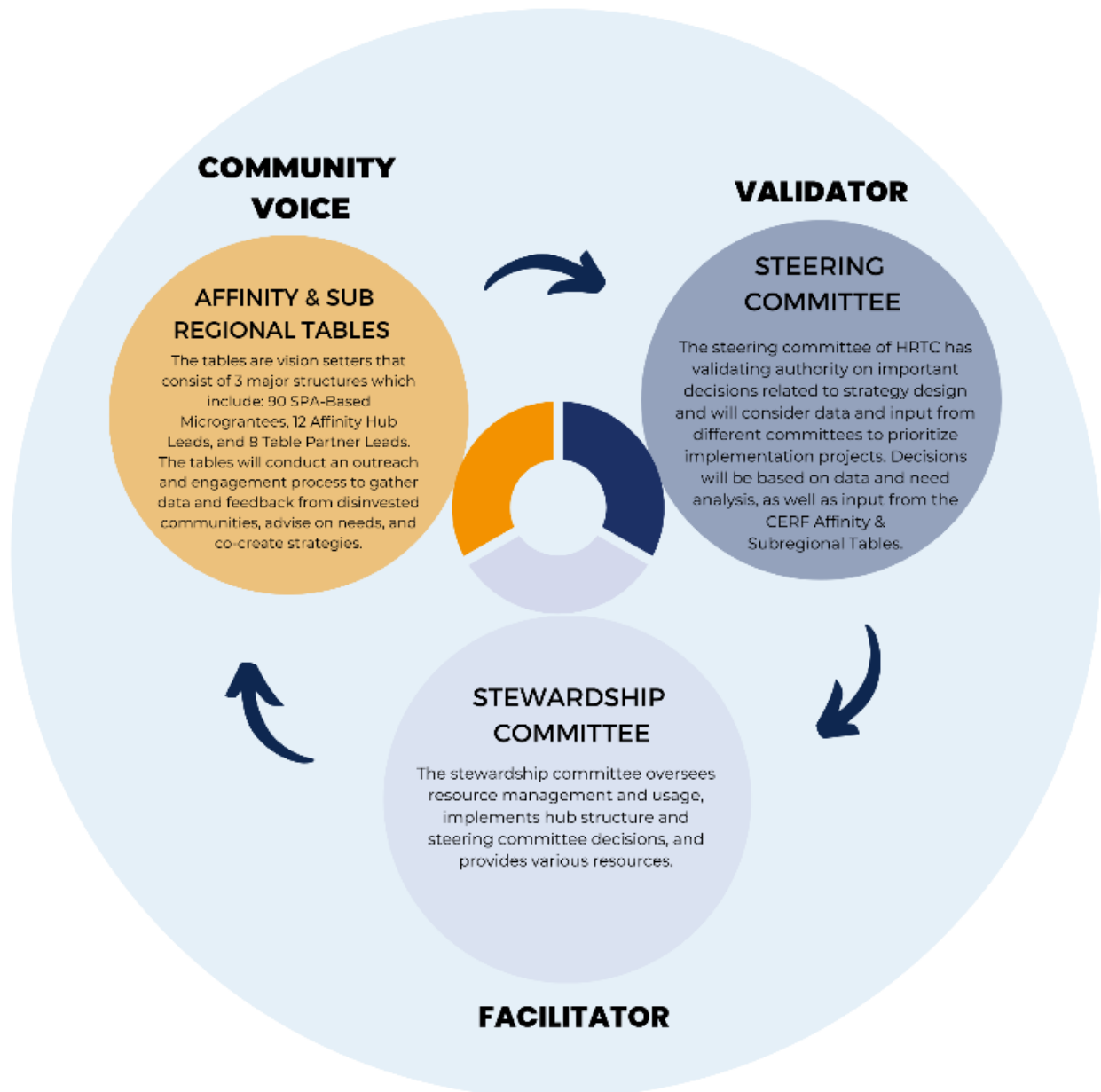


LA HRTC Governance Structure

Democratic Governance Structure that Shares Decision-Making

The proposed governance structure for the LA HRTC is designed to promote shared decision making and to ensure that the voices of disinvested communities are prioritized. The governance structure for the LA HRTC includes all of the entities that have signed the Collective Partnership Agreement Letter. The shared/inclusive structure includes four primary components: (A) Affinity and Subregional Hubs, (B) Table Leads, (C) Steering Committee, and (D) Stewardship Committee. The structure is designed to be non-hierarchical, as indicated in the circular relationships between the different components of the model shown below and on the following page:

GOVERNANCE NARRATIVE



Affinity & Sub Regional Tables

Role Defined:

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

Representation:

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

STEERING COMMITTEE

Role Defined:

- As the validating body, the Steering Committee incorporates the feedback and data received from the Affinity and Subregional Tables. They make informed decisions on items related to the design and implementation of HRTC strategies for the region based on information and guidance from the Affinity and Sub Regional Tables, and governance structure as a whole.
- This committee will be responsible for deciding on key points such as budget allocation, goals/outcomes and types of data, outreach and engagement strategy, regional strategy (Phase 1), and economic development and transition roadmap project strategies to prioritize for implementation projects (Phase 2). These decisions will be based on data and need analysis, as well as input from the Affinity and Subregional Tables and the Stewardship Committee.

Representation:

- The Steering Committee will be comprised of 38 representatives of critical voices from government, labor, business, industry, and community stakeholders that serve as the primary decision-making body for the High Road Transition Collaborative.
- A supermajority of the seats on the Steering Committee is dedicated to community-based leaders of disinvested communities, rooted in grassroots and community-based organizations. Priority will be given to leaders of organizations committed to equity, environmental justice, and advocacy for disinvested communities.
- As per the proposal, the formation of a Steering Committee will be composed of a subset of representatives from the Affinity and Subregional Tables, Hub Leads, representatives from all required CERF-related stakeholder groups, and selected community members. Out of the total seats in the Community-Based Leaders subgroup, 12 will be allocated to leaders of the Affinity Hub Areas.
- The Fiscal Agent and Regional Convener will have non-voting seats on the Steering Committee.

STEWARDSHIP COMMITTEE

Role Defined:

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

Representation:

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

(A) Affinity and Subregional Hubs are made up of all of the required stakeholder groups identified on page 10 of the SFP (Labor; Employers, businesses, and business associations;

Grassroots and community-based organizations, community organizers, and community members; Government agencies; Economic development agencies; Philanthropic organizations; Education and training providers; Workforce entities; Environmental justice organizations; Worker centers; Disinvested communities; California Native American Tribes). The LA HRTC has also identified other key regional stakeholders capable of contributing to the success of the project, such as: Immigrants; Justice Involved; Transition Age-Youth; Public Health; Personal Health; Income & Wealth; Prone to Personal Violence; Community Violence; and LGBTQ+. The Affinity and Subregional Tables may include existing tables, advisory groups, collaboratives, and coalitions, and will include new tables established specifically to provide inclusive input into the CERF planning process. The membership and focus of these Tables will cut across regions, sectors, affinity areas, and shared challenges. The roles of the Affinity and Subregional Tables include but are not limited to: gathering relevant data and community voice, responding to data analysis, advising on key needs, co-creating economic development strategies, and summarizing ideas and concepts to provide essential knowledge to inform the CERF planning process. **(B) Hub Leads** will include 12 Affinity Hub Leads, organized by the following thematic areas: Youth; Families; Homeless, Veterans and Seniors; Employers and Business; Economic Development; Underemployed Adults; Labor and Workers; Immigrants; Sustainability; Academia; Institutional and Government; and Civic Engagement and Place Based Coalitions. The work of the Place-Based Hub will include coordination and information gathering from subregional tables. The Hub Leads will also include **8 Table Partner Leads**, to support the work of small business, economic development and/or other under voiced populations where there is underrepresentation in the HRTC which warrants additional voice, data gathering/in-depth planning. Roles of the Hub Leads include convening and facilitating regular table conversations in their affinity areas, responding to data analysis, identifying community needs, sharing with other community/business/industry cluster tables, providing capacity building resources to facilitate community participation, and gathering feedback and decisions from community members across Affinity and Subregional Tables. A primary focus will be to facilitate the flow of information regarding HRTC priorities between stakeholders and the Steering Committee. The elected 12 Affinity Hub Leads and the eight Table Partners will receive \$50,000 each.

(C) LA HRTC Table Building

The LA HRTC Outreach & Engagement Committee has intentionally engaged in targeted outreach to address subgroups that are underrepresented within the governance structure. This includes defining the eight Table Partner Leads. The committee has defined six of the eight Table Partner Leads:

- 1) Gig Workers/Self-Employed
- 2) LGBTQ+
- 3) Veterans
- 4) California Native American Tribes

- 5) Women
- 6) Industry Clusters

The Outreach & Engagement Committee will continue to convene to define the remaining two underrepresented subgroups that will serve as Table Partner Leads. This will be solidified by the end of the Affinity Hub & Steering Committee elections, and the committee will dissolve.

On July 14th's LA HRTC Partners Meeting, the LA HRTC enacted major changes to the Steering Committee structure and the method in which the Affinity Hub Leads were selected. The LA HRTC previously discussed the creation of a scoring rubric to determine the awardees for the Affinity Hub Leads. However, considering the proposal's statement that the "Steering Committee will be made up of a subset of the Affinity and Subregional Tables," the LA HRTC members decided it was crucial to seat the Affinity Hub Leads before finalizing the Steering Committee. As a result, it was established that Affinity Hub Leads would be elected and would automatically be granted one seat each on the Steering Committee in their respective areas, instead of being assessed based on a scoring rubric.

Due to a lack of nominees in the "Immigrant" and "Academia" areas, the Affinity Hub Lead election was rescheduled from July 24th to July 31st. This resulted in having an election for 10 of the Affinity Hub Leads, rather than all 12. A separate election will be conducted to identify the last two Affinity Hub Lead awardees. Keep in mind that each Affinity Hub winner will receive one Steering Committee seat. The Affinity Hub Lead awardees thus far are as follows:

- 1) Employers/Business - **Biz Fed Institute**
- 2) Labor and Workers - **KIWA (Koreatown Immigrant Workers Alliance)**
- 3) Institutional & Government - **County of Los Angeles Department of Economic Opportunity**
- 4) Youth - **Brotherhood Crusade**
- 5) Families - **Dylette Family Foundation**
- 6) Economic Development - **The Center by Lendistry**
- 7) Homeless, Veterans, and Seniors - **Fathers and Mothers Who Care**
- 8) Civic Engagement/Place-Based Coalitions - **Community Development Technologies Center**
- 9) Underemployed Adults - **Centro CHA**
- 10) Sustainability - **GRID Alternatives Greater Los Angeles (GLA)**

(D) The Steering Committee will ensure the voice of all the required CERF-related stakeholder groups, and selected community members. A supermajority (members of the Governance Committee have advocated for 75%-80%) of the seats on the Steering Committee will be dedicated to community-based leaders of disinvested communities, rooted in grass roots and

community-based organizations. Priority will be given to leaders of organizations committed to equity, environmental justice, and advocacy for disinvested communities. The Steering Committee will serve as the primary validating body for the HRTC, with decision-making authority on major decisions related to the design and implementation of HRTC strategies for the region. Key decision points include; Budget Allocation, Goals/Outcomes and Types of Data, Outreach and Engagement Strategy, Regional Strategy (Phase 1), and Economic Development and Transition Roadmap Project Strategies to prioritize for implementation projects (Phase 2). These decisions will be informed by data and needs analysis, in addition to substantial input from the Affinity and Subregional Tables, Hub Leads, and the Stewardship Committee (see below). The same voting process to elect the Affinity Hub Leads will be used to select the membership of the Steering Committee

(1) The Steering Committee Seats previously comprised a total of 33 seats. At the July 14th LA HRTC Partners Meeting, the number of seats increased to 38 seats. The LA HRTC voted to increase the seats by five to accommodate labor partners who voiced that labor was underrepresented in the Steering Committee. Out of the total 38 seats, 12 seats will now be reserved for the elected Affinity Hub Leads. For a detailed breakdown of the seats, please refer to the table on the following page.

<p>Made up of 17-21 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p> <ol style="list-style-type: none"> 1. Community-Based Leaders (14-17 seats) - 80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (9 seats) b. Residents, workers, community partners (3 seats) c. Black communities (3 seats) d. Native/Indigenous communities (2 seats) 	<p>Made up of 31 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p> <ol style="list-style-type: none"> 1. Community-Based Leaders (24 seats) – 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (19 seats) b. Residents, workers, community partners (5 seats) 	<p>Made up of 33 seats representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p> <ol style="list-style-type: none"> 2. Community-Based Leaders (25 seats) – 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (20 seats) b. Residents, workers, community partners (5 seats) c. d. 2. Business, Industry (2 seats) 	<p>Made up of 38 seats total representative of critical voices from government, labor, business, industry, and community stakeholders that serves as the primary decision-making body for the High Road Transition Collaborative.</p> <ol style="list-style-type: none"> 3. Community-Based Leaders (29 total seats) – 75-80% of leadership represented by grassroots and community-based organizations (tied to targeted outcomes and funding priorities). <ol style="list-style-type: none"> a. Organizations committed to equity, environmental justice, and serving disinvested communities (12 seats) b. Residents, workers, community partners (5 seats) c. d. e. Affinity Hub Leads (12 seats) - Each Affinity Hub Lead will have a seat on the Steering Committee representing their respective Affinity area 2. Business, Industry (1 seat) <ol style="list-style-type: none"> a. <i>Prioritize local, small businesses</i> 3. Labor (6 seats) <ol style="list-style-type: none"> a. <i>Union leaders and organizers</i> 4. Municipal Partners (1 seat) <ol style="list-style-type: none"> a. <i>Economic Development and Workforce</i>
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<p>2. Business, Industry (2 seats)</p> <p>a. <i>Prioritize local, small businesses</i></p> <p>3. Labor (2 seats)</p> <p>a. <i>Union leaders and organizers</i></p> <p>4. County Departments (1-2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Additional Member – (1) no vote power with consistent membership if/when other positions rotate.</p>	<p>c.</p> <p>d.</p> <p>2. Business, Industry (2 seats)</p> <p>a. <i>Prioritize local, small businesses</i></p> <p>3. Labor (2 seats)</p> <p>a. <i>Union leaders and organizers</i></p> <p>4. Municipal Partners (2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Education Partners (1 seat) K-12, Post-secondary</p>	<p>a. <i>Prioritize local, small businesses</i></p> <p>3. Labor (2 seats)</p> <p>a. <i>Union leaders and organizers</i></p> <p>4. Municipal Partners (2 seats)</p> <p>a. <i>Economic Development and Workforce Agencies</i></p> <p>5. Education Partners (2 seats) K-12, Post-secondary</p>	<p><i>Agencies</i></p> <p>5. Education Partners (1 seat) K-12, Post-secondary</p>
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(2) History of Number of Seats

- I. In July of 2022, the LA HRTC developed a Steering Committee structure of 17-21 seats. The LA HRTC advocated for 80% of those seats to be reserved for community based organizations, residents, workers, community partners, Black communities, and Native/Indigenous communities (CBOs and other community stakeholders). The remaining 20% were reserved for business, industry, labor, county departments, and one additional member as a reserve.
- II. The LA HRTC decided to increase the seats to 31 seats while expanding the range to 75%-80% of those seats for CBOs and other community stakeholders. Included in this rendition was 2 seats for Municipal Partners and 1 seat for Educational Partners. They removed the additional member option, Black community, and Native/Indigenous community seats.

- III. Since March of 2023, the LA HRTC had been considering voting to increase the seats to 33, while maintaining the 75%-80% mandate for CBOs and other community stakeholders. In this rendition, the LA HRTC collectively decided to increase the Educational Partner seats from 1 seat to 2 seats because 1 seat was not representative enough for both K-12 and post-secondary educational institutions. Consequently, the number of seats for CBOs committed to equity, environmental justice, and serving disinvested communities increased from 24-25 seats to adhere to the 75%-80% CBO mandate.
- IV. On May 19th, 2023, there was a debate between LA HRTC members regarding the number of allowable Steering Committee seats, geographical number of Steering Committee members within each SPA, and potentially increasing seats in labor and business. The solution at that point was to convene one week later for a “working meeting”, where all HRTC stakeholders were invited to work on a solution. The results of the meeting were:
 - A. 33 seats for Steering Committee members would be presented to the LA HRTC body.
 - B. Increasing the number of seats in labor and business were not necessary since those representatives from the respective groups would also be included in the Hub structure.

To ensure equity, the LA HRTC agreed that seats could be segmented and defined as “equity” and “non-equity”. An “equity” seat is defined as a seat held by a representative who is qualified as serving the constituents of a high unemployment area (HUA). A “non-equity” seat is defined as a representative that does not qualify as serving the constituents of an HUA. The inclusion of all SPAs to make the process geographically equitable are still under consideration. Two different options were presented in the working meeting: One comprised a Steering Committee structure with 33 seats, and the other comprised a structure with 37 seats. The members at this working meeting agreed upon presenting the former option to the general LA HRTC body. See “Steering Committee Equity vs Non Equity Seats” attachment in email for a breakdown of the respective Steering Committee structures discussed in the working meeting.

- V. Some Labor organizations expressed their frustration with the HRTC not including them in conversations they felt were integral to the success of the CERF Program. To address this, the CERF Director provided an opportunity for Labor representatives to discuss their concerns during one of the bi-weekly meetings. During these discussions, the Labor representatives stated that they were prepared to withdraw from the CERF Program unless the HRTC agreed to increase the number of dedicated Labor seats from two to seven, consequently

raising the overall number of seats from 33 to 38. In a later meeting, the HRTC voted overwhelmingly to increase the number of seats to accommodate that request. Twelve of those 38 seats were to be reserved for the elected representatives in the Affinity Hub. Six from the remaining 26 were to be earmarked for Labor organizations, five for Residents and Workers, twelve for community based organizations, one for Academia, one for Municipal Partners, and one for Business/Industry. However, those Labor representatives decided not to participate in the Affinity Hub election and potentially the Steering Committee election as well. With the increase in number of Steering Committee seats and the absence of nominations from those Labor organizations, a void was created that resulted in the entire election having to be postponed due to a shortage of overall nominees.

(3) Election Process

- I. The Governance Committee proposed that the LA HRTC conduct a poll to decide between two methods for electing Affinity Hub Leads and Steering Committee members: a voting process or a selection process involving review and appointment. This resulted in HRTC members calling for a vote to choose between the two methods. Based on the survey poll that was conducted, there was an overwhelming majority vote in favor of a voting process. The next page includes a graphic representing the dual election schedule, which highlights the necessity of electing the Affinity Hub Leads before finalizing the General Steering Committee Seats:

Steering Committee Structure

38 ELECTED SEATS

The majority of the members, comprising 75-80%, is represented by grassroots and community-based organizations.

Election 1: Affinity Hub Lead Seats	Election 2: General Steering Committee Seats
Voting Window: July 31 - August 1	Voting Window: August 7 - August 8
Out of the 38 seats on the Steering Committee, 12 will be reserved for Affinity Hub Leads.	The second election will fill the remaining general seats on the Steering Committee.
1 - Youth	12 - Representatives from a Partner Community Based Organization
1 - Families	5 - Residents and Workers (Individuals not tied to an org)
1 - Underemployed Adults	6 - Labor Designated Representatives
1 - Placed Based Coalitions	1 - Municipal / Government
1 - Immigrants	1 - Education
1 - Homeless/Veterans/Seniors	1 - Business / Industry
1 - Labor/Worker/Union	
1 - Environmental/Sustainability	
1 - Institutional/Government	
1 - Academia	
1 - Business & Employers-Industry	
1 - Economic Development	

** The HRTC has identified vacant seats resulting from low nomination applications and will implement a new strategy to address this issue.

(4) Decision-making Process

- I. The Steering Committee will make decisions by a majority vote. This was established after a survey poll was conducted for the LA HRTC members to choose between a majority voting (simple majority) or supermajority voting (two-thirds majority).

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

filled, as the duties are part of the responsibilities of the LAEDC CERF team with the exception of the Training/Capacity Building Lead. This role will be contracted and will not have a seat within the Stewardship Committee.