from constituents in local service planning areas, the Subregional Table Leads ensure that community lived experience is factored into the LA HRTC planning process. The Subregional Table Leads promote local participation in the planning process and work to engage community members in both the outreach and planning phases of the LA HRTC initiative. Subregional Table Leads share research findings and promote LA HRTC activities and engage local stakeholders to participate in the LA HRTC geographic and racial planning forums event and data collection process.

In the dynamic landscape of regional economic development in Los Angeles County, the Subregional Table Leads have been strategically assigned specific thematic areas within each Service Planning Area (SPA). These dedicated community-based organizations shall play a vital role in fostering the development of a comprehensive planning process that charts the course for progress. Their core responsibilities encompass community outreach, engagement to gather community input, lived experience data, share research findings, facilitate local discussions to offer insights into key community needs, promote local participation in region-wide and local solutions and offer valuable insights into key needs.

### **SECTION E.1: The Duties and Responsibilities of Subregional Table Leads:**

1. **Advise on Inclusive Policies and Practices:** Subregional Table Leads shall collaborate with local stakeholders and share information, knowledge, interventions and solutions that promote inclusivity and address systemic barriers from constituents in their thematic regional and within their geographic area. They provide insights on strategies to advance equitable access to CJF opportunities, resources, and economic benefits.
2. **Facilitate Conversations:** Subregional Table Leads shall attend Affinity Table meetings and help distribute and collect responses regarding data and analyses.
3. **Collaborate with Community:** Subregional Table Leads shall engage with local community organizations, advocacy groups, and stakeholders in their geographic area to understand the unique needs and challenges faced by constituents in their designated thematic area. They shall participate in the LA HRTC planning forums with other LA HRTC members, Affinity Hubs, Steering Committee and Table Partners to develop strategies, interventions

and collaborative solutions to ensure that the voices, needs and perspectives of their community are heard and integrated into the LA HRTC planning activities.

4. **Promote Capacity Building:** Subregional Table Leads shall support efforts to enhance the capacity of individuals and organizations in disadvantaged communities within their geographic areas. Advocating for initiatives and investments that provide training, education, mentorship, and resources to promote economic empowerment and self-sufficiency in the LA HRTC planning process.
5. **Monitor and Evaluate Impact:** Subregional Table Leads may develop recommendations regarding additional metrics and indicators to monitor the impact of LA HRTC planning activities within their geographic areas.

## **SECTION F: Stewardship Committee:**

The Stewardship Committee is comprised of the Convener: Los Angeles County Economic Development Corporation (LAEDC) and the Fiscal Agent: California Community Foundation (CCF). They hold the responsibility of managing organizational resources and implementing the LA HRTC's work plan based on the approved budget. The Stewardship Committee plays a multifaceted role in managing resources, facilitating effective communication, implementing decisions, and providing essential support for the coalition's activities, all of which are essential for its success.

### **SECTION F.1: The Role and Responsibilities of the Stewardship Committee**

1. **Resource Management:** The Stewardship Committee, comprising the Convener LA County Economic Development Corporation (LAEDC) and Fiscal Agent California Community Foundation (CCF), is responsible for managing the LA HRTC budget and implementing the LA HRTC's organization's work plan based on decisions made by the Steering Committee. They ensure that resources are allocated as approved and work to carry out their roles efficiently and effectively to support the objectives of the LA HRTC.
2. **Information Translation:** Acting as a link between data analysts, contracted vendors, and the Steering Committee, the Stewardship Committee plays a key role in translating complex technical information into actionable insights. This ensures that data-driven decisions are not only understandable but also usable for the benefit of the organization.
3. **Decision Implementation:** The Stewardship Committee takes an active role in the implementation of decisions made by the Steering Committee. They oversee the execution of these decisions, ensuring that they are carried out efficiently and in accordance with the LA HRTC's goals.
4. **Resource Provision:** The Stewardship Committee is responsible for making allocation of available resources to carry out LA HRTC operations. This includes resources for

training, capacity building, communication, outreach, engagement and planning, all of which are critical for the LA HRTC's success.

5. **Contract Oversight:** Additionally, the Steering Committee oversees the contracting and subcontracting processes, ensuring that contracts are awarded fairly and that vendors are held accountable for delivering quality work.
6. **Conflict of Interest:** The Fiscal Agent and the Convener shall not participate in the discussion on any matter in which they may have a financial conflict of interest. The Fiscal Agent and Convener shall recuse themselves from preparing background or participating in the deliberation of projects in which they have a financial interest. This includes projects involving affiliated entities where the individual or their organization sits on the board, projects with existing partnerships, and projects of organizations with which the individual or their organization has an existing contract. These provisions aim to prevent conflicts of interest and uphold the integrity of the approval process for LA HRTC actions. If the Fiscal Agent or Convener identifies that they may have a conflict of interest, they shall notify the Chair and Vice Chairs of the Steering Committee in writing that a potential conflict may exist. The Steering Committee Chair shall notify the Steering Committee members within 72 business hours that a notice of a conflict has been submitted.
7. **Steering Committee:** Members of the Stewardship Committee shall have no authority to select, elect or remove members of the Steering Committee without prior approval and vote by the LA-HRTC.

#### **Article IV: Decision-Making and Voting**

- The Steering Committee shall confirm its authority and exercise voting power through simple majority votes on matters that necessitate voting.
- For any action requiring a vote of the Steering Committee, a minimum of 72 hours advance notice shall be given and documents/details distributed to all SC members accordingly.

#### **Article V: Communication Strategy**

##### **SECTION A: Outreach and Engagement Overview**

The LA HRTC's outreach endeavors shall encompass a multifaceted approach, employing diverse channels and strategies to connect with a broad spectrum of regional stakeholders, with particular emphasis on those in historically underserved communities. LA HRTC members are committed to actively collaborating with community organizations, local leaders, and residents to gain insights, solicit feedback, and involve them in the decision-making process. The LA HRTC shall actively seek opportunities to participate in community gatherings, forums, and meetings, fostering dialogue, addressing concerns, and establishing meaningful relationships.

Furthermore, recognizing the significance of digital platforms in expanding reach and accessibility, LA HRTC members are dedicated to leveraging technology. The Regional Convener shall maintain a dynamic online presence through our website, social media platforms, and email newsletters. These digital avenues shall serve as valuable resources for disseminating updates, showcasing achievements, and delivering pertinent information about CJF planning activities.

Transparency stands as a fundamental principle guiding our public communications. The LA HRTC is committed to providing regular progress reports, and sharing pivotal milestones, outcomes, and lessons learned. We are dedicated to ensuring that our updates are characterized by clarity, conciseness, ease of comprehension, and translation into languages relevant to the region. By prioritizing outreach and transparent public updates, the LA HRTC aspires to cultivate a collaborative and inclusive environment, where communities and individuals are well-informed, actively engaged and empowered participants in the planning process.

## **SECTION B: Website**

The webpage of the LA HRTC shall, at a minimum, encompass the following elements:

- Copy of the Application, Memorandum of Understanding (MOU), and Deliverables.
- Visual representation of the Governance Structure with links describing the roles and responsibilities of each position and entity in the governance structure.
- Contact details for the Convener, Fiscal Agent, and Subregional Collaborative Affinity Hub Leads, Table Partner Leads, and Subregional Table Leads.
- A comprehensive list of all partner organizations.
- A calendar displaying Collaborative meetings, subgroups, and related committees, accompanied by links for registration, access to agendas, and information on locations (if applicable).
- Archived records such as meeting transcripts, recordings, summaries, PowerPoint presentations, handouts, and content from Zoom Chat (if applicable).
- Research documents and data shall be stored and made readily accessible to all community members on the CJF website.

## **SECTION C: Budget**

The LA HRTC acknowledges the pivotal role of outreach and engagement in realizing the objectives of the CJF program. We are cognizant that successful outreach necessitates sufficient resources and investment to connect with a diverse array of stakeholders, collect valuable feedback, and cultivate substantial relationships within the communities. Accordingly, a budget exceeding \$2 million has been earmarked for outreach and engagement endeavors. For an overview of Outreach and Engagement Funding: [Click Here](#).

The purpose of the budget is to fund the development of an inclusive, comprehensive regional economic recovery and transition plan that places disinvested communities at its center. For a breakdown of how the Planning Grant and Catalyst Program Grant are allocated: [Planning Grant](#) and [Catalyst Program Grant](#).

The Fiscal Agent is responsible for the management of the budget and ensuring the operations of the LA HRTC and the development of the regional plan conform to grant requirements and generally accepted grant administration practices.

The Steering Committee is responsible for overseeing the development of the regional plan, including ensuring funds align with the mission, objectives, and bylaws of the LA HRTC. All budget changes shall be reviewed and approved by the Steering Committee before being presented to the state for approval. Should the State not approve budget changes approved by the Steering Committee, then the Fiscal Agent will go back to the Steering Committee to seek approval of next steps.

## **Article VI: Services Contracting**

### **SECTION A: Overview**

Services contracting refers to the process of engaging external individuals, nonprofit organizations or private firms to provide specific services to the LA HRTC. It involves formalizing an agreement between the Fiscal Agent on behalf of the LA HRTC and the contractor that outlines the scope of work, deliverables, timelines, payment, and other relevant terms and conditions. The Steering Committee may adopt policies to implement this article.

### **SECTION B: Process**

1. **Initiate Contract Process and Define Project Scope and Objectives:** The Steering Committee shall initiate the service contract development process. The Fiscal Agent may propose the contract's development and offer context regarding its intended use. Once the Steering Committee approves the motion to initiate the process, a procurement-related black-out period begins for anyone or any entity that may intend to apply for or enter into the service contract.
2. **Develop a Request for Proposal (RFP):** The Regional Convener and the Fiscal Agent are responsible for drafting the Service Contract Solicitation. The Regional Convener shall work with the LA HRTC to develop the project details including the project's

scope, objectives, desired outcomes, expected deliverables, evaluation metrics, scoring metrics, timelines, and the specific expertise and skills required from a consultant to successfully accomplish the project goals. The Fiscal Agent shall be responsible for compiling this information into a solicitation and overseeing the solicitation process.

- a. The solicitation may also include requirements needed to fulfill the vision and objectives of the Planning Phase (Phase I), Catalyst Program, and Implementation Phase (Phase II), such as experience working with disinvested communities or knowledge of inclusive economic development practices.
3. All persons and entities are prohibited from participating in the development, evaluation, or award of a contract for services in which they may have a conflict of interest, including submitting a bid or request to be awarded funds. The consequence for inappropriately engaging in a solicitation is the disqualification or voiding of the contract and the return of any funds related to the contract that may have been received.
4. Approval of Service Contract Solicitations: The Steering Committee shall approve the content of a service contract solicitation prior to its release. No RFP shall be released that violates the provisions of the Bylaws, as these Bylaws are approved on the date of the release.

### **SECTION C: Distribute the RFP**

The Fiscal Agent, Regional Convener, Steering Committee members, and other partners shall disseminate the RFP to potential consultants through various channels, such as professional networks, industry associations, online platforms, and direct invitations to pre qualified individuals or firms to ensure a wide pool of qualified candidates. The Fiscal Agent is responsible for documenting all outreach methods utilized and adherence to procurement standards.

### **SECTION D: Review and Evaluate Proposals**

1. Unless otherwise specified in the solicitation, the Fiscal Agent shall receive the proposals and the Regional Convener shall seek a Review Committee composed of five with no less than three individuals with no conflict of interest to evaluate the proposals based on predefined criteria in the solicitation. The recruited individuals shall be vetted by the Fiscal Agent to ensure individuals have subject matter expertise in the area of the solicitation based on the eligibility criteria and that no conflict of interest exists.
2. The Fiscal Agent shall contact references provided by bidders to validate their qualifications, reliability, and the quality of their work. The Fiscal Agent and the Regional Convener may review past project outcomes and/or gather feedback from previous clients or organizations they have worked with.



3. The Review Committee and Fiscal Agent shall assess the proposed pricing and contractual terms of the consultants per the respective solicitation rubrics. They shall consider the value provided, cost-effectiveness, and budgetary constraints.

### **SECTION E: Select and Notify the Consultant**

After thorough evaluation and consideration, the Review Committee will make its selection recommendation based on the criteria outlined in the solicitation. The Fiscal Agent will present to the Steering Committee for its review and approval the solicitation process used, the Review Committee's selection recommendation, and bid scoring.

1. The chosen bidder shall be notified and confirm their acceptance of the offer, subject to the final negotiations on the terms of the contract. Should the selected bidder not accept the terms of the contract or contract negotiations fail, the Fiscal Agent shall go back to the Steering Committee to seek approval of next steps. Bidders not selected shall be notified at the same time as the selected consultant.
2. The Regional Convener and Fiscal Agent may engage in negotiations to clarify expectations, deliverables, timelines, payment terms, intellectual property rights, confidentiality, and other relevant contractual aspects.
3. The Fiscal Agent and Convener, on behalf of the LA HRTC, shall jointly announce the selected consultant publicly and post the notification on the LA HRTC website. If multiple responses are submitted in response to a solicitation, their names and respective evaluation scores shall also be posted on the website. The procurement-related blackout period shall end when the announcement of the selected consultant is posted on the LA HRTC's website.

### **SECTION F: Contract Execution and Project Management**

The Fiscal Agent shall prepare and execute a formal contract that outlines the agreed-upon terms and conditions.

1. a. The Chair of the Steering Committee may, with the approval of the committee members, designate one to three LA HRTC members to participate in the oversight of the deliverables of each contract for services. Where appropriate, the Steering Committee may approve funding for these activities to the extent necessary, on a case by case basis.
2. The Fiscal Agent and Regional Convener shall hold a kickoff meeting with the selected vendor to establish clear communication channels, project milestones, and reporting requirements. The Fiscal Agent and/or the Regional Convener shall

provide the selected vendor with the agreed upon information, resources, point of contact and access to ensure their successful execution of the project.

3. No contract shall be executed that violates the provisions of the Bylaws, as these Bylaws are approved on the date of execution.

## **Article VII: Outcomes**

### **SECTION A: Overview**

In collaboration with the support of the Partners, Convener, Fiscal Agent, and other regional stakeholders, LA HRTC shall formulate a comprehensive regional economic recovery and transition plan, emphasizing key elements of a High Road strategy. This plan shall be co-crafted by a diverse array of stakeholders, involving them in all phases from envisioning to analyzing, and from strategy development to the creation of a detailed roadmap. The analyses and plans shall consider both sub-regional and inter-regional dynamics and shall be in alignment with existing regional and/or subregional economic development plans and strategies when those plans and strategies are consistent with the objectives of the Phase I Planning Grant and Catalyst Program Grants

The Regional Plan comprises two parts. Regional Plan - Part 1 provides an overview of the region's socio-economic conditions, including stakeholder mapping, a regional summary, and various analyses. Regional Plan - Part 2 then establishes a forward-looking economic development and transition roadmap, informed by the information gathered in Part 1.

### **SECTION B: Regional Plan – Part 1 Overview**

The first component of the regional plan offers a baseline understanding of the region. It encompasses an assessment of regional stakeholders, an examination of the factors influencing the region's economic, environmental, and health conditions, and a comprehensive analysis of its economic and workforce dynamics.

The components of the Regional Plan – Part 1 are as follows:

1. **Stakeholder Mapping:** Providing a snapshot of historically active stakeholders capable of influencing the creation of a High Road economy in the LA Region, or benefiting from it.
2. **Regional Summary:** Offering a concise background on the region's demographic and socio-economic conditions, with a focus on areas exhibiting varying degrees of economic diversification and resiliency. This section also highlights industry trends impacting the regional economy, while identifying existing regional inequities, such as economic, health, and environmental disparities faced by local communities.

3. **Labor Market Analysis:** Presenting an overview of labor and workforce dynamics in the region, including key information about major employers, occupations, wages, the impacts of recent labor market trends, changes, and influences, and projected labor trends within key industries.
4. **Industry Cluster Analysis:** Offering an overview of the current major industries, along with industry trends and future projections.
5. **SWOT Analysis:** Conducting an in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (SWOT), particularly in relation to equitable economic resilience and the growth of sustainable industry clusters. The SWOT analysis shall draw insights from the data and components obtained through the aforementioned analyses.

The Steering Committee shall review work plans and statements of work related to the development of Part 1 to ensure they align with the stated goals, objectives, timelines, and priorities of the LA HRTC. Further details regarding the components of the Regional Plan – Part 1 can be found in the California Economic Development Department Solicitation for Proposals – Community Economic Resilience Fund Program: [Click Here](#).

### **SECTION C: Regional Plan – Part 2 Overview**

The LA HRTC shall be tasked with crafting a comprehensive economic development and transition roadmap in Part 2, encompassing strategies that prioritize the establishment of high-quality employment opportunities, equitable access to jobs and resources, and the cultivation of sustainable, resilient economies and industries. These strategies shall be rooted in the findings of the analyses conducted in Part 1.

Key components of the Regional Plan – Part 2 include:

1. **Vision and Goals:** Formulating a vision and specific regional objectives aimed at fostering a High Road economy characterized by sustainability, inclusivity, and equity.
2. **Strategies for Targeted Industry Growth:**
  - a. **Industrial Cluster Development:** This section shall provide insights into current trends and projected growth within targeted industries.
  - b. **Workforce Development:** Detailing how the industrial strategy intends to align skills with available jobs, address talent acquisition and recruitment, and facilitate collaborative efforts among businesses, educational institutions, labor organizations, and more.
3. **Strategies for Economic Diversification:** These strategies shall center on promoting economic diversification, particularly in locations susceptible to economic disruptors like

climate change. Investments shall be designed to effectively tackle obstacles related to business attraction and retention, as well as ensure quality job access for disinvested communities.

4. **Strategies for Resilience to Economic Shocks:** These encompass protective measures for diverse communities, particularly disinvested ones, while also viewing economic shocks and disasters as opportunities for growth.
5. **Strategies for Enhancing Economic Equity:** These strategies shall be informed by workforce and demographic trend analyses, focusing on closing gaps, achieving universal service levels, or disaggregating outcomes by factors such as race, ethnicity, income, and more.
6. **Strategies for Advancing Health and Environmental Equity:** These shall involve measures to minimize the impact of economic development activities on the natural environment, mitigate the effects of climate change, and address public health needs. Special consideration shall be given to the requirements of disinvested communities.
7. **Strategies for Alignment with State Initiatives:** An evaluation of how regional economic development strategies, such as planning priorities, grant programs, and regulations, can harmonize with, support, and receive support from existing state strategies in areas like clean energy, air pollution reduction, transportation decarbonization, climate adaptation, sustainable water management, and natural and working lands.

The Steering Committee shall review work plans and statements of work related to the development of Part 2 to ensure they align with the stated goals, objectives, timelines, and priorities of the LA HRTC. Additional details regarding the components of the Regional Plan – Part 2 can be referenced in the [California Economic Development Department Solicitation for Proposals – Community Economic Resilience Fund Program](#).

## **SECTION D: Deadlines**

Deadlines set by the state for delivery of required documents are:

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

## **Article VIII: Reporting**

### **SECTION A: Reporting Obligations**

On a monthly basis, no later than the 15th day of each month, the Convener, each Affinity Hub Lead, Table Partner Lead, Subregional Table Lead must furnish a report containing, at the very least, the subsequent particulars pertaining to the preceding month:

- Overview of Activities
- Insights Gained
- Obstacles Encountered
- Initiatives for Sustainability
- Recent Media References
- Inquiries or Remarks

Links to these reports shall be posted on the website at least quarterly.

### **SECTION B: Fiscal Agent Obligations**

On or before the 20th day of each month, the Fiscal Agent, which is the California Community Foundation, is mandated to present a report to the California Employment Development Department. This report shall, at a minimum, encompass the subsequent details related to the preceding month:

- Overview of Collaborative Activities
- Updates on Governance Structure
- Progress in Collaborative Partnerships
- Recent Media Citations
- Key Takeaways
- Obstacles Encountered in Collaboration
- Financial Overview
- Cumulative Expenditures
- New Monthly Expenditures
- Summary of New Contracts and Their Values
- Requests for Budget Adjustments
- Fiscal Challenges Faced

### **Article IX: Definitions and Glossary**

#### **SECTION A: Equity**

The LA HRTC shall review the Equity definition in the CJF Solicitation, and ultimately approve its own definition, delineating how Equity is put into practice and integrated within the LA HRTC. This definition shall serve as a guiding principle in all actions and undertakings conducted by the LA HRTC while factoring in and considering the State of California’s published definition of “disinvested communities”.

#### **SECTION B: Pre-existing Equity Definition from CJF 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. The LA HRTC's inclusive governance structure is anchored in “community” to ensure that barriers faced by under voiced sub-populations and their resulting disparities are elevated as key inputs into our planning efforts and the development of equity-centered economic development strategies.

For CJF, equity means that CJF Regions share the benefits and burdens of the CJF Phase 1 process across all affected communities, both urban and rural, with targeted efforts to reach marginalized 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 have equal and fair access to 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 C: Disinvested Community**

The LA HRTC shall establish a shared interpretation of a Disinvested Community, which shall, at a minimum, include the definition in the CJF Solicitation. This interpretation shall serve as a guiding principle in all actions and initiatives undertaken by the LA HRTC.

### **SECTION D: Preexisting Disinvested Community Definition from CJF Solicitation for Funding**

CJF 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](#) - [Click Here for data](#); 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.
  - While Los Angeles County has the largest population of individuals of American Indian and Native descent nationwide, there is no federally recognized land governed by tribal nations, reservations, within LA County. After requesting further clarification from the State, we have been informed to include any individual of American Indian and Alaska Native descent as belonging to a disinvested community.

### **SECTION E: Definition of Charity or Community Based Organization**

The LA-HRTC is committed to ensuring its representation includes charitable and community-based organizations of various types, residents, businesses, and other stakeholders that contribute to the collective and inclusive voice of ALL of Los Angeles County.

The LA-HRTC Steering Committee is comprised of residents, representatives from academic institutions, government agencies, nonprofit corporations, community-based organizations, charities, community coalitions, and unincorporated associations.

Charitable and Community Based organizations can take many forms. The terms charity or community-based organization shall be defined for purposes of the LA-HRTC, to adhere to the following:

#### **Charities**

The California Attorney General has oversight over charities, charitable trusts, as well as individuals and other organizations who hold charitable assets or engage in fundraising for charitable purposes.

- 1) If the organization is classified as a California nonprofit public benefit corporation or has received federal tax exemption under Internal Revenue Code section 501(c)(3), which includes fiscally sponsored entities it is considered a charity.
- 2) Charitable Purpose: CA courts define "charitable purpose" very broadly to include the following:
  - a) relief of poverty
  - b) Advancement of education or religion,
  - c) Promotion of health,
  - d) Governmental or municipal purposes; and
  - e) other purposes beneficial to the community<sup>1</sup>

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<sup>1</sup> (Lynch v. Spilman, (1967) 67 Cal.2d 251, 261; Estate of Breeden (1989) 208 Cal.App.3d 981, 985; Rest.3rd Trusts, § 28.

According to the CA Attorney General, charities may take various legal forms in California, including as a nonprofit corporation, trust, or unincorporated association. The central aspect of being a charitable organization is to benefit a significant segment of the community, as opposed to specific, private individuals.

### **Community Based Organizations**

A "community-based organizations" is as a public or private nonprofit organization, which includes fiscally sponsored entities, that is representative of a community/group or significant segments of a community/group and provides economic development, educational, physical, or mental health, recreational, arts, or youth development or social, support or related services to individuals or other members in the community.<sup>2</sup>

### **SECTION F: Amendments & Additions**

The LA HRTC retains the authority to formulate its own interpretations of the terms "Equity" and "Disinvested Community" as required to achieve the objectives of the CJF program. Additional terminology defined by the Coalition may be developed and incorporated into these Bylaws through the amendment process.

### **SECTION G: Conflict of Interest**

The Los Angeles High Road Transition Collaborative (LA HRTC) requires its Convener, Fiscal Agent and members of its Governance Structure, including, but not limited to its Steering Committee, Affinity Hub Leads, Subregional Table Leads and Table Partner Leads, employees, contractors and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The LA HRTC Steering Committee, recognizing that it is entrusted with resources devoted to charitable purposes which includes the upliftment of disinvested communities, requires adherence to its Conflict of Interest Policy whose purpose is to protect the LA HRTC's interest when it is contemplating entering into a transaction or arrangement that might benefit the private or strategic interests of any individual or organization in a position of authority or engaged in the work of the LA HRTC. The LA HRTC strives to avoid conflicts of interest to ensure that it continues to operate in accordance with the norms of charitable and tax-exempt purpose and our mission to advance equity in the LA region with a specific focus on disinvested communities.

Duty of Loyalty of Interested Persons: Conflicts of interest can place personal interests at odds with the fiduciary "duty of loyalty" owed to the LA-HRTC. The duty of loyalty requires that employees, contractors, individual and/or organizational members of committees within the governance structure of the LA-HRTC or those to whom delegated powers have been bestowed (each, an "Interested Person"), shall refrain from using his or her position for personal or organizational gain, and avoid acting on issues in which his or her personal, organization's or

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<sup>2</sup> CA Welf. and Inst. Code § 651.5



affiliated entity's financial and non-financial interests could conflict with the interests of the LA-HRTC.

Direct and Indirect Conflicts of Interest: Conflicts of interest can arise from personal or organizational relationships or from financial or non-financial interests. Conflicts can arise either directly or indirectly.

Duty to Self-Disclose: The primary obligation of any person or organization subject to this Policy, who may be involved in a conflict of interest situation, is to bring it to the attention of the HRTC Steering Committee. Notification of potential conflicts shall be made in writing, in a manner consistent with the policies and procedures approved by the HRTC Steering Committee. An Interested Person or organization is required to recuse themselves from voting on any matter where a conflict of interest exists. The decision about whether a conflict of interest exists should not be made unilaterally by any Interested Person or organization.

Questions or concerns relating to potential conflict will be evaluated and addressed in a manner based on the procedures outlined in the LA-HRTC conflict of interest policy. An Interested Person or organization shall make an appropriate disclosure of all material facts, including the existence of any financial, non-financial, or affiliated entity interests, at any time that any actual or potential conflict of interest or ethical question arises.

## **Article X: Amendments**

### **SECTION A: Amendment Procedure**

These bylaws can be modified by a ~~two-thirds~~ majority vote of the seated Steering Committee members by email. At least three business days will be provided for Steering Committee members to vote.

The initiation of the amendment process can be proposed by any LA HRTC partner to the Steering Committee. Proposed amendments must be provided in written form to a Steering Committee member.

### **SECTION B: Notification of Amendments**

All Collaborative members, Steering Committee members, Convenors, and Fiscal Agent shall receive advance notice of any proposed amendments to the bylaws, which shall include a copy of the proposed amendments and the meeting date on which the amendments shall be deliberated and voted upon.

### **SECTION C: Effective Date**

Amendments to these bylaws shall take effect immediately upon approval unless the amendment itself specifies a different effective date.