

**Applicant Name:** California Community Foundation

**Project Name:** Los Angeles Region High Road Transition Collaborative

**A. Phase I Concept Proposal**

**A.1. HRTC Vision and Goals**

The Los Angeles Region 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 the Community Economic Resilience Fund (CERF), including each of the CERF 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 CERF objectives.

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 white residents. Despite the benefits of education, at every level of educational attainment, there are racial and gender wage gaps. Blacks and 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 will 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 in this way is inadequate to achieve CERF'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 more sustainable and resilient. This analysis will inform the development of

our plan for the LA region, and will be integral to the design of our governance structure and outreach and engagement strategies.

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 which 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 will strengthen the resilience of our residents, communities, and overall economy.

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

As our region and state transition away from industries producing or using fossil fuels, it will be critical that we prioritize investments to strengthen community resilience, and expand workforce and job training. This expansion needs to have clear connections to 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 CERF 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 will ensure a balanced representation at our decision-making table from each of the required stakeholder groups, but will also ensure a substantial supermajority of those seats will be held by individuals or entities representing disinvested communities.

## **A.2. Fiscal Agent and Regional Convener**

The Fiscal Agent for the LA HRTC is the California Community Foundation (CCF), and the Regional Convener is the Economic Development Corporation of Los Angeles County (LAEDC). These two long-standing, well respected, and widely trusted civic partners share a deep commitment to the CERF vision and values, and have a pre-existing successful collaboration in the pursuit of equity for the LA region through the Los Angeles Digital Equity Action League (LA DEAL), the Regional Broadband Consortium for Los Angeles County under the California Public Utilities Commission. LAEDC is highly qualified to serve in the role of Convener for the Los Angeles County Region, rooted in its mission and history. Founded in 1981 as a private, nonprofit

501(c)(3) by the Los Angeles County Board of Supervisors, LAEDC was established to improve economic conditions throughout Los Angeles County and to help ameliorate conditions of poverty, dependency, chronic unemployment and underemployment, rising community tensions, and social and economic disparity in areas of chronic poverty. As described in greater detail below, through its history, LAEDC has served as the convener for regional efforts that bring together cross-sector partners to plan for equitable economic growth. Another important asset for LAEDC in the Regional Convener role is its Institute for Applied Economics, which conducts research and prepares regular reports on regional economic needs, challenges, and opportunities, including detailed analyses of the region's major industry clusters and labor markets. Served by a staff of 30, LAEDC is led by a large and diverse board of representatives from business, government, education, and the community.

### **A.3. Applicants' Experience and Ability to Convene the HRTC**

The LAEDC has extensive experience serving as a convener of diverse stakeholders for community-based planning processes, with a particular focus on economic development. In 2009 the LAEDC convened more than 1,000 regional stakeholders from labor; businesses and business associations; community-based organizations and community members; government agencies; economic development agencies; philanthropic organizations; education and training providers; workforce entities; and environmental organizations to create the county's first ever consensus-built, comprehensive economic development strategy. The five-year plan was adopted unanimously by the County Board of Supervisors and influenced the creation of updates to dozens of municipal economic development strategies and many local general plan updates. In 2015, LAEDC carried out a similar process with over 600 stakeholder groups and 26 public meetings to create a new consensus-built five-year strategic plan for economic development in LA County, also unanimously embraced by the County Board of Supervisors as a framework for economic development initiatives. As indicated in the Regional Convener Resume, LAEDC has also convened planning efforts for the LA County region in support of the following: the development of a Bioscience industry cluster, the expansion of digital equity for disconnected communities (in partnership with HRTC member UNITE-LA and fiscal agent CCF), the growth of the zero-emission vehicle industry, and a successful collaborative proposal for Phase I Build Back Better Regional Challenge funding from the US Economic Development Administration (EDA) to grow the Blue and Green Economies in the region. Throughout its history, LAEDC has demonstrated the capacity to bring together a broad array of partners to achieve tangible results.

### **A.4. Relevant Dynamics in the CERF Region**

The Los Angeles region's consistent economic performance over the previous decade reversed quickly and significantly after the pandemic struck in March of 2020. The exogenous, single-event shock of a global pandemic caused by the highly contagious novel coronavirus (herein "COVID-19") initiated a sudden paradigm shift. Life came to a grinding halt as governments across the globe acted to reduce transmission of the deadly virus. As a result, the flow of economic activity was stanching seemingly overnight across many industries. Global supply chains were interrupted by factory

closures and quarantines. Travel restrictions flatlined both international and domestic tourism, business travel, and related spending. Public gatherings were prohibited, suspending many forms of entertainment and recreation. Consumer spending rapidly fell as businesses were forced to close their doors to the public in order to limit infection.

**COVID-19 only increased the severity of pre-existing challenges and inequities in LA County.** Low-income workers experienced job loss at disproportionately high rates, small businesses were closing at higher levels due to drastically decreased revenues and low levels of liquidity; and non-essential service industries that rely on person-to-person interaction were faring worse than essential industries and knowledge-based industries which were able to transition to remote work. Women left the labor force at a higher rate and minorities were disproportionately impacted by the virus in terms of cases, deaths, job loss, and business insolvencies, as many small business owners in underinvested communities suffered what may be unrecoverable losses.

**The COVID-19 pandemic revealed disparities in Internet access, affordability, electronic device ownership, and digital literacy, a group of concepts known as the digital divide, which puts up barriers to schooling from home, working from home, attending telehealth appointments, and many other facets of life.** In Los Angeles County, the digital divide disproportionately impacts residents in the historical underserved neighborhoods of South and East LA, where there are fewer internet service providers, lower broadband adoption rates, and less fiber infrastructure. Across California, the demographic groups that have been most affected are low-income households, Latino households, and those with a disability.

**The structure of the Los Angeles County economy is characterized by a relatively high prevalence of the types of industries (and their accompanying workforce) that were most hard-hit by the pandemic.** These industries require a high degree of in-person interaction, and include sectors focused on entertainment, particularly the film and television industry, and the types of businesses that cater to tourists such as restaurants and hotels. Additionally, **94 percent of employer firms in Los Angeles County are truly small, having fewer than 20 employees.** As a result, Los Angeles County was particularly hard-hit compared to California or the nation as a whole.

The hardest hit industries that suffered the most job losses in Los Angeles County during the pandemic included: hospitality (accommodation and food services and drinking places); arts, entertainment, and recreation; non-essential retail; personal care and laundry services; and motion picture and sound recording. Low wage workers are very prevalent in all of these hardest hit industries listed with the exception of the motion picture and sound recording industry; low wage workers account for a much smaller share of jobs in that industry, but many businesses in the motion picture and sound recording industry's supply chain are small and struggled while production levels remained low. These businesses include craft services, trailer rentals, stage and costume rentals, special effects makeup artists, and more.

**In addition to employing significant numbers of low wage workers, the hardest hit services industries listed employed large numbers of young workers, women, and people of color.** Just prior to the pandemic: almost half of all hospitality workers were LatinX; more than 40 percent of arts, entertainment, and recreation workers were under the age of 35 years; close to 47 percent of workers in non-essential retail were reported as LatinX; and almost a quarter of all workers in personal care and laundry services reported as Asian (compared to 16 percent across all industries) and close to 60 percent of the industry's workforce were female.

Although Los Angeles County has added a significant number of jobs since the depths of the COVID-19 pandemic, recovery remains incomplete, and employment in L.A. County is still significantly below January 2020 levels. While the labor force in the county has been slowly recovering, it is also well below where it was prior to the pandemic. As a result, county businesses continue to face challenges hiring workers for open positions. Furthermore, economic recovery has been uneven, with some industries experiencing stronger recovery than others. While we expect to see continued economic recovery over the next two years, a number of the County's hardest hit industries will likely lag behind. Recovery is not occurring equally across the region. EDD High Unemployment Area (HUA) data reveals that there are 14 sub-areas in LA County where unemployment remains more than 1.5 times the state average. Our work will seek to examine these disparities and work toward resolving them,

As time has progressed, it has become clear that the pandemic has triggered long lasting changes within industries, and accelerated changes that have been taking place over time. LA County has a number of traded and local-serving industry clusters in which we have a demonstrated competitive advantage. The largest traded clusters by employment include business services, distribution and e-commerce, video production and distribution, hospitality and tourism, education and knowledge creation, and transportation and logistics; while the largest local serving industry clusters include health services and hospitality establishments. There are multiple economy-wide shifts that were taking place prior to COVID-19 that have been accelerated, including remote work effects and their associated economy-wide consequences, increased digitization of service provision, labor market supply shifts, and the shift towards e-commerce.

Housing demand during the pandemic increased for a variety of reasons, including increased cash balances for down payments, low mortgage interest rates, and remote work effects. That being said, this increase in home values also reflects a long term trend, and although home value increases are expected to slow in the near future, we expect the trend to continue unless there is a substantial housing supply increase or an economic shock that serves to significantly decrease demand for homes. **Median home prices and median rents rose as housing demand increased, exacerbating the degree of rent burden that residents of the county face;** over half of renter households in California were rent burdened — spending more than a third of their income on housing — in 2019, with one quarter of households extremely rent burdened.

Demand-stimulating federal fiscal and monetary policy and behavioral changes in consumption combined with global production shortfalls have led to supply chain issues and rising price levels. Inflation has reached levels not seen in decades. **Higher rates of inflation redistribute wealth in a disruptive way, they reduce wages in real terms for all earners, but disproportionately impact lower-income households who have less disposable income**; with a higher percentage of their income spent on necessities, these households cannot offset rising prices by shifting discretionary spending as higher-income households are able to do. Relatively high inflation rates are expected to continue throughout 2022, with a potential slowdown by middle or end of the year. While inflation will slow in 2023, it is still projected to be above the pre-pandemic average.

National economic developments will significantly influence the county's economic performance in the near future. **The county's strong post-COVID recovery is at risk of a slowdown and perhaps reversal.** The risk of a national economic downturn and an economy characterized by stagflation is significantly higher than it was when 2022 began. Part of the reason has to do with recent geopolitical developments. Another bout of supply chain disruptions is occurring as a result of the crisis in Ukraine and recent COVID lockdowns in China.

The direct effects of inflation and the Federal Reserve's attempts to combat it pose the most significant risk. With significant inflation still occurring, the economy may slow as price increases negatively affect quantity demanded by consumers. Fast economic growth combined with rapid inflation may not be sustainable in the long run because as the prices of goods rise (and if wages do not rise accordingly), consumers eventually buy less. As consumer spending falls, businesses will in turn spend less on investment and hire fewer employees. The economy may then experience a period of stagflation where we get both higher prices and a sluggish economy.

The Federal Reserve will find it challenging to engineer a soft landing as it conducts its planned contractionary monetary policy to tackle inflation. Historically, significant contractionary monetary policy and economic downturns tend to happen together. The labor market will likely need to make significant adjustments to wages for many occupations to clear the market, particularly during this period of rising prices. Future public policy changes affecting the labor market, specific industries, and the economy as a whole, will serve to affect the realized rate of unemployment in LA County.

**Overall, Los Angeles County's GCP growth in 2022 will likely be lower than most forecasters predicted at the end of 2021.** In addition, inflation will most likely be higher, potentially not far from what we experienced last year. We are at risk for a relatively short-lived economic recession to take place before 2023 comes to a close.

#### **A.5. How Subregional/Interregional Efforts will be Managed**

As the most populous CERF region in California, with more than 10 million residents in Los Angeles County, residing in 88 cities and over 100 unincorporated communities spread across more than 4,000 square miles of urban, suburban, and rural areas, it is

important to recognize the distinct subregions of Los Angeles County and consider their unique challenges and opportunities related to CERF goals. We propose to do this by utilizing the eight Service Planning Areas (SPAs) designated by Los Angeles County, (with the intention of dividing at least the South Los Angeles SPA, and others as needed), to conduct research and data analysis. Substantial research has been performed on these areas from a public health and sustainability perspective, and many public and private organizations accept these area designations to help focus their work. We recognize that there are distinct differences in the strengths, weaknesses, threats, and opportunities in each of these regions. We propose to engage stakeholder organizations and residents from each of these subregions in our inclusive community tables and collaborative governance structure, and to help guide and inform our collective planning to build a sustainable economy that fosters economic resilience in the overall transition to a carbon neutral economy throughout LA County.

Management of subregional efforts for the LA HRTC will be addressed at key levels of the governance structure, which is described in detail in Section D.1. Levels of the Governance Structure, where subregions will have specific representation include: Level (A) Affinity and Subregional tables and Level (C) Steering Committee. The work of the Steering Committee will be a key place where determinations regarding the coordination of the work within the subregions will take place.

We also recognize that many of our industry clusters of opportunity operate inter-regionally and distribute both economic benefits and climate and health impacts throughout and beyond our own region. One example is our port-related logistics and goods movement industry which connects the LA region with the Inland Empire region in an overall ecosystem that serves to connect the entire nation with the Pacific Rim economies. This cluster of activity is one of the largest job generators and engines of the mega-regional Southern California economy, and a just transition to a carbon neutral Goods Movement Ecosystem (GME) could have profoundly beneficial impacts, both economically and environmentally for disinvested communities in both the Los Angeles and Inland Empire regions. The respective leaders in each of our regions' GME's are well known to each other and have a variety of existing collaborations, and the LAEDC has long collaborated with economic development partners in all of the CERF regions surrounding LA County, so we are confident opportunities for collaboration can be developed and executed should the respective regions' HRTCs prioritize doing so.

#### **A.6. Complementary Economic Development or Planning Processes**

There are numerous complementary economic development and planning processes currently underway in the Los Angeles region and our Regional Convener and many members of the LA HRTC are engaged in a significant number of them, facilitating the opportunities for communication and collaboration. For example, LAEDC is the lead applicant for the collaborative of partners in LA's Goods Movement Ecosystem and our region's Green and Blue (Ocean) Economies that recently won a phase one planning grant from the US EDA and is now a finalist for a \$60+ million-dollar implementation grant under the EDA's Build Back Better Regional Challenge. This EDA program shares many of the same objectives as CERF.

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LA HRTC partner UNITE LA is leading the L.A. Regional K-16 Collaborative application, which aims to improve enrollment, persistence, and degree completion of BIPOC students in fields that lead to employment in middle and high-skill occupations and increased economic and social mobility, starting with a focus on streamlined pathways to health care, engineering, and computer science careers. The Collaborative will advance three primary objectives to achieve this goal: 1) Expand and enhance dual enrollment offerings, course registrations, and completions to improve pathway awareness and early college credit; 2) Enhance transfer pathways through the creation of stackable credentials, strengthened articulation between community colleges and CSUs, and better advising to improve transfer success and 3) Expand paid work-based learning opportunities to improve students' economic security, career exposure, and employer-aligned skill development.

LA HRTC partner UCLA is the lead applicant for a Good Jobs Challenge Grant from the US EDA focused on addressing the growing workforce needs within the healthcare sector. UCLA convened a group of several stakeholders within LA County to form a new regional partnership in healthcare. The Equitable Workforce Pathways for LA County Healthcare project will identify educational and employment pathways for individuals from underserved areas in the region. The desired outcome is for individuals to obtain quality jobs through employer-informed training. This aligns with regional and statewide strategies for economic development, including linking programs to industry demand, providing career pathways for underrepresented populations, and investing in growth industry clusters.

LA County is the lead applicant for another Good Jobs Challenge Grant from the US EDA, titled The Southern California Green Careers Accelerator (GCA). This is a regional workforce training system that brought together 30+ organizations within the LA region to form a network with one goal – to place 1,600 or more individuals into high quality green economy careers. These opportunities will provide sustainable careers and resources for these individuals and their families, while also advancing equity within the green economy. This proposal is focused on vulnerable communities and underserved populations. If awarded, the collaborative will focus on Zero Emissions Transportation, Clean Energy, and Sustainability.

Some LA HRTC partners are involved in the cross-sectoral initiative known as the Committee for Greater LA which has established bold plans to close the digital divide, reduce the number of people experiencing homelessness, and improve the Black experience in Los Angeles County as strategies to prioritize the recovery of LA County's most marginalized communities.

Others are involved in Bold Vision, an ambitious multi-sector regional initiative to create a better, more equitable Los Angeles County for our youth of color by transforming the systems that govern our lives. Community engagement efforts have focused on Education, Housing, Youth Power, and Youth impacted by the Child Welfare and Juvenile Justice Systems.



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The LAEDC and other HRTC partners are engaged in California's pursuit of a Clean Hydrogen Hub from the US Department of Energy (DOE) with a particular focus on our region's ports, energy, manufacturing, and transportation sectors, and a potential DOE investment of more than \$1 billion. California needs hydrogen to play a major role in decarbonizing our economy, and the Governor's Office intends for this effort to be focused on communities with the largest pollution burden.

Los Angeles CleanTech Incubator (LACI) is leading the Transportation Electrification Partnership (TEP), an unprecedented regional public private collaboration to accelerate deep reductions in climate and air pollution by the time of the 2028 Olympic and Paralympic Games in Los Angeles. All of the related projects are equity driven, create quality jobs, grow the economy, and help the region reach the bold targets in the TEP's Zero Emissions 2028 Roadmap 2.0.

The County of Los Angeles and several of our cities have formal sustainability plans. *Our County* is LA County's Sustainability Plan which includes a bold, inclusive, and truly regional vision for the present and future generations of Los Angeles. Adopted in 2019, it is the boldest county sustainability plan in the nation and, among its 12 goals are the pursuit of resilient and healthy community environments where residents thrive in place; buildings and infrastructure support human health and resilience; equitable and sustainable land-use and development without displacement occurs; opportunities for all residents and businesses in the transition to a green economy are provided; a convenient, safe, clean and affordable transportation system that enhances mobility and quality of life while reducing car dependency is developed; sustainable production and consumption of resources takes place; and inclusive, transparent, and accountable governance that encourages participation in sustainability efforts, especially by disempowered communities.

Los Angeles County also has a formal US EDA approved Comprehensive Economic Development Strategy (CEDS) for 2020-2025 whose five strategic goal areas are: improving government responsiveness; starting, growing, and supporting small business and entrepreneurship; targeting industries and high growth clusters; developing talent; and advancing sustainability and economic resiliency.

Los Angeles County Metropolitan Transportation Authority (Metro) has adopted a 2020 Long Range Transportation Plan, a \$400 billion, 30-year transportation blueprint for a more mobile, sustainable, and vibrant future for LA County with four goals: Better Transit, Less Congestion, Complete Streets, and Access to Opportunity. Metro's *Vision 2028* plan is a nearer term framework for enhancing communities and lives through improved mobility, rider experiences, and access to opportunity leading up to the Olympics. The projects identified in these plans will support thousands of well-paying jobs during the CERF time horizon and connect more of our disinvested communities to job centers.

LA County is also home to High Road Training Partnerships (H RTP) employing sectoral approaches featuring industry partnerships that address income inequality, economic

competitiveness, and climate change through regional skills strategies designed to support economically and environmentally resilient communities across the state. Current HRTPs in LA County include the Hospitality Training Academy (HTA), a labor management partnership (represented on our HRTC) that provides job training for more than 30,000 union members with over 170 affiliated employers committed to advancing quality jobs, equity, and climate resilience. Another example is the BYD-SMART HRTP for Bus Manufacturing, partnering ZEV bus manufacturer BYD with SMART Local 105 to develop a pre-apprenticeship program that will prepare the manufacturing workforce to meet the rising demand for ZEV buses in California and beyond. LAEDC recruited BYD to LA County and facilitated their relationship with SMART Local 105 which led to this HRTP. ZEV Bus Manufacturer Proterra also partners with USW Local 675, area community colleges, the county workforce board and several non-profits to prepare workers, especially those with employment barriers for careers in electric bus manufacturing.

Facilitated by the UCLA Institute of the Environment and Sustainability (IoES), the Los Angeles Regional Collaborative for Climate Action and Sustainability (LARC) is a network of local and regional decision makers planning for a sustainable Los Angeles County. Its climate mitigation and adaptation work is driven by cutting edge research on local climate impacts and includes climate practitioners from city and county government, regional agencies, nonprofits, businesses, and academia. It is a convening body which coordinates climate resiliency efforts with land-use, transportation, infrastructure, energy, water, public health, emergency response, and resource management partners.

#### **A.7. Preliminary Metrics of Success for the HRTC**

The LA HRTC proposes the following preliminary metrics to measure our collective success in the Planning Phase:

**Extent of Outreach:** # of partners engaged in outreach; number of individuals contacted via emails, focus groups, surveys, etc.

**Depth of Engagement:** # of individuals and organizations engaged in process; # of meetings attended; # of months remaining engaged.

**Breadth of Engagement:** Diversity of individuals engaged (by resident category, gender, race/ethnicity, age, and geography); Balance/Diversity of Organizations involved (by subject matter expertise and geographies served); # of individuals from disinvested communities engaged in planning tables and steering committee; # and diversity of Affinity and Subregional Planning tables.

**Capacity Building:** # of people provided training for participation; # compensated to participate (whether by dollars, meals, transportation, or child care supports); # of languages supported.

**Extent of Research:** # of studies conducted; # of regional indicators established; # of presentations of research and data to HRTC members/tables to inform planning process.

**Satisfaction of Participants:** # of members satisfied with engagement in HRTC; # of members satisfied with outcomes of the HRTC.

#### **A.8. Strategy for Ensuring the Sustainability of the HRTC**

Ensuring the sustainability of the LA HRTC is particularly challenging in a region as large, diverse, and complex as Los Angeles County, and our commitment to center equity and the voice of disinvested communities in our work. We are dedicating half of our proposed budget, or \$2.5 million, to outreach and meaningful engagement with both the required stakeholder groups, and organizations and individuals serving and residing in our most disinvested communities. The capacity for many of these organizations and individuals does not exist to devote the time required to sustain this collaborative as envisioned beyond the grant period without substantial additional funding being secured from state or local government or philanthropy.

We believe it would cost at least \$1,000,000 per year to sustain a modified version of our collaborative (including staffing, community engagement supports, and data gathering) in order to at least meet quarterly, and oversee and measure the impacts of the various implementation projects we expect to develop as part of our planning efforts. Hence, we propose a partnership with the state wherein our region would raise \$500,000 per year if matched by the state to sustain the important work of the collaborative through the implementation phase ending in 2026.

#### **A.9. How the HRTC will Address Geographic Equity**

Our HRTC is committed to geographic equity. Hundreds of census tracts in the LA Region qualify as disinvested communities under the state's definition, and they are spread broadly throughout the more than 4,000 square miles of Los Angeles County. The long and shameful legacy of disinvestment in certain communities in south and east Los Angeles has received well-deserved local, state, and national attention, but far less attention has been paid to similarly disinvested communities in the San Fernando Valley, San Gabriel Valley, Antelope Valley, and other communities across LA County. Our collaborative is committed to conducting extensive research, data analysis, and community outreach and engagement to provide a truly data-driven and community-informed process to defining, identifying, and meaningfully engaging all of the disinvested communities in the LA region that encompass the state's definition set forth in the CERF guidelines. We also intend to engage community voices from all of our County's Service Planning Areas to ensure that no subregion is left out of the planning process. In addition, a supermajority of seats on our decision-making Steering Committee will be reserved for representation from disinvested communities. Our commitment to equity in this work requires nothing less.

### **B. Proposed Work Plan**

#### **B.1. Detailed Descriptions and Timelines of Proposed Activities**

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Proposed activities for the LA HRTC planning process include the following:

**Quarter One:**

- RFPs released for CERF Research and Hub leads; contract with Regional Convener by 10/15/22
- Contracts with Research and Hub leads
- Develop position descriptions and hire fiscal agent and regional convener program staff
- Complete Process Mapping for outreach and engagement
- Prepare outreach materials/website
- Complete subgroup mapping, begin convening subgroup partners
- Develop micro and subgrant processes and issue RFPs

**Quarter Two:**

- Contracted research partners establish CERF benchmarks, conduct research on economic development, health, and climate data for the region
- Steering Committee members identified and convened
- Select microgrant/outreach subgrantees
- Subgroup and partner outreach
- Engagement and planning activities
- Monthly project updates by Convener
- Staff monitoring and coordination of activities

**Quarter Three:**

- Subgroup data capture
- Research conducts subgroup racial and geographic data analysis
- Research partners present research results to Affinity and Sub-regional Tables/Hubs and Steering Committee
- Host geographic & diversity-based planning forums
- Research summarizes race-based and geographic recovery/transition strategies
- Sub-regional Tables/Hubs and Steering Committee review and analyze research data in dialogue with disinvested communities
- Engagement and planning activities
- Monthly project updates by Convener
- Staff monitoring and coordination of activities

**Quarter Four:**

- Research partners continue presentation of research results to sub-regional Tables/Hubs and Steering Committee
- Sub-regional Tables/Hubs and Steering Committee continue to review and analyze research data in dialogue with disinvested communities
- HRTC begins development of economic recovery and transition strategies

**Quarter Five:**

- Research partners support development of CERF strategies
- Steering Committee, in consultation with Sub-regional Tables/Hubs, continues development of economic recovery/transition strategies

**Quarter Six:**

- Research partners continue to support development of CERF strategies

- Steering Committee, in consultation with Sub-regional Tables/Hubs, completes development of economic recovery/transition strategies plans and develops/considers potential implementation strategies to propose for Phase 2

**Quarter Seven:**

- Research partners/professional drafters prepare/design final report for the region with approvals of HRTC
- Steering Committee and Stewardship Committee economic development and transitions roadmap strategies to prioritize projects for the implementation phase

**B.2. Descriptions of Potential Challenges and Proposed Solutions**

The immense geographic span and diversity of the Los Angeles Region creates a unique set of challenges for the planning process for the LA HRTC. LA County encompasses 88 separate municipalities, and more than 100 unincorporated communities that reflect a rich diversity of race, culture, and language. This presents a set of challenges in planning outreach and engagement and participation in decision-making across all of the disinvested communities within the Los Angeles region. As a result, we anticipate the following potential challenges:

1. Need for a comprehensive sub-regional outreach plan to ensure geographical inclusivity of all sub-regions across Los Angeles county;
2. Deployment of a variety of outreach and engagement tactics to reach disinvested communities where they are and in the manner that drives deeper engagement;
3. Language diversity to ensure that all subsectors and communities can fully participate in the outreach and engagement process;
4. Use of outdated, pre-pandemic data to define socio-economic standing of families and subgroups that may not account for the adverse impacts of reduced earnings or loss of income as a result of COVID-19;
5. Identification and inclusion of under-resourced families and workers who live in moderate- or middle-income census tracts whose earnings fall below the 80% of Area Median Income (AMI) categories as a result of COVID-19;
6. Pressures to concentrate investment efforts into historically underrepresented and marginalized places without giving equitable consideration to the impacts of COVID-19 and recovery on under voiced subsegments of the populations who lack resources to prepare for transition to a carbon neutral economy and resources to recover from the pandemic.

Region Wide Subgroup Outreach - We have designed a comprehensive sub-regional outreach plan to ensure geographical inclusivity of all sub-regions across Los Angeles county. This includes ensuring that representatives from all regions are included in our Affinity Hub Tables. Additionally, we will work with elected officials, municipal governments, public agencies, and local news media to engage constituents in each of the County's Service Planning Areas (SPAs).

Use of a Wide Variety of Outreach Tactics - We will deploy a variety of outreach tactics to ensure that community members are able to access information, and participate in engagement activities in the manner that best fits the specific subgroup or

constituencies. Subgroup members have identified a range of outreach tactics to select from that will best align with the unique characteristics of each disinvested community.

Language - We will engage technology and translators to support outreach activities for all meetings. This will ensure non-English speaking constituents are included in CERF outreach activities and the planning process.

Outdated Pre-pandemic Source Data - Census and several other data sources will not accurately reflect the current number of low-income residents or census tracts located in our market. We will use surveys, focus groups, questionnaires, and other data gathering techniques so that our subgroup community members can provide up-to-date data based on the lived experiences of our disinvested community members and disinvested communities that meet the CERF criteria for defining disinvested communities including EDD's published information on high unemployment areas (HUA's). Other strategies will be discussed and developed from the subgroup participants to overcome this data weakness.

Identifying Low Wage Workers & Under Resourced Families - The pandemic has had a deleterious impact on earnings and wealth, and placed families at risk across the entire Los Angeles region. No longer are families from low income census tracts the only households struggling to make ends meet. Loss of earnings, business closures, family death, and inflation have led to many families being unable to meet their day-to-day living expenses. Identifying these families, and including their needs in the planning process is paramount. We will utilize faith-based partners, community organizations, and our relationships with local government agencies to reach these families and workers so their needs can be accounted for in our regional plan.

### **C. Outreach and Engagement Plan**

#### **C.1. Budget, Explanation and Timeline of Proposed Community Outreach**

Given the extent and diversity of participating groups in the LA Region, the HRTC budget includes fully 50 percent of its funding, equal to \$2,500,000 dedicated to Outreach and Engagement. The primary components of the budget include:

A total of \$1,000,000 to provide grants of \$50,000 per organization for 12 Affinity Hub Leads, and 8 Table Partner Leads. The 12 Affinity Hubs will be organized to provide outreach and engagement in CERF planning around the following thematic areas: Youth; Families; Homeless, Veterans, and Seniors; Employers and Business; Economic Development; Sub-regional Engagement and Place Based Coalitions; Underemployed Adults; Labor and Workers; Immigrants; Sustainability; Academia; and Institutional and Government. The additional 8 Table Partner Leads will be organized to address groups that do not have sufficient representation in the 12 Affinity Hub structure.

The amount of \$900,000 in microgrants of \$10,000 per organization for 90 CBOs to facilitate their participation in CERF Outreach and Engagement activities. A total of 10 CBOs from each of the 8 SPA planning areas (with South LA divided for a total of 9 area) will be funded to support 10 CBOs representing the thematic areas identified as

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the 12 Affinity Hub areas (participation by organizations from the Academia and Institutional and Government Hub areas will be funded from other sources).

The amount of \$270,000 for local CBO Meeting Stipends, paid on an hourly basis to participants, equal to \$3,000 x 90 CBOs, to further support the ability of CBO representatives to participate in CERF Engagement and Outreach.

A total of \$135,000 for Geographic and Ethnic Planning Events, calculated at \$7,500 per event x 2 events x 9 SPA regions. These funds will enable the HRTC to facilitate participation in locally organized events that address the unique needs of specific groups and regions of the county.

The amount of \$75,000 to provide training to strengthen the capacity of community residents to take part in CERF planning and decision making.

A total of \$65,000 for technology and marketing costs related to outreach, which may include logo design, web hosting, meeting systems platform, social media, advertising, web chat, surveys, and a CRM database.

The amount of \$30,000 for Environmental Justice and Workforce Planning activities.

The amount of \$25,000 for local resident stipends, to facilitate participation in CERF meetings and planning activities.

The timeline for Outreach and Engagement activities includes:

**Quarter One:** Develop marketing materials/website, convene subgroup partners, complete process & subgroup mapping, develop micro & subgrant application processes, publicize and issue RFPs, select outreach subgrantees.

**Quarter Two:** Select microgrant/outreach subgrantees, Subgroup and partner outreach, engagement & planning activities, monthly project updates/meetings, communication and community calendars, staff monitoring & coordination of activities, subgroup data capture.

**Quarter Three:** Subgroup data capture, summarize subgroup reports, stakeholder feedback, data analysis by region and ethnicity, host regional & ethnic forums, begin development of implementation project plans.

**Quarter Four:** Align and cross-reference data from community outreach processes with data from research partners, identify opportunities for collaborative action across subregions on shared challenges.

**Quarters Five through Seven:** Work with Steering Committee and Stewardship Committee to develop and provide input from disinvested communities on LA HRTC implementation strategies, contribute to process evaluation of the planning effort, contribute to the development of the final plan to be submitted to the State of California.

## **C.2. How Applicant will Conduct Outreach Across Entire Region**

The LA HRTC will reach deeply into disinvested communities across the entire CERF Region by deploying an outreach team, which partners with 27 identified subgroups representing disinvested community members in each of our 9 geographic subareas. These subareas overlap and expand upon existing Service Planning Areas (SPAs) that are used by the County of Los Angeles to track statistics related to public health and economic development, and which are supported by our local councils of governments. Using existing data sets and new data compiled by the CERF planning process, we believe we will be able to better analyze factors that impact populations within specific geographic areas and monitor data relating to needs within sub-regions. This data will be used to structure outreach with disaggregated data employed to ensure geographic inclusion of our planning efforts. These targeted outreach areas include the following SPA regions (with the South LA SPA divided into two regions): Antelope Valley, San Fernando Valley, San Gabriel Valley, Westside, LA Metro, South LA-West, South LA-East, Gateway/Hub Cities, and Southbay.

### **C.3. How HRTC Members will Support Implementation of Outreach and Engagement Plan**

Initial HRTC members that have signed on to the Collective Partnership Agreement Letter are embedded into the project and will work as part of the 27 subgroups representing disinvested populations who will conduct Outreach and Engagement activities. Ninety community-based organizations representing the most critical under voiced communities will receive microgrants to reach into the community, conduct outreach, and engage with disinvested subpopulations. Other HRTC members, like large employers, schools, colleges and universities, business trades associations, government agencies, workforce development boards and their America's Job Centers of California, and philanthropy, will partner and collaborate with these community groups to support robust outreach and engagement processes.

### **C.4. How the Outreach and Engagement Plan Ensures Equitable Representation**

Our Outreach Plan uses an "uplift all voices approach" anchored in affinity-based subgroups that are made up of disinvested communities to ensure that all constituents have an equitable opportunity to participate in the planning process and ensure that their voices and needs are included and engaged in the planning process without being overshadowed by any other group, whether larger or not. Subgroups are comprised of the SFP mandatory partners, as well as representatives from community-based grassroots organizations who focus on specific sub-populations of disinvested communities. Our approach ensures that no subgroup's needs are outweighed by others and provides an opportunity for subgroups to engage with residents and constituents through a more focused effort. This will ensure that each subgroup can distinctly focus on the needs of each subsegment of our disinvested communities, providing a forum for each to be heard.

**Ensuring Accessibility:** All events will be accessible to community members of varying ages, abilities, and backgrounds. Community organizations will receive microgrants to ensure that they reach our most marginalized and difficult to reach constituents. Each organization will consider adding the following to their outreach and planning efforts:



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- Events and materials will be offered in-language and interpretation services offered for public meetings to assure inclusivity
- Presentations and materials will be offered in various languages
- CBOs may consider offering on-site child care to ensure participation of single parent families
- Differing meeting times will help to accommodate individuals with different work schedules and availability
- As appropriate, events will go to where community members are (e.g., parks, community events, food banks, work sites, markets, shopping centers) based on each subgroup's behavior norms and characteristics, not CBO's convenience
- In-person events will be hosted in locations easily accessible by public transportation and comfortable for the focus audience

**C.5. How the Convener will Ensure Transparent Decision-Making**

As the Convener of the LA HRTC, LAEDC will draw upon its experience with other multi-partner planning processes to ensure transparent decision making that centers community voices. Membership of the Steering Committee will be determined by an open and transparent process. All meetings of the Steering Committee will be publicly noticed, and detailed minutes of each meeting will be published on the LA HRTC website. In addition, community tables and hubs will be provided with information explaining the decisions that have been made by the Steering Committee, and the rationale behind these decisions.

**C.6. How the Public will be Informed of the Planning Progress**

Our public awareness campaign will include use of newsletters, email blasts, distribution of media material across all subareas, coordination with local elected officials and government agencies, as well as a robust segment-based publicity campaign supported by our 90 funded community outreach partners and subgrantees. The project website will provide ongoing updates of planning activities and minutes from all meetings. We will also engage our faith based network, ethnic media, and use public service announcements.

Monthly meetings and planning progress reports will be developed within each subgroup. All information will be accessible via the project website and community groups will be expected to provide monthly public updates as a part of their microgrants. This will ensure that the hardest to reach constituents have access to information. At the launch of the outreach plan, we will also host launch events in each of the 9 sub areas.

Keeping the public informed is a high priority. The underlying principles that drive our engagement process include:

- Knowledge Sharing: CERF engagement efforts will not be extractive exercises. Engagement efforts will increase community members' knowledge and understanding of existing systems and policy areas so that they are better equipped to engage future planning processes and civic activities.
- Feedback Loop: There is a clear feedback loop for community members to be re-

engaged at later stages in the CERF Planning Process, including to share the final plan.

- Community-led Engagement: Community-based outreach and engagement that shares financial resources to ensure ability of community representatives to fully participate into the CERF Planning Process.
- Elimination of Hierarchies: Every subgroup and member of the HRTC is considered equal. We will avoid the creation of hierarchies and power-centers. No subgroup or organization will have its needs elevated or serve as leader above others.
- Reasonable Time: Outreach and engagement planning and implementation plan are outlined in advance via process mapping so that strategies and outcomes are clearly defined early in the CERF process.
- Equity Focused: Engagement activities with industry and sector representatives have dedicated discussion time to surface equity implications of the items raised in the meeting.
- Inclusive Representation & Decision Making: Steering Committee representatives are fairly represented and shall include members from across all project sub-areas, all identified disinvested subgroups, and are not centralized or beholden to any coalitions, factions or geography.

#### **C.7. Ways that the Community will Provide Feedback on the Planning Process**

We will host monthly meetings with the HRTC members via “Issues Tables.” The HRTC will engage a minimum of 150 members on an ongoing basis. Our website will include regular updates of CERF public meetings and planning activities, including a calendar of subgroups meetings, events, and HRTC contacts.

Community members from across every region will be encouraged to participate in community planning meetings and events. CERF staff will publish schedules of subgroup activities and distribute these electronically, and via other means, through our network of community partners. To encourage robust participation in the planning process, members and community members that participate in public meetings may receive stipends for attending meetings. The project will also provide incentives to community members to participate, such as making gift cards available for the hard to reach. Community organizations participating in meetings, workshops, interviews, focus groups, and/or other engagement activities will receive a stipend for their involvement.

#### **C.8. How the Governance Structure Includes the Entities in the Collective Partnership Agreement Letter**

As described in section D.1 below, the governance structure for the LA HRTC includes all of the entities that have signed the Collective Partnership Agreement Letter. These Initial HRTC members agree in their letters to participate in the development of the HRTC, which includes implementation of the Outreach and Engagement Plan. As stated in the signature documents from the Initial HRTC partners, we anticipate that the governance structure will continue to evolve as the planning process moves forward.

#### **D. Collective Partnership Agreement Letter**

### D.1. 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 shared/inclusive structure includes four primary components: (A) Affinity and Subregional Tables, (B) Hub Leads, (C) Steering Committee, and (D) Stewardship Committee. The structure is designed to be non-hierarchical, as indicated in the horizontal relationships between the different components of the model.



**(A) Affinity and Subregional Tables** 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 that warrant additional 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.

**(C) Steering Committee** will be made up of a subset of the Affinity and Subregional Table representatives and Hub Leads, additional representatives to ensure the voice of all the required CERF-related stakeholder groups, and selected community members. A transparent process will be used to select the membership of the Steering Committee. A supermajority (members of the Governance Committee have advocated for 80% or more) of the seats on the Steering Committee will be dedicated to community-based leaders of disinvested communities, rooted in grass roots and community-based organizations. Priority will be given to leaders of organizations committed to equity, environmental justice, and advocacy for disinvested communities.

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

**(D) Stewardship Committee** will include the Convenor, Fiscal Agent, Training/Capacity Building Lead, Outreach Lead, Data Lead, and the Governance Lead. There will be a transparent process for selecting these Leads within the HRTC. 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. Members of the Stewardship Committee will not be included as part of the Steering Committee, however the Fiscal Agent and Regional Convener will have non-voting seats on the Steering Committee. The Stewardship Committee will also provide resources for training and capacity building, communications, ongoing engagement, contracting, and subcontracting.

## **D.2. Signatures of Initial HRTC Members**

Signatures of initial HRTC members are included in Appendix 7.