

Orange County CERF Planning Phase Plan

I.2. Proposed Work Plan

The OC HRTC is committed to a transparent and inclusive planning process focused on advancing sustainable economic equity, resilience, and competitiveness by engaging stakeholders from across the regional economy. Since planning phase grants can be used to build capacity, engage stakeholders, and conduct the research required to produce both an inclusive and balanced collaborative and a regionally centered data-driven plan, the OC HRTC proposes the following work plan:

HRTC Convenings:

HRTC members will start with nearly bi-monthly meetings to ensure that the HRTC can complete the Regional Plan Part 1 ahead of its due date (August 31, 2023) but also the Regional Plan Part 2 minus the investments for the implementation in very short order. The HRTC will then move to monthly meetings to give ample time to solicit and evaluate the investments and projects to submit for implementation funding ahead of its due date (June 30, 2024). These meetings will be facilitated by CA FWD; expert guidance will ground the HRTC in best practices for achieving an equitable, sustainable, and resilient economy, drawing on both US and international models. Meetings will be held virtually on Friday morning from 8:30 to 9:30 am. If the HRTC determines that it needs additional time for these meetings or additional meetings to meet the deliverables due for this grant, it will do so.

HRTC meetings will consist of four “phases”. First, research team members will ground HRTC initiatives in key aspects of the Regional Summary, such as Economy and Economic Development, Climate and Environmental Impact, and Public Health Analysis. This grounding will also serve as the foundation for these researchers’ input into the Regional Plan Part I. The second phase will involve presenting materials necessary to complete the rest of the Regional Plan Part I i.e., Industry Cluster Analysis, Labor Market Analysis, and SWOT Analysis. These series of presentations are meant to provide a first glance to the HRTC and provide feedback to the HRTC to ensure that the Regional Plan Part I is as actionable as it can be for both these stakeholders and the entire county. The HRTC will then have the opportunity to review the full report for a second opportunity to provide feedback and edits before being approved and delivered to the state.

Work on the Regional Plan Part 2 will constitute the third phase; the final phase will involve finalizing the projects and initiatives that will be submitted to the state for implementation funding.

A more detailed timeline is available below.

Inclusionary practices:

In order to be inclusive of the diverse communities of Orange County, this planning process will be executed by utilizing the following:

- All HRTC meetings will be held virtually so transportation is not a burden to participation.
- If HRTC members lack quality digital access, devices will be provided to them free of charge.
- All HRTC meetings, and as many publicly accessible meetings as possible, will have translated captions for non-English speakers.

- All HRTC meetings and stakeholder meetings be recorded and transcribed for members of the public who are unable to attend at the time that the meeting occurs.
- Serious consideration for outreach and engagement awards will be given to organizations who have a track record of communicating in the languages of the communities they intend to reach.
- All documents and reports uploaded to the webpage will be translated to the two most spoken languages outside of English in Orange County (Spanish and Vietnamese).
- HRTC members who are non-profits and/or represent disinvested communities will receive total compensation of \$25,000 to serve on the HRTC to support their time and effort, which in some cases might pull them away from other responsibilities.

Stakeholder Group Convenings:

HRTC members will also be required to participate in stakeholder group meetings, based on the groups listed in the Collaborative Governance Structure section of the original grant SFP. These meetings will also involve non-HRTC representatives from each stakeholder group whose work is relevant to CERF goals. These meetings are intended to allow for feedback from a broad range of individuals and organizations outside the HRTC on the grant deliverables to better reflect the perspectives of the different communities in Orange County. They are also intended to serve as outreach for future funding proposals. Information from these meetings will be made available to the full HRTC and will thus inform overall decision making. HRTC members can attend more than one stakeholder group's meetings recognizing that many organizations cannot be easily placed into just one stakeholder group. However, they must participate in at least one stakeholder group.

Led by stakeholders leads and other HRTC members, these meetings will be tailored to the specific needs of each group. The stakeholder leads consist of Cox Business (Business), LA/OC Building and Construction Trades (Labor), American Indian Chamber of Commerce and Cogstone (California Native American Tribes), United Way Orange County (Community Based Organizations), City of Garden Grove's Economic Development Department (Economic Development/Government Agencies), Orange County Department of Education (Education), Orange County Community Foundation and Orange County Grantmakers (Philanthropy), Goodwill of Orange County (Workforce Entity), and Orange County Coastkeeper (Environmental Justice) A more detailed breakdown of the Stakeholder Group convenings' timeline is below.

Research Consultants:

The research team will have deadlines to present their findings to the HRTC prior to the full report being previewed and approved, to ensure that the regional plan is driven by the HRTC and not simply accepted by it. The research team will be led by Dr. Wallace Walrod, OCBC's Chief Economic Advisor.

Dr. Walrod's research team includes:

- Dr. Paulette Brown-Hinds, Candice Mays, and Alex Reed from Mapping Black California, an equity thought leader which uses GIS mapping and dashboards to display socioeconomic differences between communities.
- Esri, the world leader in geographic information system (GIS) software, location intelligence, web GIS and geodatabase management applications. Caitlin Smith, Eric Apple, and Brian McNamara are the Esri leads. The company is headquartered in California and has deep

roots in working with the State on issues pertinent to CERF, including COVID-19 recovery, sustainability, and equity.

- The Milken Institute's Center for Regional Economies and California Center, which will help inform the HRTC's approach to equitable and globally competitive economic growth; it will draw on local, regional and national models to help shape the final regional plan. Matt Horton is the lead.
- Dr. Neil Sahota, United Nations Advisor, co-founder of the United Nations' AI for Good Initiative, and Professor at University California, Irvine. He will advise on AI and the future of work, providing recommendations to help Orange County identify which sectors provide quality jobs and will remain resilient in an increasingly AI-driven economy.
- Dr. Robert Kleinhenz (CSU Long Beach, Kleinhenz Economics) will bring to the table his economic resiliency and recovery, industry cluster, and workforce analysis expertise from recent engagements with the City/County of San Francisco and the City of Long Beach.
- Dr. C.J. Bishop will bring to the table expertise on COVID recovery, equity, and the challenges and burdens facing economically disadvantaged students in the most at-risk disinvested communities, particularly pertaining to community college students.
- Dr. Marlon Boarnet, USC professor at the Sol Price School of Public Policy and expert on local government fiscal recovery from COVID-19, climate/sustainability and GHG reduction, and public health impacts.

We take the creation of the regional plan, and the research necessary to develop it, seriously. We also want this research to serve as a resource to the HRTC and the communities they serve. Therefore, we endeavor to generate hyperlocal data whenever possible. Hyperlocal data is oriented around a well-defined community focused on that community's challenges and concerns. Uneven patterns of economic growth, revitalization, and reinvestment in recent years have concentrated poverty in many neighborhoods, and the pandemic magnified this sustained and growing landscape of inequality. Hyperlocal data and strategies seek to understand and address these changing socioeconomic realities and the pressing need to expand opportunities for inclusive economic growth. Hyperlocal data builds a foundation for these strategies by describing the challenges and opportunities at a fairly fine-grained, neighborhood and community level.

We are committed to Orange County creating an exceptional regional plan and strategies that will put us in a strong position for implementation funds, but also other sources of funding that will sustain the HRTC and the initiatives funded through the implementation phase far beyond the existence of CERF.

Planning and Implementation Consultants:

- CA FWD is our key CERF partner. Dr. Micah Weinberg, CEO of CA FWD, and Ish Herrera, Executive Director of the California Stewardship Network, will be the lead facilitators of the HRTC, co-facilitate stakeholder group meetings, and will be involved with this region's CERF initiative throughout the process. They have already played key roles in previous regional economic development initiatives such as Fresno DRIVE, IEGO, and Regions Rise Together Salinas. They will also draw on this experience from their statewide economic summits and the California Stewardship Network to help shape the OC CERF regional plan.
- Sarah Middleton of Mission Up served as the lead consultant for the 2020 OC Census Community Table for Census Engagement in OC's Hard-to-Reach Communities,

communities identical to OC's disinvested communities. The work done during the census is the model we will bring to our community outreach and engagement, and Sarah will bring that experience to the HRTC.

- Rebecca Alvarez of NP Strategies will contribute to stakeholder mapping as identified in the scope of work. She has experience doing landscape scans and strategic planning for local organizations such as First 5 Orange County, Goodwill of Orange County, and Orange County Human Relations.
- Milken Institute Center for Regional Economics and California Center will help inform the HRTC's approach to equitable economic growth; it will draw on local, regional and national models to help shape the final regional plan.
- California Competes will present best practices -- many first of its kind practices if implemented -- and alignment with State objectives in higher education and workforce. It will also provide input on the regional plan that is being produced, in areas where higher education and workforce are mentioned.

Outreach and Engagement Plan

Our CERF outreach and engagement plan will be heavily modeled after Orange County's 2020 Census Hard-to-Reach communities' outreach. Charitable Ventures (CV), our fiscal agent, was awarded the Regional Administrative Community-Based Organization state contract to facilitate Census outreach to OC nonprofits. What ensued was an incredible collaborative that changed the social landscape of our region. CV, in collaboration with Mission Up (a consultant on this grant), assembled an OC Census Community Table of 450 community members, sub-contracted with 50 core nonprofits, and many more stakeholders. As a result, we will leverage and build upon this existing network for CERF.

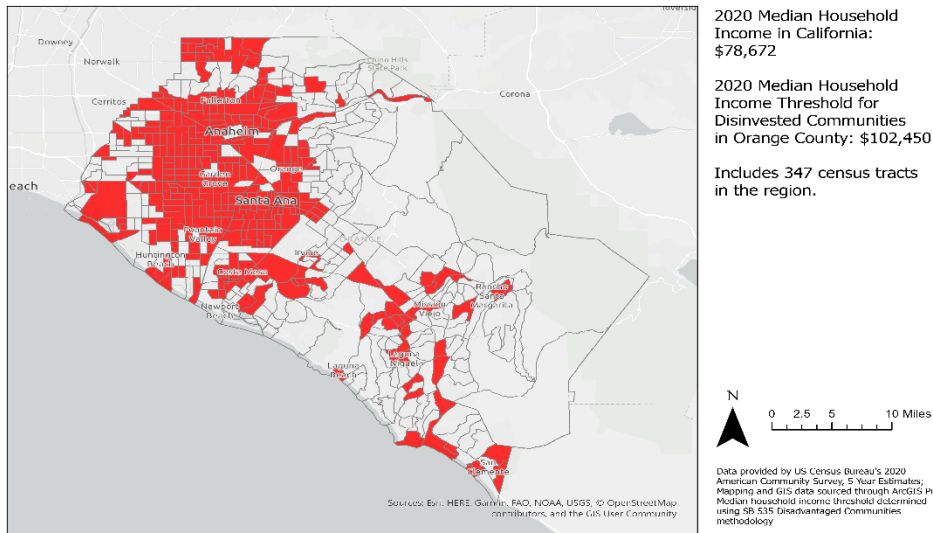
A sub-committee of interested HRTC members (primarily those representing business associations, California Native American Tribes, community-based organizations, economic development agencies, workforce entities, philanthropy, and labor) will enlist trusted messengers from various stakeholder groups to create and execute an outreach and engagement plan. This plan will involve outreach to multiple industries, agencies, and communities to hear directly from residents and stakeholders. This feedback will inform strategies for building economic equity, building capacity, breaking down silos and challenging the status quo to advance economic resilience, competitiveness, and sustainability in the region.

The CERF OC region Convener has already received letters of interest from over 30 organizations, all of whom already have a history of supporting populations varying capacities, justice involved, homeless, at-risk adults, small businesses, entrepreneurs, California Native American tribes, and low-income communities. The input from these communities is critical in ensuring that CERF works for them. Awardees will be selected to receive compensation at varying tiers, between \$15,000 and \$50,000 per organization. The purpose of these awards is to work with trusted messengers in the community to assist in getting the word out about CERF, and to solicit feedback directly from community members and businesses on how the economic, health, and environmental strategies that CERF needs to address can be most meaningful for them. The awardees will then become a new sub-committee to build a communication ecosystem, finalize an execution plan, and provide resources to partners across OC to seek input on the CERF process. Another priority in forming this ecosystem is to build capacity for these organizations to stay engaged and continue to be included in inclusive economic development. A more detailed breakdown of the outreach and engagement timeline is below.

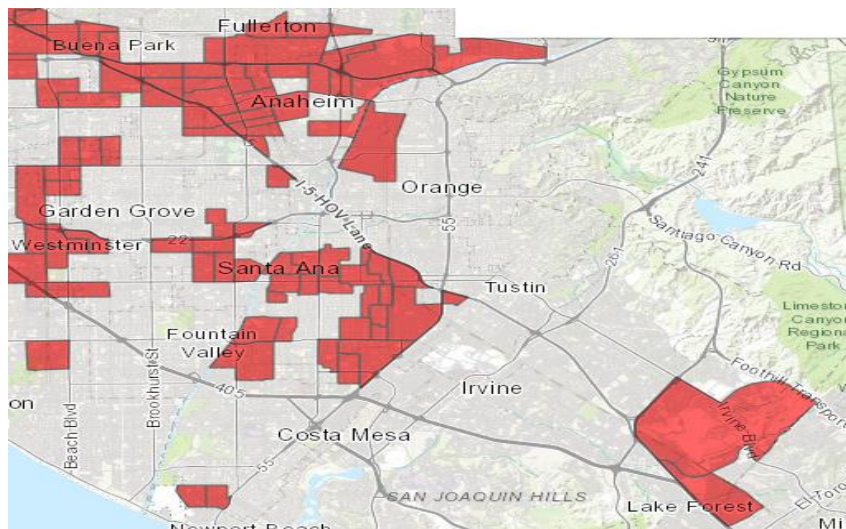
Disinvested Communities

Only three of the four definitions of disinvested communities in the CERF SFP apply to the OC region. The maps below identify two of those definitions. First, census tracts meet Housing and Community Development's definition of "Low Income" for a family of four in Orange County if the average household makes less than \$102,450 per year. More than half of Orange County census tracts (347/613) fall under this line; these tracts are located in 20 of the county's 34 cities.

Disinvested Communities in Orange County, CA by Census Tract, 2020



This next map, pulled directly from the California Office of Environmental Health Hazard Assessment website, shows the census tracts designated as disadvantaged communities and Tribal Areas per SB 535 (2012).



The following map is pulled directly from the California Native American Heritage Commission Digital Atlas, which identifies the ancestral homelands of California's indigenous communities. More sophisticated mapping will be done in the early days of the grant, but these maps are great starting points in determining the census tracts to identify communities to be represented throughout the CERF process.



Given that disinvested communities are spread all over the region, we will take a subregional approach to outreach and engagement; this will require the support of many partners with a county-wide presence to compliment organizations that work with targeted populations within our disinvested communities.

Updating the Public:

An HRTC webpage will list all members and provide a calendar of HRTC meetings, stakeholder group meetings, and outreach and engagement meetings for the public to participate. This website will also have information about CERF and at least on survey in English and the next five most common languages spoken in Orange County (Spanish, Vietnamese, Korean, Chinese dialects, and Persian/Farsi) for residents and stakeholders to provide feedback.

The website will list upcoming HRTC meeting information along with an agenda and information packet. Minutes and a recording of the meeting will be uploaded after each HRTC and sectoral meeting. For every item that requires a vote from the HRTC, the final totals will be published in the meeting minutes to ensure transparency and openness with the public. A recording and meeting notes for stakeholder group meetings will also be published. We will also strongly advise the members of HRTC to promote their work on CERF through their websites, newsletters and social media profiles. By doing so they will further spread this information beyond a single centralized source.

Responsibilities of HRTC members:

HRTC members will be responsible for the approval and removal of current HRTC members; review, provide feedback, and approve the regional plan section by section; identify other planning processes or projects that align with CERF; and develop and approve the two to five proposals that will be included in the implementation phase. HRTC members will also be required to participate in stakeholder group meetings and engage stakeholder peers to join these meetings for input into the CERF process. Ultimately, the HRTC will be responsible for working towards the goals set out in CERF and are collectively responsible for creating a more inclusive, equitable, resilient, and competitive regional economy.

Given that some HRTC members may be unfamiliar with one another, HRTC members will also be required to attend three in-person gatherings with the primary focus being to get to know each other, develop understanding, and build a trustful and resilient partnership with one another.

Governance Structure:

The Governance Structure of the HRTC will consist of one-person-one-vote, with each voting item requiring a majority of the votes cast to be adopted. Similar to the responsibilities enumerated above, the primary voting items for the HRTC will include, but not be limited to:

- Acceptance and removal of HRTC members
- Approval of Regional Plan Part 1 and Part 2, which includes the initiatives and programs submitted for the implementation phase.

To ensure robust representation from the many stakeholder groups listed in the grant, while also keeping the HRTC manageable and cohesive, the number of HRTC members will not exceed 80. As the HRTC proceeds with adding more members to it, it prioritizes and will spend extra attention on adding HRTC members who primarily represent the stakeholder groups that are currently underrepresented on the HRTC. If a member of the HRTC can no longer participate or is removed from the HRTC, they can only be replaced by an organization or person who represents that same stakeholder group to ensure the balanced representation the HRTC wants from the outset.

Adding members to the HRTC:

Individuals or organizations can join the HRTC if they are nominated with support from at least one representative in 3 different stakeholder groups per the grant. Once nominated, they must receive a majority of votes cast by HRTC members for inclusion.

Removal members to the HRTC:

Due to the significance of the decisions being made for CERF, and the importance of diverse feedback into the process, HRTC members unable to fulfill the necessary responsibilities will be eligible for removal, such as an HRTC member who fails to attend three consecutive meetings or six total meetings. At that point, removal will consist of a motion, a second and majority of the votes cast in the affirmative. Given the practice of electronic voting and feedback explained below, the inability to attend a specific meeting will not preclude someone from participating and serving on the HRTC. This is truly a mechanism to remove someone who is completely absent from the process. If a person/organization is removed from

the HRTC, they can only be replaced by someone who represents the same stakeholder group as the person/organization that was removed.

Voting Process:

Voting is the best way to ensure equity in access and participation. To ease the burden of getting all the HRTC members together in one physical space at one time for every meeting, especially for individuals from disinvested communities whose jobs may not accommodate CERF participation, all meetings will be held virtually and recorded. HRTC members can vote both in real time or after the meeting. Each item will be given a three-business day window for HRTC members to cast their vote or provide comments in writing. With meetings occurring Friday morning, this voting/participation window will stay open to 5 pm PST on the following Wednesday. Each voting item requires a majority of the votes cast in the affirmative to be adopted. Once the window elapses, the vote tally and the outcome of the measure will be shared with the HRTC members and then publicly via the webpage. These conditions allow for a process that is democratic, transparent, and considerate of the needs of our disinvested communities.

Putting voting or discussion items on the HRTC agenda:

Through this process, it is highly likely that important items for the HRTC not enumerated in the timeline below will need to be addressed. The item will need a motion, a second and majority of the votes cast in the affirmative to be placed on the agenda for the next meeting.

Shifting Decision-Making Power to Disinvested Communities and Impacted Workers:

Since the Planning Phase guidelines encourage the regional HRTC to strive for balanced buy-in and representation from the different stakeholder groups, the HRTC will provide equal voting power across stakeholder groups by having as balanced representation per stakeholder as possible. Furthermore, given the guidelines' expectation for the HRTC to "actively shift decision-making power" in the future to disinvested and historically excluded populations, the OC HRTC embraces this by having organizations within a stakeholder group not necessarily thought of as disinvested sit on the HRTC.

For example, the HRTC will include governments representing cities with disinvested census tracts; the Orange County Hispanic and Black Chamber of Commerce, whose communities lag their business peers; and economic development agencies including Cielo and Cooperacion Santa Ana, who offer training, coaching and incubation to low-income residents interested in growing additional income streams and developing their businesses. Furthermore, every workforce entity on the HRTC supports the development of individuals in disinvested communities. This representation is already on top of the stakeholder groups that naturally represent disinvested communities such as labor, community-based organizations, residents who live in disinvested communities, and California Native American Tribes.

The HRTC will center disinvested communities and impacted workers in our work through our outreach and engagement execution. The request for qualification process and the funds set aside for outreach and engagement will be overwhelmingly represented by HRTC members who service disinvested communities, and an overwhelming number of organizations who have already sent a letter of interest to participate in the outreach and engagement represent

disinvested communities. This will ensure that the HTC can receive, review and base strategies on feedback specifically from Orange County's disinvested communities.

Metrics of Success:

1. The final HRTC will have a composition of at least 60% of participants from entities representing or working with disinvested communities.
2. Host at least 10 culturally and linguistically inclusive workshops in partnership with community-based organizations to receive direct, relevant feedback from residents.
3. Hold at least four meetings per stakeholder group (workforce entities, employers and business associations, governmental agencies, educational and training providers, labor organizations, etc.) to get a deeper understanding of each sector. This includes gathering feedback and creating competitive projects for the implementation phase.
4. Provide adequate resources to HRTC members who require them. This includes ensuring that they have the digital access required to participate in meetings and accomplish the responsibilities of an HRTC member.
5. Conduct at least 25 pre-post surveys for non-economic development organizations' (particularly community-based organizations in OC's disinvested communities) to measure any increased capacity in the following areas: ability to understand regional and local economic development functions, organizational roles, and interconnected activities; increased ability to meaningfully contribute to these processes beyond CERF.
6. Retain 80% participation of HRTC entities during and beyond Phase I Planning, and documenting what worked and what did not work.
7. Significant efforts to coordinate other planning documents are reflected in the HRTC's Phase I Planning (i.e., OC EDA CEDS, SCAG RTP/SCS and IERS, etc.). When Phase I Planning priorities surface at the tail end of this process, we will explicitly highlight which of those are present in other existing planning documents to demonstrate interconnectedness and leverage non-State investments.
8. Identify other leveraged resources (separate from CERF Phase II Implementation) to deploy/implement CERF Phase I Planning priorities (i.e., federal grants, philanthropy investments, local government commitments, etc.).
9. Catalyze more cross-sector collaboration in three other policy areas outside of CERF (i.e., housing development, digital divide, etc.)
10. 50 non-HRTC partners engaged as a result of Phase I Planning activities.
11. \$1 million of in-kind resources and other streams of resources outside the state-allocated CERF budget, such as philanthropic dollars to address needs and fill gaps to leverage outreach efforts, participant compensation, and expansion of CERF partnerships, but also importantly to support long-term CERF sustainability beyond the planning and implementation phase.

Values and Principles:

1. CERF is the opportunity to reimagine and restructure our economy to lessen inequities.
2. Do not just include but center marginalized voices.
3. It is OUR Economy, not THE Economy.

4. Recognize our mutuality and understanding that people act with altruism, trust, and collaboration and not just competition.
5. Invest in movements for an inclusive economy.
6. Ensure that all can meaningfully participate in discourse and decisions.
7. Engage with those who have insight from their experiences closest to the problems.
8. Be accountable to community members.
9. Recognize the assets that our disinvested communities already have.
10. Distribute resources and design projects that respond to the State's equity and resilience goals.

Key Outcomes:

1. Conduct a snapshot of the historically active stakeholders that can influence creating a High Road economy in the CERF Region and/or benefit from it.
2. Develop a regional summary, labor market analysis, industry cluster analysis, and SWOT analysis.
3. Gather input on the regional plan from a diverse set of stakeholders and residents to ensure that the regional plan can be of value to them.
4. Develop a holistic economic development and transition roadmap with strategies that prioritize the creation of high-quality jobs, provide equitable access to jobs and resources, and emphasize developing sustainable and resilient economies and industries.
5. Gather input on the roadmap from a diverse set of stakeholders and residents to ensure that CERF strategies reflect their needs in building and/or accessing a more equitable, sustainable, and resilient economy.
6. Develop an approach to soliciting, evaluating, and awarding implementation projects for funding equally accessible to every stakeholder group.
7. Conduct solicitation, evaluation, and awarding of implementation projects.
8. Build capacity for stakeholders to continue to be involved in implementation.
9. Build capacity for stakeholders to continue to be involved in future local and regional economic development efforts.

HRTC Execution Timeline:

Date	Action Item	Deliverables
3/10/23	HRTC Meeting #1	<ul style="list-style-type: none"> • Develop relationships among HRTC members • Confirm process for approval and dismissal of HRTC members
3/24/23	HRTC Meeting #2	<ul style="list-style-type: none"> • Recommendations and Approval of HRTC Members.

		<ul style="list-style-type: none"> • Planning Phase Plan Discussion • Briefing of CERF Planning Phase Kick-off Meeting in Sacramento
4/14/23	HRTC Meeting #3	<ul style="list-style-type: none"> • Recommendations and Approval of HRTC Members • Planning Phase Plan Approval • Discussion with Esri and Dr. Paulette Brown-Hinds on Disinvested Communities, Equity/Inclusiveness, COVID recovery, and Sustainability/Environmental Justice. • Discussion on UCI Flood Lab. • Discussion on SCAG's regional Inclusive Economic Recovery Strategy (IERS).
4/28/23	HRTC Meeting #4	<ul style="list-style-type: none"> • Recommendations and Approval of HRTC Members • Discussion with California Competes on equitable and racially just postsecondary and workforce outcomes. • Discussion with Dr. Neil Sahota on the Impact of AI on industries and workers. • Discussion with Milken on Equitable Economic Development.
5/12/23	HRTC Meeting #5	<ul style="list-style-type: none"> • Recommendations and Approval of HRTC Members • Discussion on Regional Summary Economic and Economic Development • Review Labor Market Analysis • Review Industry Cluster Analysis
5/26/23	HRTC Meeting #6	<ul style="list-style-type: none"> • Recommendations and Approval of HRTC Members • Review Regional Summary Public Health Analysis • Review Climate and Environmental Impact Section of Regional Summary • Review SWOT Analysis
6/30/23	HRTC Meeting #7	<ul style="list-style-type: none"> • Review full draft of Regional Plan Part 1
7/28/23	HRTC Meeting #9	<ul style="list-style-type: none"> • Final Review and Approval Regional Plan Part 1 for submission to the State • Review Implementation SFP
8/11/23	HRTC Meeting #10	<ul style="list-style-type: none"> • Vision and Goals • Discussion of federal, state and local programs and funding that align with CERF. • Strategies for aligning with state strategies

9/8/23	HRTC Meeting #11	<ul style="list-style-type: none"> • Review outreach and engagement findings • Strategies for the growth of targeted industries • Strategies for increasing economic diversification • Strategies for responding to effectively to economic shock
9/22/23	HRTC Meeting #12	<ul style="list-style-type: none"> • Strategies for responding effectively to economic shock • Strategies for increasing economic equity • Strategies for increasing health and environmental equity
10/6/23	HRTC Meeting #13	<ul style="list-style-type: none"> • Review Regional Plan Part 2
10/20/23	HRTC Meeting #14	<ul style="list-style-type: none"> • Approve of Regional Plan Part 2 for submission to the State
2/9/24	HRTC Meeting #15	<ul style="list-style-type: none"> • Review and refine recommended investments and projects by each sector
3/1/24	HRTC Meeting #16	<ul style="list-style-type: none"> • Review and refine recommended investments and projects.
4/5/24	HRTC Meeting #17	<ul style="list-style-type: none"> • Review and refine recommended investments and projects
5/3/24	HRTC Meeting #18	<ul style="list-style-type: none"> • Final approval of investments and projects for Phase 2 submission to the State
June 2024	Public Forum	<ul style="list-style-type: none"> • A public launch of the outcomes for Phase I

Outreach and Engagement Execution Timeline:

Date	Action Item	Deliverables
March 2023	O+E Committee Meeting #1	<ul style="list-style-type: none"> • Draft RFQ and scoring guidelines to solicit qualifications from organizations to conduct outreach and engagement.
April 2023	O+E Committee Meeting #2	<ul style="list-style-type: none"> • Approve and release RFQ.
May 2023	O+E Committee Meeting #3	<ul style="list-style-type: none"> • Select Awardees
June 2023	O+E Committee Meeting #4	<ul style="list-style-type: none"> • Strategy convening- Coordinate outreach to maximize impact and confirm what information needs to be received from the community.

July & August 2023		Outreach and Engagement Conducted
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Stakeholder Meetings:

Date	Action Item	Deliverables
April/May 2023	Stakeholder Meeting #1	<ul style="list-style-type: none"> Generate awareness around CERF for broader stakeholder engagement.
June 2023	Stakeholder Meeting #2	<ul style="list-style-type: none"> Regional Plan Part 1 Feedback
September 2023	Stakeholder Meeting #3	<ul style="list-style-type: none"> Regional Plan Part 2 Feedback
February 2023	Stakeholder Meeting #4	<ul style="list-style-type: none"> Investment Recommendations

Current HRTC Members:

CEO Leadership Alliance Orange County
 Greater Irvine Chamber
 Cox Business
 Orange County Hispanic Chamber of Commerce
 SoCal Gas
 UPS
 Bloom Energy
 Orange County Business Council
 OC Black Chamber of Commerce
 Cogstone/Tongva Community member
 American Indian Chamber of Commerce of California
 Payomkawichum Kaamalam
 United Way of Orange County
 The Kennedy Commission
 Orange County Asian and Pacific Islander Community Alliance (OCAPICA)
 Community Action Partnership of Orange County
 Latino Health Access
 Orange County Communities Organized for Responsible Development (OCCORD)
 The Cambodian Family Community Center
 Family Assistance Ministries

THRIVE Santa Ana
Jamboree Housing
Cielo
Cooperacion Santa Ana
Octane
City of Santa Ana
City of Garden Grove
CSUF Center for Entrepreneurship
Sustain SoCal
Orange County Department of Education
Concordia University Irvine
UMass Global
Chapman University
California State University, Fullerton
University of California, Irvine
Irvine Valley College
North Orange County Community College District
Southern California Association of Governments (SCAG)
First 5 Orange County
League of California Cities OC
Orange Workforce Alliance
OC Labor Federation
International Association of Machinists and Aerospace Workers
International Brotherhood of Electrical Workers
LA/OC Building and Construction Trades
UA Local Union 250
Iron Workers Local 416
Iron Workers Local 433
Boilermakers Local 92
Plumbers & Steamfitters, Local 582
Sheet Metal Workers Local 105
OC Grantmakers
Charitable Ventures
Orange County Community Foundation
Chrysalis
OC Conservation Corps
Hope Builders
Goodwill of Orange County
Climate Action Campaign
UNITE HERE Local 11
Vital Link
Sunrise Movement Orange County
Orange County Coastkeeper

Estimated Expenses:

To execute the above, the \$5 million budget is allocated into the following categories.

