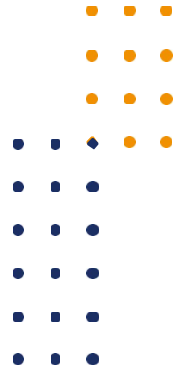


REGIONAL PLAN PART 1



**AUGUST
2023**

**LOS ANGELES HIGH ROAD
TRANSITION COLLABORATIVE**



**COMMUNITY ECONOMIC
RESILIENCE FUND**

CERF
L.A. HRTC

California
COMMUNITY
Foundation

LAEDC

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Executive Summary:

The Los Angeles Regional Summary, Part 1 for the Community Economic Resilience Fund (CERF) Program was aimed to provide a high-level synopsis of the approaches to engagement for various research mandates for informed decision-making by the Steering Committee and HRTC as a whole. However, CERF has encountered many challenges that delayed the Regional Plan from being developed into a full-fledged strategy. The biggest bottleneck for providing the five required analysis was the inability to move forward with research until recently. Stakeholder Mapping had been developed early in the CERF process through in-kind services by LAEDC (the Regional Convenor), but the remaining four analyses, 1. Socio-Economic Conditions of the region, 2. the Labor Market Analysis, 3. the Industry Cluster Analysis, and 4. SWOT analysis are only speculative until all formal research is conducted. Despite these setbacks, the CERF Team has continued to anticipate future barriers and project reasonable next steps in order to stay on track until research begins. The foundation for future deliverables to be completed on time is set, but for now, based on the stage that the LA HRTC is currently in, the LA region best fits *Track 1: Early Research Stages*.

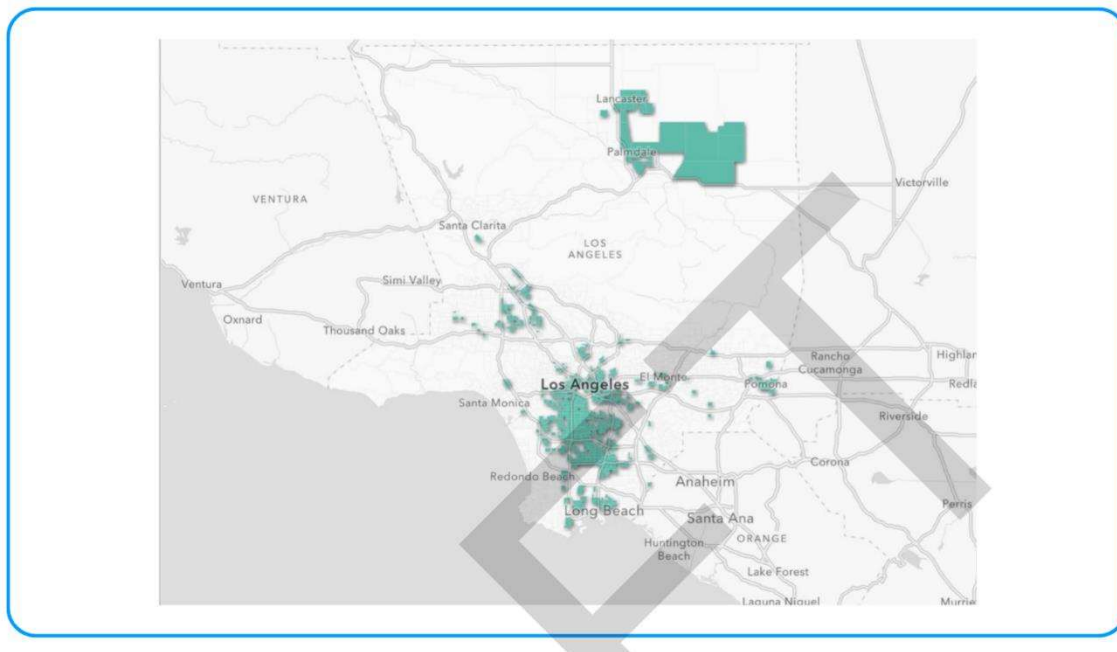
Research is defined by four outsourced regional reports, one Process Mapping report, one Climate report, one Labor & Workforce report, and one Industry Cluster report. The Process Mapping report is a theory of change research report, specifically for the Los Angeles region, for the Affinity Hubs, Table Partners, Steering Committee, and Subregional Tables to understand a logistical path to beginning and completing their tasks with as few roadblocks as possible while working in tandem. The Climate, Labor, and Industry Cluster reports are micro research projects by one or more different outsource vendors from the suggested Process Mapping strategy. The aim of these reports is to gather relevant data for informed decision-making. All vendors for the four reports will work with the CERF Research Analyst to gather and post all findings through a data tool that the LA-HRTC can easily access and perhaps engage with for more accurate results.

For the most part, all reports will identify disinvested communities throughout the Los Angeles region and develop ways to improve quality of life through high road job opportunities

while reducing the carbon footprint. Below is a sample map that LA CERF could adopt for the Regional Plan.

Figure 5. Concentrated Disadvantage Neighborhoods in Los Angeles County¹¹

Los Angeles County



Early Research Stages.

The research RFPs for the LA region are still out for bid. As part of the deliverables of each research contract, the research vendors will be asked to: present a research/analysis work plan, outline the final research report, summarize progress and remaining gaps, show how gaps will be filled, provide quantitative and qualitative outputs generated, describe the use of research in community engagement efforts, and specify the next steps, with considerations or implications based on the work already undertaken. The timeline is as follows:

- I. Proposal Submission Deadline:** September 5, 2023
- II. Process Appeal Deadline:** September 7, 2023
- III. Review/Approval:** September 8-15, 2023
- IV. Notification of Award:** September 20, 2023
- V. Contract Start:** TBD, no later than October 20, 2023
- VI. Contract Length:** 8 weeks, latest date of completion is December 15, 2023.

Core Values

The LA region adopted the following core values that have informed this process:

- (1) *Transparency* - CERF data, processes, and information are publicly available and easy to access. It is clear on what timeline will be used and how decisions will be made.
- (2) *Inclusion* - CERF governance seeks to engage all peoples, parties, businesses, and entities in LA County by varying and adapting the modality (virtual, in-person, etc.), languages, formats that are used to ensure full participation of all.
- (3) *Accountability/Risk Testing* - CERF governance structure is accountable to the wider community and allows for risk assessment and modification when needed.
- (4) *Confidence in Structure* - CERF governance structure should continually strive to instill confidence of transparency, inclusion, and accountability.
- (5) *Unheard voices in decision-making* - CERF governance will actively create seats at the decision-making tables for leaders from disinvested communities. The governance process will center, lower barriers, and proactively seek to tip the scales toward community-led decision making.

Key Findings

As we are still awaiting the conclusion of the research contract bidding process, the LA HRTC is unable to identify priority focus areas. However, the Research & Data Committee has suggested key industries that should be at the table during this process:

- (1) Aerospace
- (2) Manufacturing (Electric vehicles, pharmaceuticals, aerospace and energy equipment, etc.)
- (3) Film/Television/Distribution
- (4) Trade and Logistics
- (5) Energy
- (6) Life Sciences

As the research vendor conducts their work, we will be able to provide additional information.

Introduction

The planning process for LA CERF won't be determined until all 38 members of the Steering Committee are seated. However, during previous Outreach & Engagement (O/E) meetings as well as Governance meetings, both O/E and Governance suggested numerous processes for the future Steering Committee to consider. This includes:

1. Outreach Phase – Provide funding to 90 CBO micrograntees to conduct grassroots level outreach and engagement to compile lived experience data from subgroups and community members (Outreach Phase) and channel data to the research vendors for the three research reports (Climate, Industry Cluster, and Labor Market), where the CBO's provide pertinent information about their respective SPAs so the vendors can aggregate the data and, along with the dedicated CERF Research Analyst, deliver the data to the Steering Committee (SC), Affinity Hub Leads (AHL), and Table Partners (TPs). The SC, AHL, and TPs will then use the findings reports from the lived experience data and formalized research garnered by the research vendors to be able to make informed decisions with additional suggestions from the researcher so that the data can be used to engage community in the Planning Phase.
2. Planning Phase - Start by having the research vendors conduct formalized research as required by the CERF SFP and due diligence on each SPA and present their findings to Steering Committee, Affinity Hubs, and Table Partners. Findings shared will be combined with lived experienced data and presented to the HRTC membership, the 90 CBO micrograntees and other stakeholders to verify, discuss the solutions, strategies and formulate recommendations to address regional and sub-regional challenges of their respective region. The vendors would then compile recommendations from consideration and discussion by all sources by the SC, AHL, and TPs. This, of course, will allow all three entities to leverage the information to be able to make informed decisions.

The CERF Team recognized that decision-making in general always led the LA-HRTC to disputes. This was due to two reasons: 1. There was never a process in place to define the region's meaning of consensus. 2. There were never any by-laws created that the HRTC could refer to for clarification as to how to move forward. The CERF Team suggested the mapping

vendor, Affinity Hub Leads, and Steering Committee members all integrate solutions to these gaps into the plan of daily operations to make the CERF process run efficiently and effectively.

Ultimately, a processing mapping vendor named The Mark will create a comprehensive roadmap that could help the researchers and the three entities determine the best process for moving forward. For a tentative plan and timeline to develop outreach and engagement activities from The Mark, see [Appendix A](#).

Delays and pivots have caused the timeline and process to shift. Below is an updated strategy that is in development from The Mark as of 8.22.23.

“Prepare”, “Share”, “Co-Create”, and “Adopt” is the proposed strategy from The Mark that will help them determine the best path working with the Affinity Hub Leads, Steering Committee, CBOs, and HRTC as a whole.

“Prepare” refers to collecting data from captured research from the hired research vendors for the three CERF reports (Climate, Labor & Workforce, and Industry Cluster) as well as from any data collected from the CERF Research Analyst. This includes lessons learned by any HRTC subgroup from capacity building. This phase is the key to making sure newly established subgroups (Steering Committee, Affinity Leads) understand their roles and responsibilities and begin to have a roadmap to carry out their duties.

- A. “Share” refers to subgroups engaging and communicating with one another and disinvested communities to validate pain points to initiate conversations about change.
- B. “Co-create” refers to the Subregional Tables, Table Partner Leads, Affinity Hub Leads, Steering Committee members and other pertinent stakeholders working together to develop strategies and plans to determine the 2 - 5 strategic projects for the Implementation Phase.
- C. “Adopt” refers to accumulating all the data from the research, interviews, collaborations, and final decisions, then creating a narrative around it for the second Regional Summary Plan. This will be with the assistance of an outsourced strategic writer for CERF.

Engagement methods have not been put into place yet but the budget for engagement includes two major events per SPA during the CERF Program for geographic and ethnic planning. This includes translating the transcripts into 15 different languages so other non-English speaking stakeholders will be able to choose the language they can comprehend the easiest, as well as dictating their thoughts back to the other stakeholders in their chosen languages. Success metrics have not been determined thus far.

The analytical approach and methods used will be determined by the SC under the guidance of the CERF Research Analyst and research vendors.

Stakeholder Analysis

The stakeholders of the Los Angeles region and their influence have not yet been analyzed. The CERF Research Analyst is currently in the onboarding process and will develop this analysis with adequate data sources, tools, and methodologies. In lieu of the stakeholder analysis for the Los Angeles region as a whole, we would like to share an analysis of the stakeholders that comprise the LA HRTC thus far:

As of August 23rd, 2023, the LA HRTC has 401 members. This collaborative includes each of the mandated entity types (see Table I. in [Appendix B](#)) and representation from all service planning areas (SPAs) (see Table II. in [Appendix B](#)).

The LA HRTC's Outreach & Engagement Committee was also intentional in breaking down the required entity types to the constituencies that are being served by each respective entity type. The Outreach & Engagement Committee committed to targeted outreach to ensure that all the identified constituencies are represented in the LA HRTC through the entities that serve them (see Table III. in [Appendix B](#)).

In addition to analyzing the HRTC for gaps within the entity types, SPAs, and constituencies each respective entity type serves, the Outreach & Engagement Committee utilized each organization's primary service area, as reported by each member, to ensure that the

HRTC is a collaborative that includes organizations that exclusively focus on serving each of the SPAs (see Table IV. in [Appendix B](#)).

The stakeholder analysis has revealed deficits serving as barriers to the HRTC achieving balanced representation which include the following:

Entity Types

- California Native American Tribes
- Worker Centers
- Labor Organizations
- Philanthropic Organizations

Service Planning Areas (Organization Headquarters)

- Organizations serving
 - SPA 7 - East Los Angeles

Constituencies Served

- Immigrants
- Institutional & Government
- Labor & Workers
- Academia

Primary Service Areas

- Organizations serving
 - SPA 7 - East Los Angeles
 - SPA 5 - West Los Angeles

The Outreach & Engagement Committee and other subcommittees have dissolved since the Steering Committee and Affinity Hub Lead Elections, so these deficits will be addressed through the outreach strategies developed by the hub structure once they are funded to collect data from all communities. It is also important to distinguish that 46 LA HRTC members are individual residents, representing their community without an affiliation to any organization. The hub structure will also develop a process to engage with additional residents which will also be informed by the completion of the process mapping.

Regional Summary:

The Los Angeles region cannot summarize the socio-economic conditions until research is conducted from our outsourced vendors. At this point, the HRTC made a point to make sure that the research includes an analysis of inequities related to employment and geography (SPAs) for different ethnicities and general resources.

For example, the HRTC would like for the research to investigate resources that are available for Asian-Americans in SPA 2 if Asian-Americans in that area of the region are challenged with high unemployment. See Chart I. in [Appendix C](#). for a chart included in the 2022 Los Angeles County Racial Equity Strategic Plan that exemplifies reports the HRTC could use to make informed decisions moving forward.

Additionally, the research can suggest a pathway to bridge the unemployment gap. The data sources the researchers will use are to be determined and the data tools used will also be TBD. However, the dedicated CERF website will house the data so the HRTC can view it and potentially give feedback to help refine the research.

Software like Tableau has been suggested by LAEDC's Institute of Applied Economics. The CERF Research Analyst will also use his learned skills to collect data in a disciplined and professional manner.

Labor Market Analysis:

Much like the Regional Summary in general, a snapshot of labor dynamics, including major employers, occupations, wages, and projected trends cannot be summarized until outsourced vendors conduct research. Additionally, some labor organizations connected to the strike on Hollywood have decided to abstain from the CERF process for reasons not communicated to the HRTC. They have advocated for an increase in the number of seats earmarked for the labor organizations (from two to seven). The HRTC voted to increase and reserve five extra seats for labor, however despite the gesture, labor still decided to temporarily

withdraw from CERF. The five labor seats are still reserved for labor when they decide to return. The data sources, tools, and methodologies are TBD after the researchers are contracted.

To identify the organization that could be outsourced for capacity building and training, the CERF Team created a live document with suggested questions that the HRTC could add to or revise (see [Appendix E](#)).

Similarly, the 2022 Racial Equity report includes two additional charts that reflect the type of labor market data researchers could collect to help the HRTC make informed decisions after training with an outsourced capacity building vendor (see Chart II. and III. in [Appendix C](#)).

Industry cluster analysis:

Once the research begins, the HRTC voiced that they would like for the data to focus on the business sectors that provide high road jobs for residents in disinvested communities. A report similar to a list of industries for the Los Angeles Region conducted by LAEDC for Build Back Better could be used to identify the major industries and employment trends (see [Appendix D](#)). The data sources, tools, and methodologies are TBD after the researchers are contracted.

The HRTC has voiced that they'd like the research to identify growing industries within the Los Angeles region and which racial groups and SPAs are most likely to benefit from those growing sectors. In cases where there are severe gaps, training programs, education initiatives, and joint partnerships between businesses and community-based organizations should be suggested to bridge those gaps, ultimately leading to increased high road job opportunities for people in disinvested communities, which in theory, could decrease the wage gap between disinvested communities and other areas of the region.

LAEDC's Institute of Applied Economics in combination with the Research & Data Committee has already suggested a few sectors the HRTC should focus on. They are as follows:

1. Aerospace

2. Manufacturing (Electric Vehicles, Pharmaceuticals, aerospace and energy equipment, etc.)
3. Film/Television/Distribution
4. Trade and Logistics
5. Energy
6. Life Sciences

SWOT Analysis:

A SWOT Analysis will be conducted by the outsourced vendors and the CERF Research Analyst. No further information can be provided in this report until both entities are in place to develop the strategy.

Key Findings:

Until the research and work are conducted by the outsourced vendors and HRTC, respectively, this section cannot be completed nor speculated upon.