

**CERF HRTC Meeting  
September 22, 2023  
8:30 to 10:00am  
Zoom Video Conferencing**

**<https://us02web.zoom.us/j/86993468590?pwd=bkRibjZGaCtoSVFZMTNxNEtwN2ZJdz09>**

**Webinar ID:  
869 9346 8590**

**AGENDA**

1. Call to Order (Trista Carter)
2. Public Comments
3. HRTC Comments and Updates
4. Creating a Theory of Change
5. Supporting non-CERF related projects
6. New Content for the Regional Plan Part I
7. Process for evaluating, reviewing and selecting implementation proposals
8. Discuss Catalyst Program SFP if released
9. Updates in the Planning Phase Plan
10. Adjourn

# CERF Community of Practice Presentation

July 27, 2023



**The Mark USA**

An Applied Research and Evaluation Company

[TheMarkUSA.com](http://TheMarkUSA.com)

**USC Price**

Sol Price School of Public Policy

*Center for Economic Development*

# Theory of Change/Logic Model Overview



# What is a Theory of Change?

Methodology for planning, participation, adaptive management, and evaluation used to promote social change.

- It explains how a given intervention or set of interventions are expected to lead to a specific change.

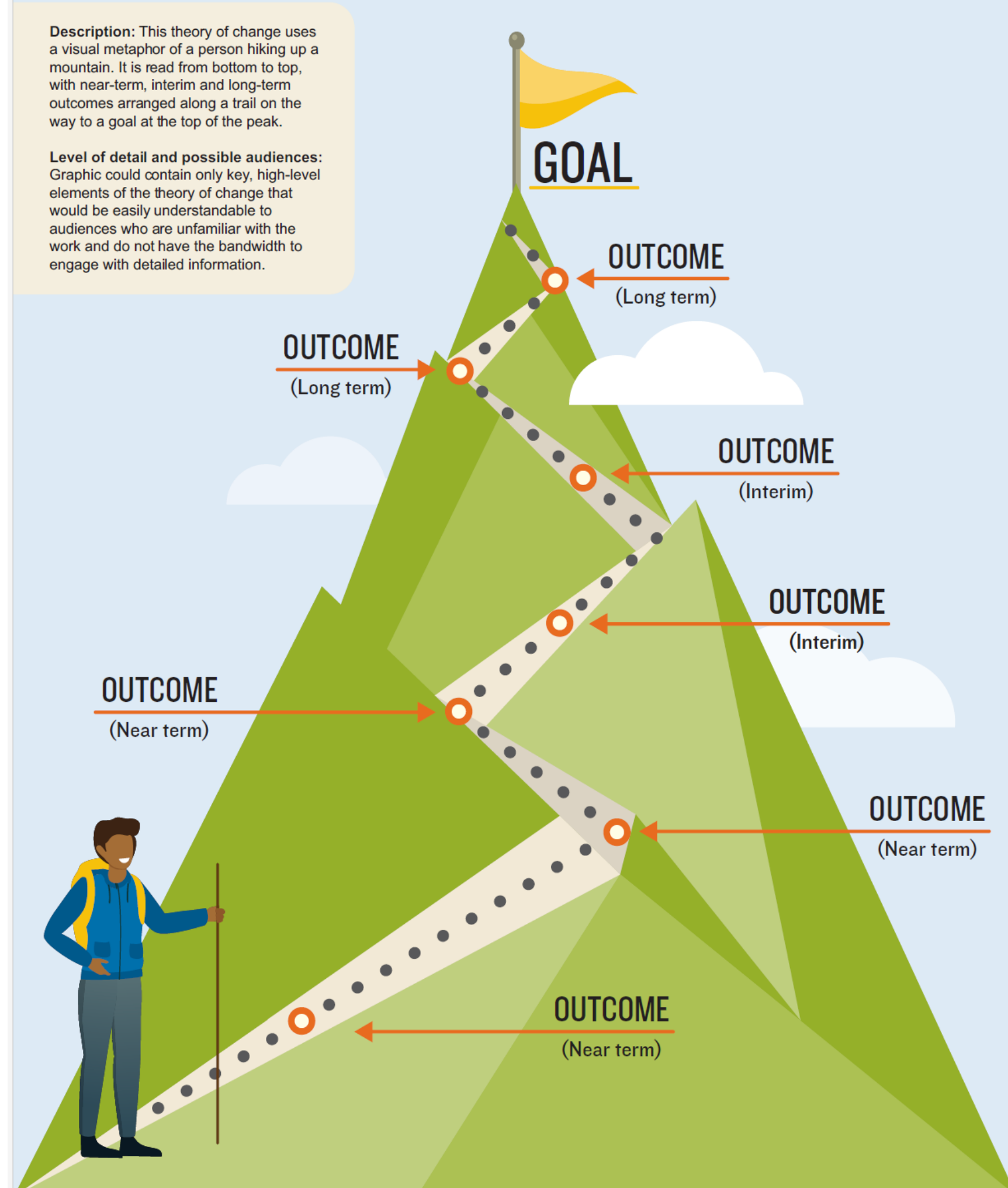




# Theory of Change Diagram

**Description:** This theory of change uses a visual metaphor of a person hiking up a mountain. It is read from bottom to top, with near-term, interim and long-term outcomes arranged along a trail on the way to a goal at the top of the peak.

**Level of detail and possible audiences:** Graphic could contain only key, high-level elements of the theory of change that would be easily understandable to audiences who are unfamiliar with the work and do not have the bandwidth to engage with detailed information.

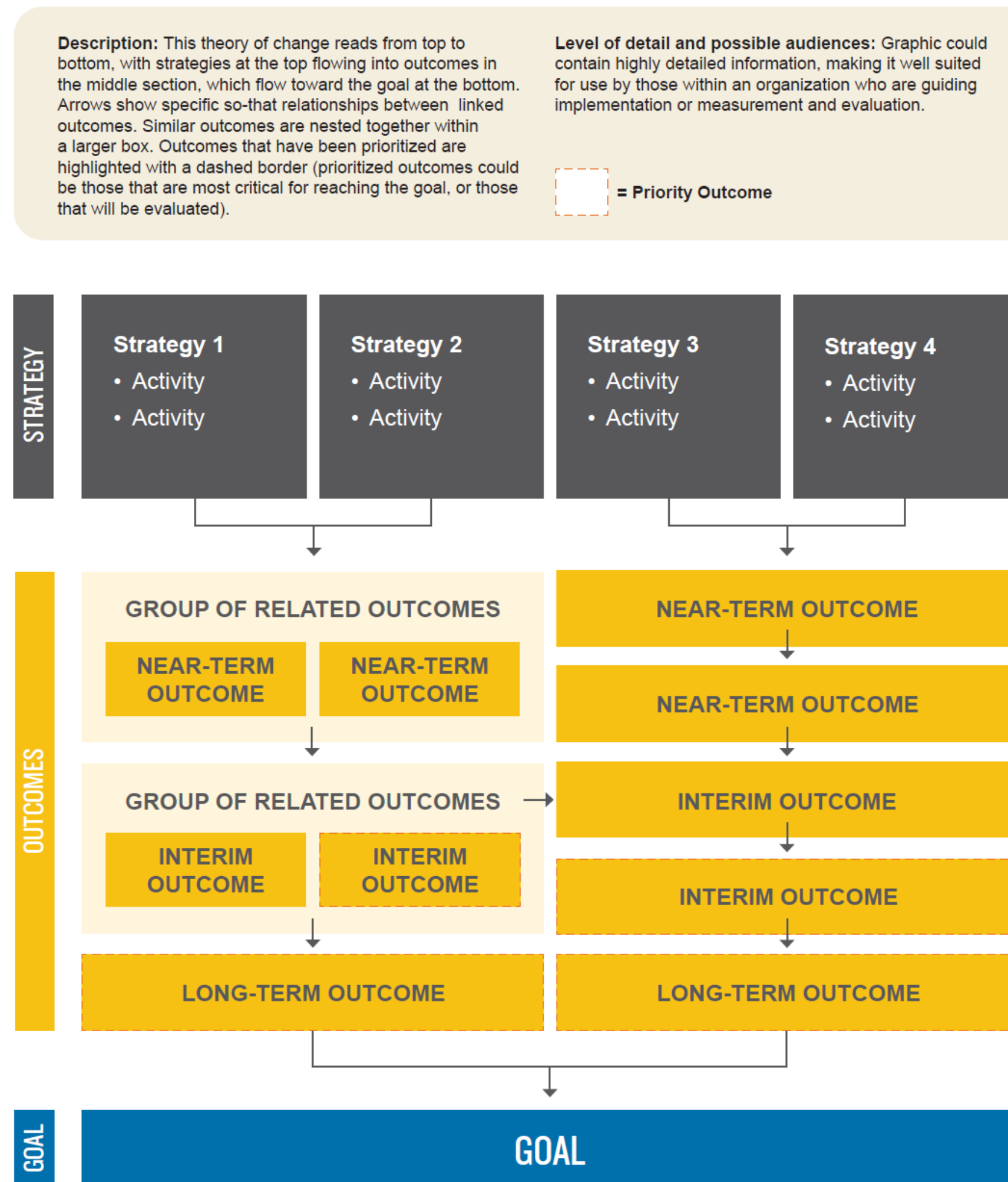


Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)



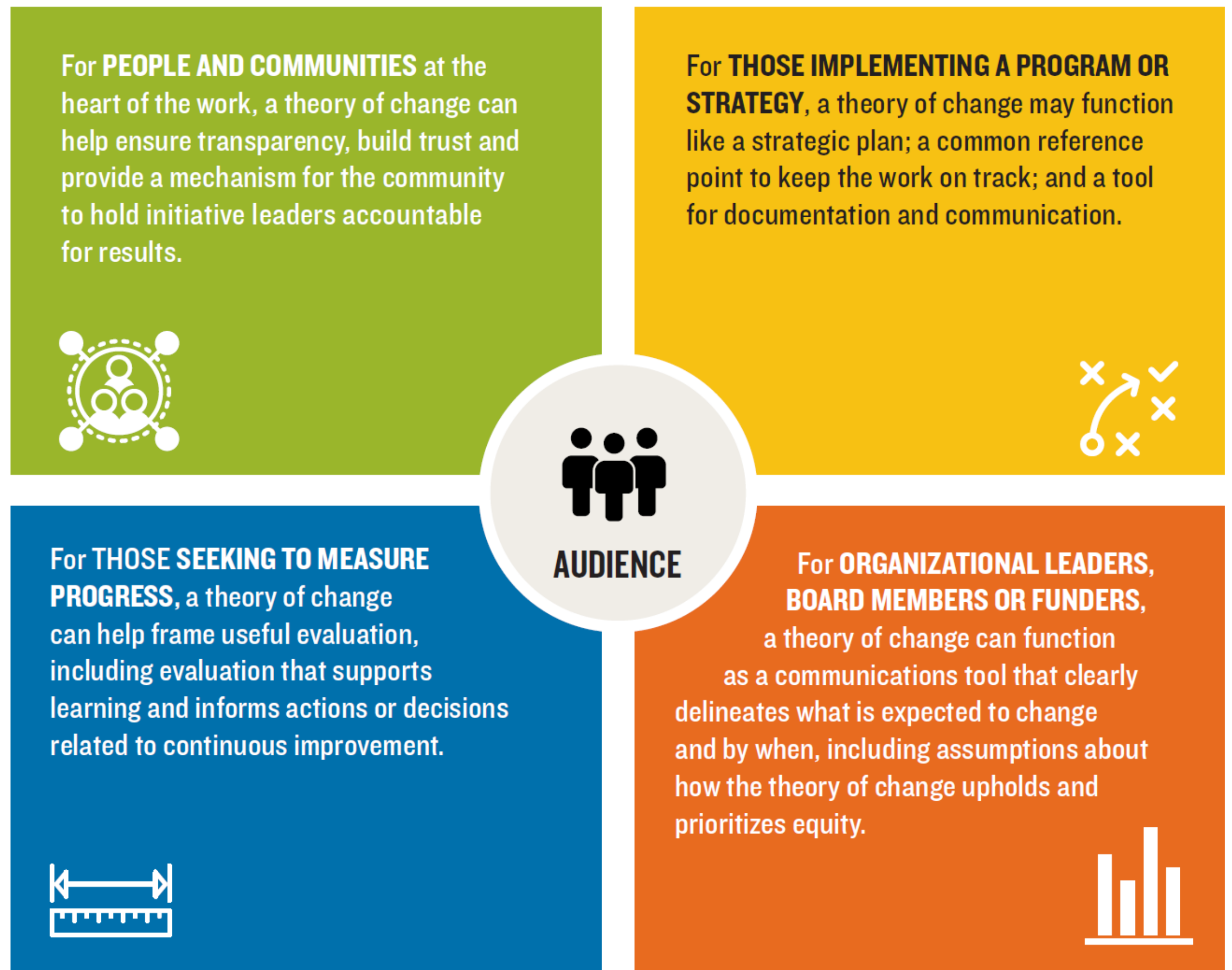
TheMarkUSA.com

# Theory of Change Diagram



Source: The Annie E. Casey Foundation (<https://www.aecf.org/resources/theory-of-change>)

# Theory of Change Audience



# Theory of Change Development Process





# THE NOURISH PROJECT'S THEORY OF CHANGE



**VISION:** To develop a dynamic local network of places for food dedicated to community, health and fairness.

## WHAT WE DO

Provide dignified access to healthy food and programming that enhances the capacity of community members to meet their basic needs.

Deliver food skills programming that builds food literacy, promotes health, and enhances social connection.

Promote inclusive and resilient communities that are committed to the eradication of poverty and food insecurity.



## ENABLING CONDITIONS

**SITE COMMITTEES THAT:**

- provide advisory support to the project
- support program design, evaluation and delivery



PETERBOROUGH  
CURVE LAKE  
LAKEFIELD  
HAVELOCK

EVALUATION

COMMUNICATIONS

SUSTAINABILITY

**ADVISORY COMMITTEES THAT ARE:**

- engaged throughout the project
- provide advisory support and oversight to the project



**COLLABORATIVE MEMBERS THAT ARE:**

- engaged throughout the project
- provide advisory support and oversight for the project

## SHORT-TERM OUTCOMES

↑ **ACCESS & AFFORDABILITY OF HEALTHY FOOD**

Participants have increased access to better quality, healthier, and locally-produced food

↑ **HEALTHY FOOD KNOWLEDGE, SKILLS & BEHAVIOURS**

Participants demonstrate increased knowledge, skills, and behaviours related to food, nutrition, food preparation and food production

↓ **SOCIAL ISOLATION**

Participants develop new social connections, leading to reduced social isolation

## MEDIUM-TERM OUTCOMES

↑ **CONSUMPTION OF FRESH FRUITS & VEGETABLES**

More participants regularly eating healthy, locally-produced food

↑ **CONFIDENCE & SENSE OF COMMUNITY BELONGING**

Participants feel more connected to the community and to each other

↑ **VOLUNTEERISM & COMMUNITY INVOLVEMENT**

Participants become more engaged in the project and the broader community

## LONG-TERM IMPACTS

**IMPROVED PHYSICAL & MENTAL HEALTH**

**A SUSTAINABLE & JUST LOCAL FOOD SYSTEM**

**MORE INCLUSIVE & ENGAGED COMMUNITIES**

## GUIDING PRINCIPLES

### THE POWER OF FOOD

Good food has the power to enhance our communities, build our economy, and transform our everyday lives.

### EMPOWERMENT

Our programs create meaningful opportunities for participants to gain new skills and develop leadership capacity.

### THE POWER OF OUR COLLECTIVE STRENGTHS

By working collaboratively, we increase the quality, sustainability, and overall impact of the programs in the communities we serve.

### STRONG COMMUNITIES

Our work is motivated by a desire to build inclusion and enhance social connection.

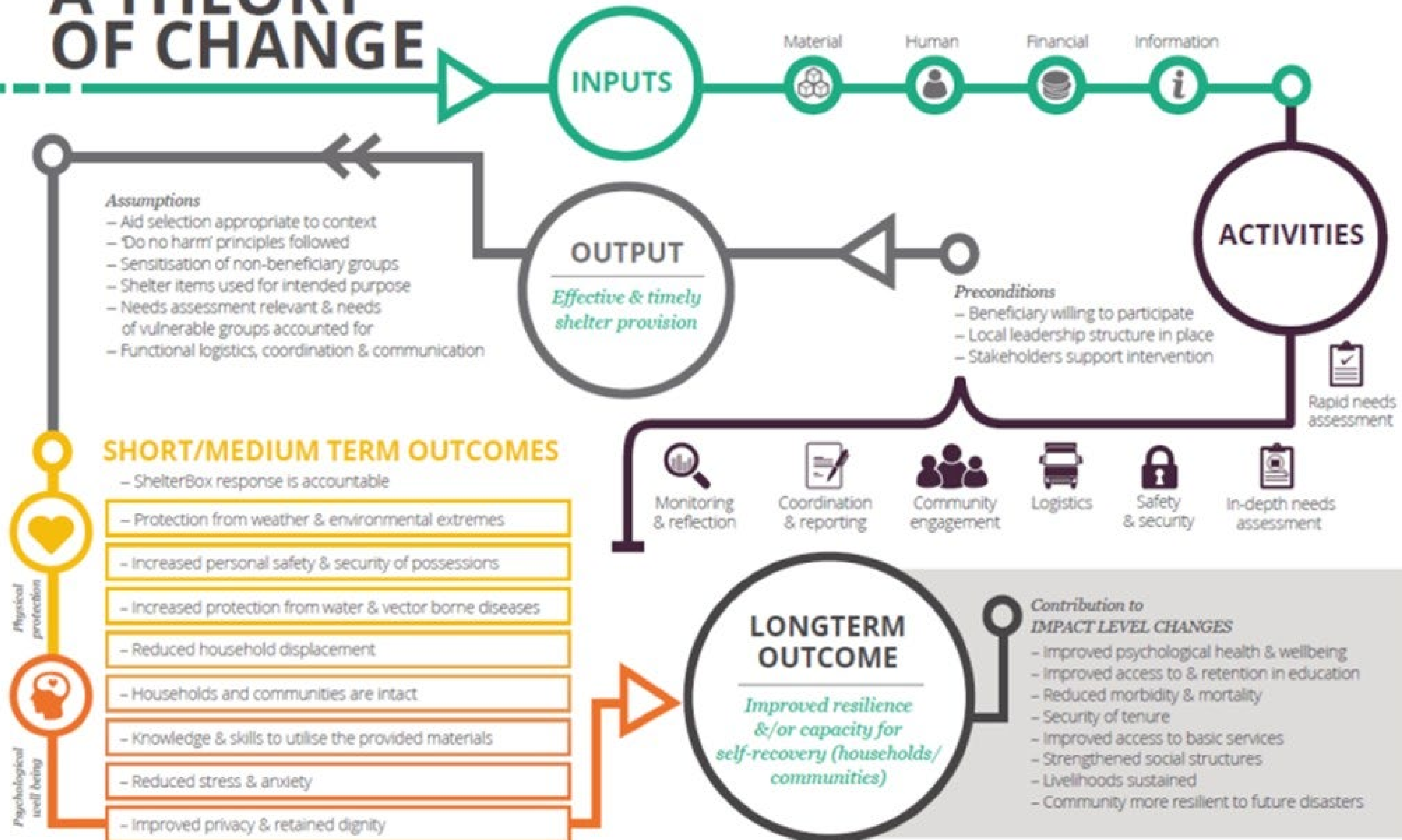
### JUSTICE & FAIRNESS

We believe everyone should be able to enjoy healthy food. We seek an end to food insecurity and poverty by working for systemic change.





# A THEORY OF CHANGE



# What is a Logic Model?

Some of you may have experience with the Theory of Change in relation to a Logic Model.

- A good logic model has a solid theory of change to guide it.

A logic model...

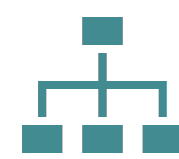
- Is a graphic depiction of your organization that identifies its resources, programming, and intended outcomes
- Shows the relationship between your program's activities and its expected outcomes
- Provides an overview of your organization that can serve as a roadmap for strategic planning



# How a Logic Model Helps the HRTCs and the State



**Program Planning:** It helps you think through your program strategy and clarifies where you are and where you want to be.



**Program Management:** It "connects the dots" and can be the basis for developing a more detailed management plan. Using data collection and an evaluation plan, the logic model helps you track and monitor operations to better manage results. It can serve as the foundation for creating budgets and work plans.



**Communication:** It can show stakeholders at a glance what a program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two.



**Consensus-Building:** It can build common understanding and promotes buy-in among both internal and external stakeholders about what a program is, how it works, and what it is trying to achieve.



**Fundraising:** It demonstrates to funders that you have purposefully identified what your program will do, what it hopes to achieve, and what resources you will need to accomplish your work. It can also help structure and streamline grant writing.

*(See page 6 of CERF Data Toolkit\_April2023)*





# Parts of a Logic Model

**Inputs** - Resources available to support the program

**Activities** - Approaches that the program is going to use that are going to trigger or affect change

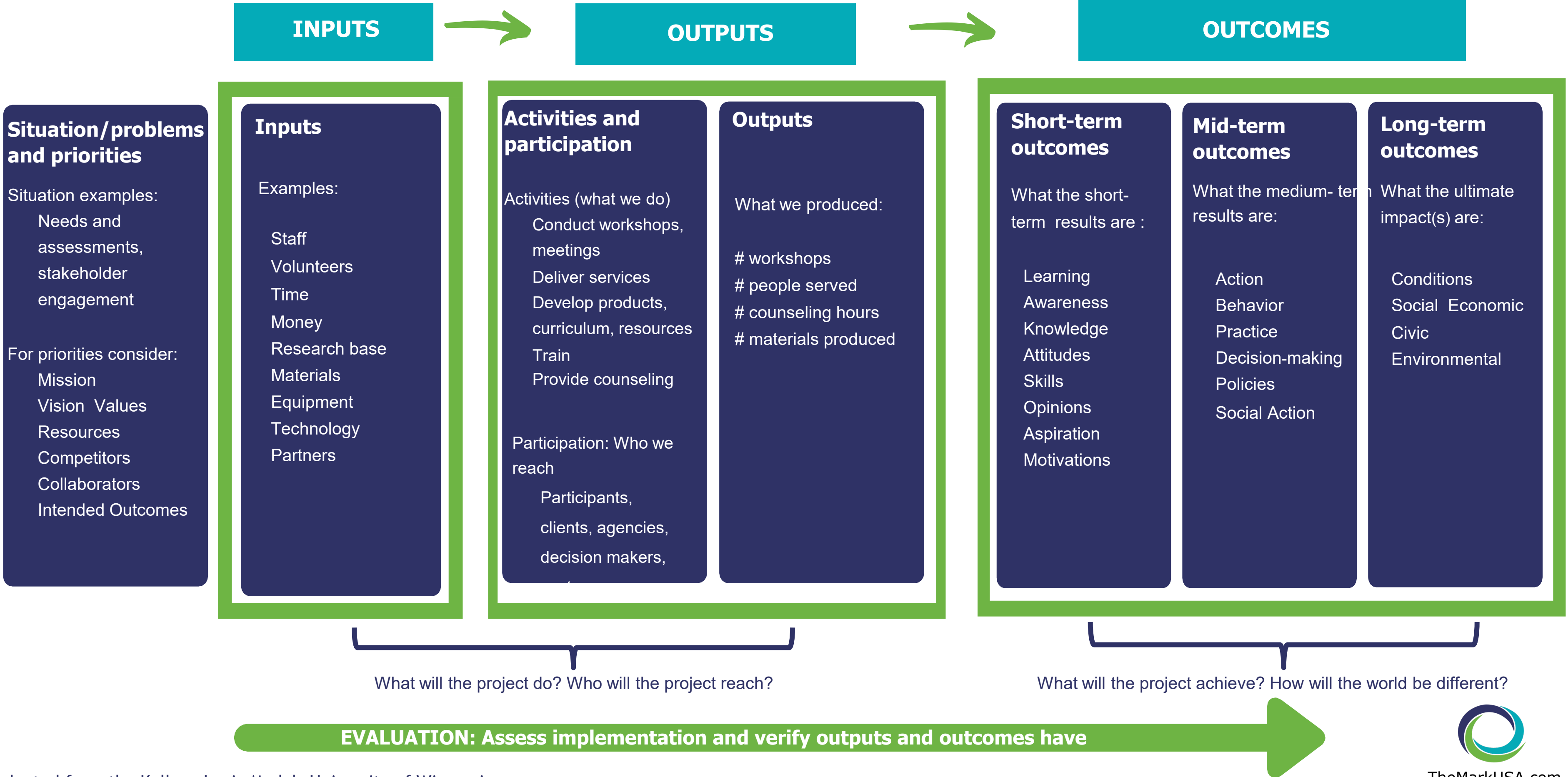
**Outputs** - Direct services/products that result from program activities that are often reported in numerical form

**Outcomes** - Changes you hope will result in participants or in the community from the activities being implemented, usually reported in comparative form (e.g., more, less). These are the steps along the way to achieving the ultimate impact

**Impact** - Ultimate change that the activities/interventions seek to achieve



# LOGIC MODEL- BREAKDOWN



# Logic Model

CERF IMPACT: Build an equitable and sustainable economy across California through regional worker-centered inclusive economic planning.

Inputs	Activities	Outputs	Outcomes
HRTC Convener and Fiscal Agent	Informing, engaging, and empowering diverse communities	Inclusive Planning Tables	Improved job quality and access
HRTC Members	Building effective partnerships	Capacity building (e.g., % percentage of funding HRTCs allocated to capacity building?)	Improved of climate-smart and sustainable industries
Inter-Agency Leadership Team/Resources	Developing social infrastructure and cross-regional collaboratives	Community Outreach/Engagement (e.g., % of funding HRTCs allocated to outreach/engagement)	Improved economic activity, competitiveness, and resilience
The Mark Evaluation Team	Conducting Planning Meetings	Actionable economic plans and investments?	Increased community resilience
	Participating in Evaluation Meetings	Governance Structure	An inclusive and equitable economic plan

August 28, 2023

ATTN: Gretchen Chavez  
Office Chief  
Clean California Local Grant Program  
Office of Innovative Programs  
Division of Local Assistance

RE: Letter of Support for Fullerton Transit Station Project

To Ms. Chavez:

This letter is to express [ENTITY NAME] support and commitment to the City of Fullerton's Transportation Enhancement Project for the Caltrans District 12, Clean California grant opportunity.

[ENTITY NAME] is a community partner for the City of Fullerton and would directly benefit from the impactful improvements to the transportation center area.

[ENTITY NAME] is in support of the Fullerton Transportation Enhancement Project because this project will help the community by achieving key enhancements that improve transit ridership and reduce carbon emissions including:

1. Expand alternate transportation options & last mile connectivity.
2. Address social determinants of health through a safe, beautiful, and sustainable transportation center.
3. Improve ridership and serve disadvantaged community members by enhancing existing site conditions, expanding wayfinding signage, and restoring cultural value by rehabilitating the historic depot.

[ENTITY NAME] will support the project by partnering to support active transportation efforts by the City. please contact me at [Sam.Smith@xyz.com](mailto:Sam.Smith@xyz.com) or (555) 555- 5555.

Sincerely,

SAM SMITH  
EXECUTIVE DIRECTOR  
XYZ COMMUNITY PARTNERSHIP



## **Findings from Community Resident Meeting**

Latino Health Access

Santa Ana, CA

July 19, 2023

### **Strength:**

- Participants appreciated the diversity of their communities, the focus on higher education, and the geographical location of the county.
- The unity and language (Spanish) and work ethic in community's fertilization
- Diversity and cultures also bring fertilization
- The community comes together when it is necessary / it came together during COVID-19
- Residents are strong, they clean, cook, do not give up

### **Weakness:**

- People needing to work multiple jobs to make ends meet
- Housing crowdedness and rent burden
- Many people not being able to keep up with the cost of living
- Too many barriers/hurdles to access resources
- Benefits threshold too low for the cost of living and accepting one benefit can lead to getting kicked off another.
- Some of the weaknesses identified included low accessibility to transportation, the high cost of living, and low wage levels.
- Few High Schools
- Parking (sometimes people park their car 1 mile away from their home)
- District policies / budgets
- Santa Ana has the least amount of libraries (science & technology are important for our youth) / more art is needed
- Streets are constantly under construction / the root issue should be address to fix them once and for all
- Applying for MediCal / they should calculate based on actual salary entering household / system has not been updated
- High cost for insurance (i.e car insurance)
- Living in reduced spaces, new units being built are too small, people suffering diabetes and hypertension as a result.
- Not enough walking spaces and green spaces.
- Sometimes undocumented people fear speaking out and keep working for the same low salary
- People are not aware of their labor rights. There is a lot of fear in work settings.

### **Opportunity:**

- More culturally competent healthcare
- Better transportation to healthcare facilities to receive healthcare

- Mental health support for the Cambodian community since many have witnessed the genocide by the Khmer Rouge.
- Generating greater awareness for resources that already exist that can help residents in need
- Better financial literacy especially in the native languages of community members.
- Opportunities in infrastructure development, technological growth, and addressing pay gap discrepancies.
- Child care / training stay at home moms to be able to take on this role (as source of income)
- More well-educated security guards at Middle Schools
- More contests (ex. sports, oratory challenges)
- Senior care
- Community farms in every district
- Lower requirements for affordable housing
- Opportunities should be given to residents (not outsiders)
- Projects should be better observed. Some don't make sense. There should be a committee that evaluates projects
- Our kids are also our fertilization, because they are who carry and rise to the "part"/ "positions" in power.
- Electrical charging spaces are needed more
- More multi-layer parking structures are needed.
- High wage labor for communities of color
- Climate change a) green energy b) infrastructure for electric vehicles
- Modern transportation
- Study needed for new transportation that is more secure and modern
- Mental health – educate the community to avoid stigma
- Better wages
- Study of housing and opportunity
- Record for assisting more than 1000 people
- Residents can help each other among parents, center for accessible child care
- Resilient community, there are many artists with lots of creative despite few resources
- A water park is being built in Flower street for children, with an area for skateboarding
- More job opportunities with more protection for young people and skills development course for new jobs
- More information about labor rights and resources
- Just work with just wages
- Safety at parks with bathroom are available to the public
- More transportation public services
- Better housing
- Lower requirements for affordable housing

**Threat:**

- People moving out of state because the jobs and wages along with a lower cost of living can provide for a better quality of life.

- Job loss to AI and Automation
- Losing companies and jobs to other regions and other states
- Population decline due to the high cost of living
- Mental health issues among youth
- Challenges facing disadvantaged youth
- Pollution (ex. car)
- Teachers only focus on students succeeding but forget kids struggling / more personalized attention from teachers
- Climate Change and issues of residency
- Issue of residency have become “superficial”
- People might find it easier to not pay rent (become homeless)
- Salary does not equal cost of living
- No job opportunities for the people living in OC
- Certain laws just oppress and put barriers
- Transportation has grown. A lot more traffic.
- Not all disabilities are visible
- People at crowded homes / no resources for children so they can succeed
- The industries in which residents own, clean homes, landscaping, informal sector (if they are reconciled it would be a strength)
- During Covid-19 residents were at mercados and fields
- High cost for insurance (i.e car insurance)
- A map of real wages because the current data doesn't reflect the community
- In the Latino community a good hourly earning is \$20-25
- The wages reflected in the report do not show folks in our community who have two jobs
- Housing shortage
- Mental health is a big issue that was intensified during the pandemic. Every experience is different.
- Youth Focus. Many young people don't have their parents, they were deported, they are working. Lack of attention from parents given that they work. More attention would help.
- Rent control is necessary. Paying \$900 for a bedroom with one salary is not enough.
- Having an air conditioner increases electricity bill. Even with rent control, there are other charges that increase the electricity bill. Many places ask for insurance to be able to rent.
- Increasing cost of gas, rent, while wages don't go up.
- If you earn too much, despite not enough, you become disqualified from Medical

**Industries to consider to focus on:**

- Construction, which requires less educational attainment. We shouldn't expect everyone to have a 4 year degree to have a decent paying job.
- Education
- Transportation
- Healthcare
- Technology: Youth today are tech-savvy and expressed a keen interest in having more opportunities for tech employment in the area.

- Mental Health: The group expressed the need to address mental health issues among youth and to provide better support structures for those struggling.
- Education: There was a strong emphasis on increasing access to secondary education, improving college preparatory classes, and creating more opportunities for youth to explore college education.
- Lack of accessible amenities, such as parks, restaurants, and supermarkets.

**Areas of concern:**

1. How is artificial intelligence going to be integrated? Where will it be integrated and where not?
2. Which industries will be affected by AI?
3. What are job prospects for youth and adults in 10 years?
4. How are we going to help homeless folks?
5. Is there a plan to integrate mental health for young people?
6. How does caring for the environment look like?
7. How fix the gap that leads to poverty in the community?
8. How to invest in youth to prevent drug use among them?
9. How does this investment impact the Latino community?
10. How many business owners are residents of Orange County and how many are from outside the County?
11. Residents challenged the representation in the report of easy accessibility, citing that in reality, amenities are often spread out, necessitating other forms of transportation.



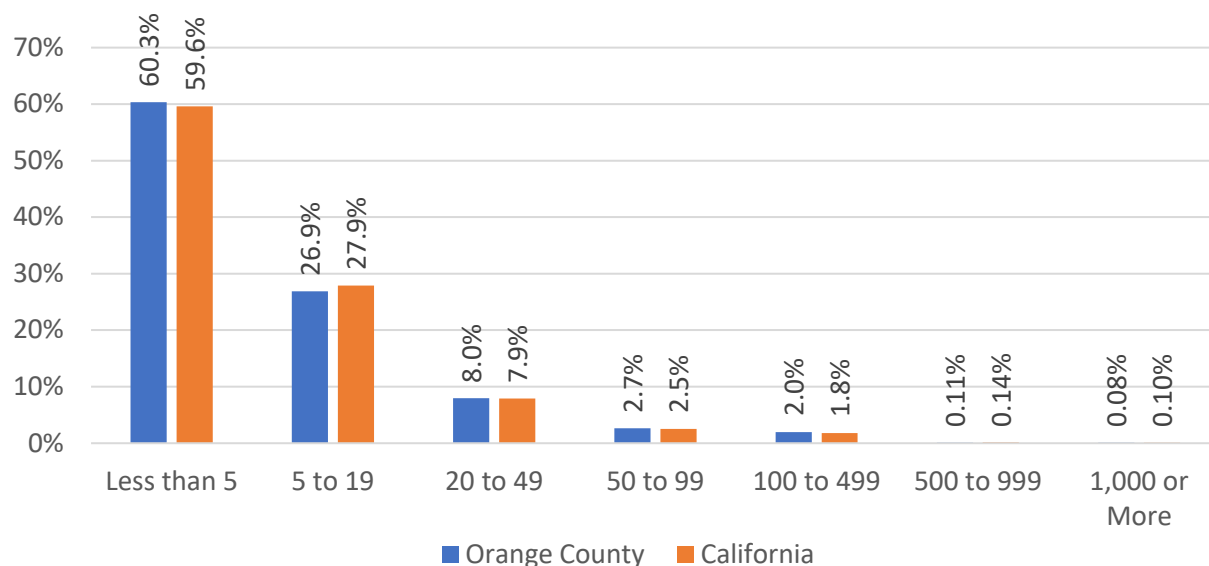
# Orange County Small Business Snapshot

## Small Business Overview

Small businesses represent a major driving economic force across the nation with the U.S. Small Business Administration finding that 44 percent of all economic activity is generated by small businesses.<sup>1</sup> Additionally, the U.S. Chamber of Commerce estimated that small businesses were responsible for nearly two-thirds of new jobs from 1995 to 2021.<sup>2</sup> Following the pandemic, when many businesses were shuttered, small business formation experienced a massive boom with 5.4 million business registrations in 2021 and 5 million in 2022, a 42 percent increase from pre-pandemic levels.<sup>3</sup> While small business drives both economic activity and employment, it also creates an environment that promotes entrepreneurship and innovation, both of which are crucial for healthy economic growth and activity.

According to the most recent U.S. Census Bureau County Business Patterns data release, approximately 60.3 percent of businesses in Orange County employ less than 5 employees compared to 59.6 percent at the state-level. Casting a somewhat wider net, firms with fewer than 20 workers account for 87.3 percent of all establishments in the county. At the other extreme, very large firms with at least 1,000 employees represent just a fraction (0.08 percent) of the total number of establishments in the county.

## Orange County and California Businesses by Employment Size, 2021



Source: Source: County Business Patterns, 2021

<sup>1</sup> <https://advocacy.sba.gov/2019/01/30/small-businesses-generate-44-percent-of-u-s-economic-activity/>

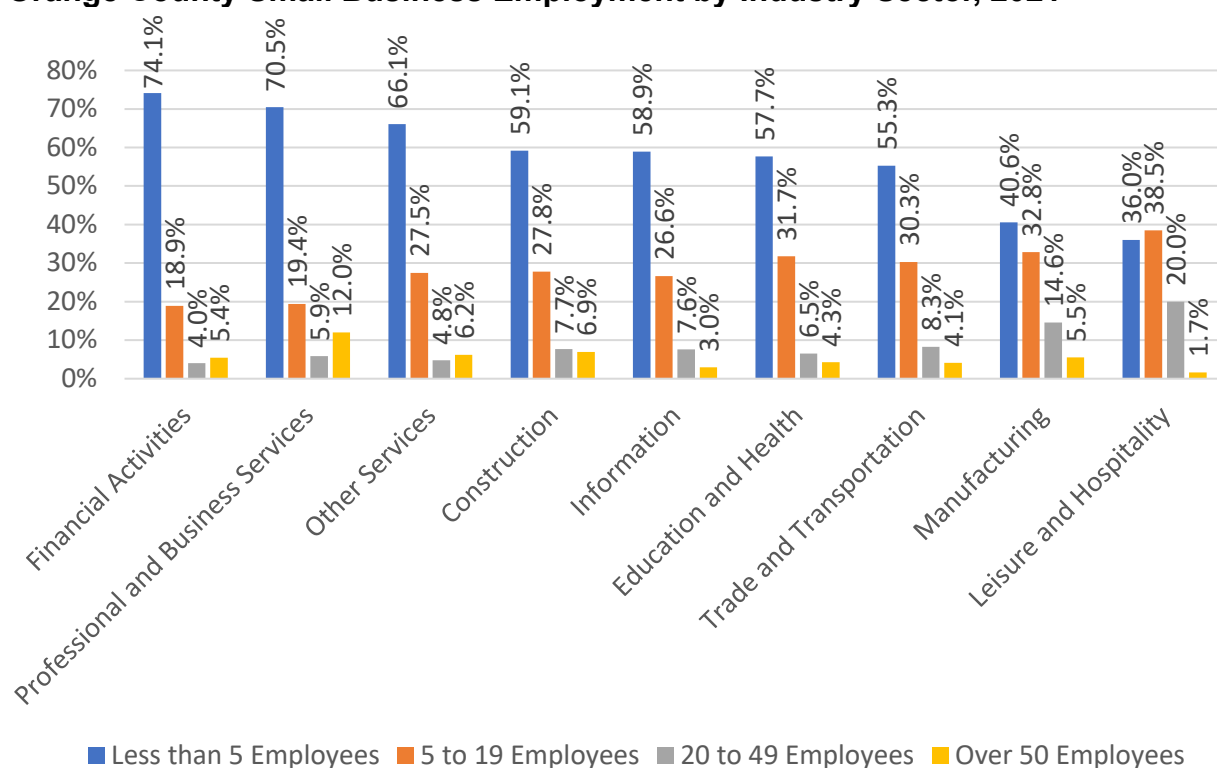
<sup>2</sup> <https://www.uschamber.com/small-business/state-of-small-business-now>

<sup>3</sup> [https://www.bloomberg.com/news/articles/2023-08-03/how-the-pandemic-small-business-boom-is-fueling-the-us-economy?in\\_source=embedded-checkout-banner&leadSource=uverify%20wall#xj4y7vzkg](https://www.bloomberg.com/news/articles/2023-08-03/how-the-pandemic-small-business-boom-is-fueling-the-us-economy?in_source=embedded-checkout-banner&leadSource=uverify%20wall#xj4y7vzkg)

Looking at specific industry sectors in the regions, the Financial Activities sector had the largest proportion of small businesses with less than 5 employees at 74.1 percent followed by Professional and Business Services (70.5 percent) and Other Services (66.1 percent). While Leisure and Hospitality had the lowest proportion of business with less than 5 employees, it did have the highest proportion of businesses with 5 to 19 employees at 38.5 percent followed by Manufacturing (32.8 percent) and Education and Health (31.7 percent).

Leisure and Hospitality was the only Orange County sector which had a higher proportion of businesses with 5 to 19 employees than businesses with less than 5 employees. Due to the nature of their business, their hours of operation, and reliance on part-time as well as full-time staff, businesses in Leisure and Hospitality such as restaurants, hotels, and entertainment venues tend to have greater staffing requirements. By comparison, Professional Services and Financial Activities firms that deal with specialized, often confidential, information and services tend to be smaller in size to more closely monitor their relationships with clients and ensure consistently high levels of service. Still, the county's Professional and Business Services sector is quite diverse, ranging from legal and engineering professional firms to management of companies, and the entire gamut of administrative support services, resulting in considerable variation in firm size. In turn, it also has the highest proportion of businesses with 50 employees or (12.0 percent), followed by Construction (6.9 percent), and Other Services (6.2 percent).

### Orange County Small Business Employment by Industry Sector, 2021\*



Source: Source: County Business Patterns, 2021

\*NOTE: Table omits Utilities and Natural Resources and Mining due to incomplete/missing data

At times of economic downturns, the number of self-employed tends to increase, as individuals laid off from their payroll jobs turn to self-employment to keep their households afloat, or as others view a downturn as an opportunity to pursue a new avenue of their careers. In recent years, the 'gig economy' has drawn attention to the self-employed, as well. Business registrations rose rapidly following the pandemic, highlighting these underlying developments and trends.

The significant level of job loss during this time also served as a driver for new business creation and growth. Thankfully, Orange County residents have ready access to a number of organizations and services which help them better grow and cultivate their businesses including University of California Irvine's The Cove or Octane OC. These incubators and accelerators provide crucial support which allow startups and entrepreneurs to more successfully launch their products or services while serving as a community where cooperation and collaboration is encouraged.

## **Self-Employment Overview**

While the proportion of self-employed workers was already increasing prior to the pandemic, the trend began to rapidly accelerate as large numbers of workers were sent home. Given the spread of the internet and improved access to technologies for individuals overall and the 'shared economy' space in particular, there has been an explosion in the 'gig' economy with notable contributions from organizations such as Lyft, Uber, or GrubHub which classifies their employees as independent contractors. This provided benefits to both businesses, through significantly decreased employment costs, and to employees who were able to choose their own hours and schedules. With more and more emphasis being placed on a healthy work-life balance, many individuals see self-employment as a path to that goal.

In 2019, there were approximately 324,958 self-employed workers in Orange County. To gauge the size of the self-employed sector, this is equivalent to 22 percent of the 1.5 million wage and salary or payroll positions during that year. In other words, when accounting for both self-employed and payroll, the number of positions in the county is about one-fifth (22%) larger than the wage and salary job counts that are typically cited in county-level employment reports.

## Self-Employed Workers by Industry Sector in Orange County, 2019

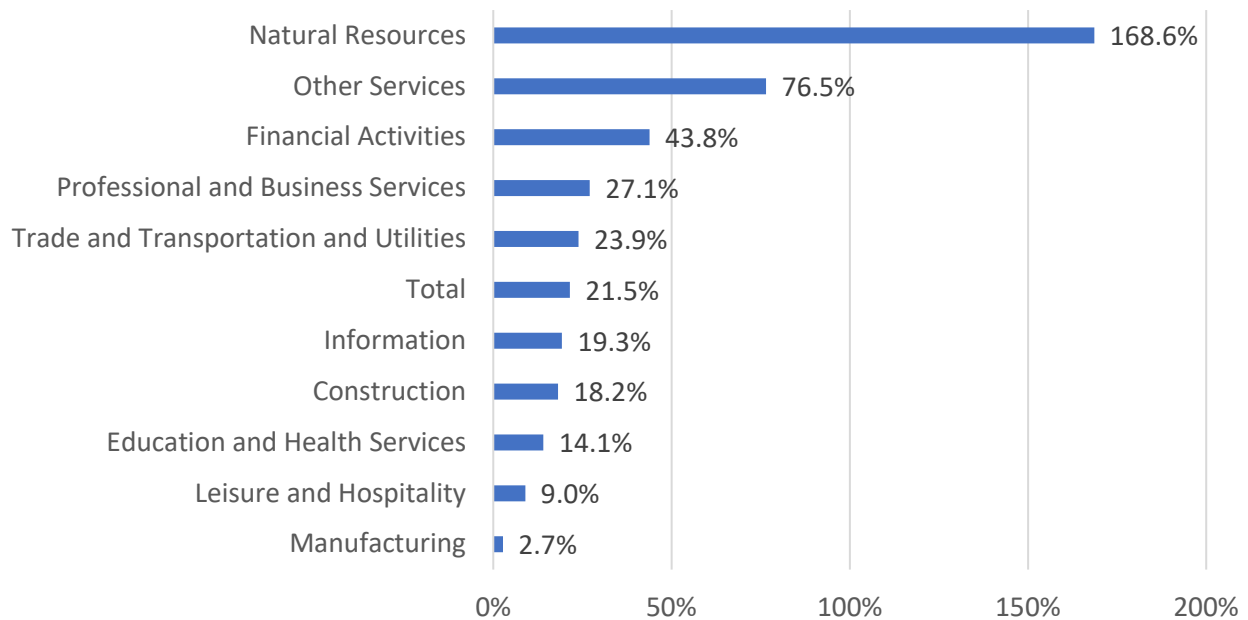
Sector	Number	% of Total	Payroll Employment*	Self-Employed Relative to Payroll Employment
Natural resources	843	0.3%	500	169%
Construction	19,307	5.9%	106,100	18%
Manufacturing	4,338	1.3%	160,100	3%
Trade and transportation and utilities	62,010	19.1%	259,500	24%
Information	5,014	1.5%	26,000	19%
Financial activities	51,513	15.9%	117,600	44%
Professional and business services	88,876	27.3%	328,400	27%
Education and health services	32,787	10.1%	233,100	14%
Leisure and hospitality	20,473	6.3%	227,700	9%
Other services	39,797	12.2%	52,000	77%
<b>Total</b>	<b>324,958</b>	<b>100.0%</b>	<b>1,511,000</b>	<b>22%</b>

Sources: Census Bureau Nonemployer Statistics, EDD CES Payroll Statistics \*excludes Government payroll counts

Professional and Business Services represented the largest proportion of self-employed workers in Orange County at 27.3 percent of total Professional and Business Services payroll employment followed by Trade, Transportation and Utilities (19.1 percent) and Financial Activities (15.9 percent). Considering the rapid increase in business registrations following the pandemic, the number of self-employed workers in the county, and throughout the nation, is likely to continue to increase.

In most, but not all, industries, the number of self-employed is equivalent to a fraction of all wage and salary workers. Orange County's Natural Resources sector only had 843 self-employed workers in 2019, but this is equivalent to 168.6 percent over traditional payroll employment, indicating that there are more self-employed workers in the Natural Resources sector than wage and salary workers. This was the only sector in Orange County to have more self-employed workers than payroll employees. Other Services had the second highest self-employed workers relative to payroll workers at 76.5 percent, followed by Financial Activities (43.8 percent) and Professional and Business Services (27.1 percent).

## Self-Employed Workers Relative to Payroll Employment\*, 2019



Sources: Census Bureau Nonemployer Statistics, EDD CES Payroll Statistics

\*Excludes Government Payroll Counts

With entrepreneurship, innovation, and small business creation playing central roles as drivers of economic growth and activity, it is imperative that startups or small businesses are able to successfully thrive in Orange County. As business technologies and processes continue to evolve and improve, it is crucial that entrepreneurs are properly supported, not only financially, but also through programs that encourage collaboration and provide access to knowledge or industry experts.

- Mental health support for the Cambodian community since many have witnessed the genocide by the Khmer Rouge.
- Generating greater awareness for resources that already exist that can help residents in need
- Better financial literacy especially in the native languages of community members.
- Opportunities in infrastructure development, technological growth, and addressing pay gap discrepancies.
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- Job loss to AI and Automation
- Losing companies and jobs to other regions and other states
- Population decline due to the high cost of living
- Mental health issues among youth
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- Pollution (ex. car)
- Teachers only focus on students succeeding but forget kids struggling / more personalized attention from teachers
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- Issue of residency have become “superficial”
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**Industries to consider to focus on:**

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- Healthcare
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- Education: There was a strong emphasis on increasing access to secondary education, improving college preparatory classes, and creating more opportunities for youth to explore college education.
- Lack of accessible amenities, such as parks, restaurants, and supermarkets.

**Areas of concern:**

1. How is artificial intelligence going to be integrated? Where will it be integrated and where not?
2. Which industries will be affected by AI?
3. What are job prospects for youth and adults in 10 years?
4. How are we going to help homeless folks?
5. Is there a plan to integrate mental health for young people?
6. How does caring for the environment look like?
7. How fix the gap that leads to poverty in the community?
8. How to invest in youth to prevent drug use among them?
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10. How many business owners are residents of Orange County and how many are from outside the County?
11. Residents challenged the representation in the report of easy accessibility, citing that in reality, amenities are often spread out, necessitating other forms of transportation.

# Project Evaluation Proposal

- 12/8/23- Strategies are approved by the HRTC.
- 1/2/24- Assuming the state's Implementation SFP is available, promote SFP with approved strategies and details on process.
- 1/31- Mandatory intent to apply with a two-page max summary on the project. Opportunity for similar proposals to consider collaboration.
- 2/28- Proposals are due.

# Project Evaluation Proposal

- March 2024- Proposals get sorted to stakeholder groups based on the lead applicant and project objective.
- Early April- Community outreach to identify projects of preference.
- April through June- Discussions, modifications and selections of projects as part of the regional plan part II.

## 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 10:00 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.

- All HRTC members will have an opportunity to vote during the meeting and for a designated period after the meeting in recognition of member work schedules and other commitments.
- 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.

### 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.

### 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, Payomkawichum Kaamalam, 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.
- Dr. Virginia Parks, Faculty Director, UCI Labor Center, will identify employment and wage patterns in the region in key sectors and occupations, union density and wage differentials, patterns of wage spread and compression utilizing median wage levels by sector, occupation, and geography, e.g., median OC wages.

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**

A sub-committee of interested HRTC members (representing business associations, California Native American Tribes, community-based organizations, economic development agencies, workforce entities, and environmental groups) were enlisted to develop a scoring rubric and graded proposals from stakeholders within and beyond the HRTC to hear directly from residents and stakeholders to understand the assets and barriers in the region, as well as provide their input on how the CERF process can best impact the region. Awardees were

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. These grantees are currently conducting outreach with residents, businesses, and other stakeholders, with a focus on disinvested community members. Feedback collected will be provided to the HRTC as a primary source of information to develop strategies and projects that truly meet the communities' needs. Orange County CERF Outreach & Engagement (O&E) grantees are:

Abrazar  
Ahri Center  
Banning Ranch Conservancy  
BPSOS Center for Community Advancement, Inc.  
California Forward  
CEO Leadership Alliance Orange County  
Climate Action Campaign  
Community Action Partnership of Orange County  
Cooperación Santa Ana  
CREER Comunidad y Familia  
Delhi Center  
Filipino American Chamber of Commerce of Orange County  
Goodwill Industries of Orange County  
HOPE Community Services  
Korean American Chamber of Commerce of Orange County  
Latino Health Access  
OC Coastkeeper  
OC Hispanic Chamber of Commerce  
OC Labor Federation  
OCCORD  
OMID Multicultural Institute for Development  
Orange County Iranian American Chamber of Commerce  
Sustain SoCal  
The Kennedy Commission  
THRIVE Santa Ana  
VietRISE  
Vital Access Care Foundation

These 27 awardees now form the CERF O&E Funded Partners Cohort, with their efforts comprising the following outreach methods (not an exhaustive list):

- Community forums, events, meetings, workshops, and mixers
- Pop-up events
- Town halls
- Focus groups
- Door-to-door canvassing

- Social media
- Traditional ethnic media
- Radio shows
- Blogging
- Newsletters
- Youth bike ride
- Creating a mural
- Food distribution events
- Presentations at conferences

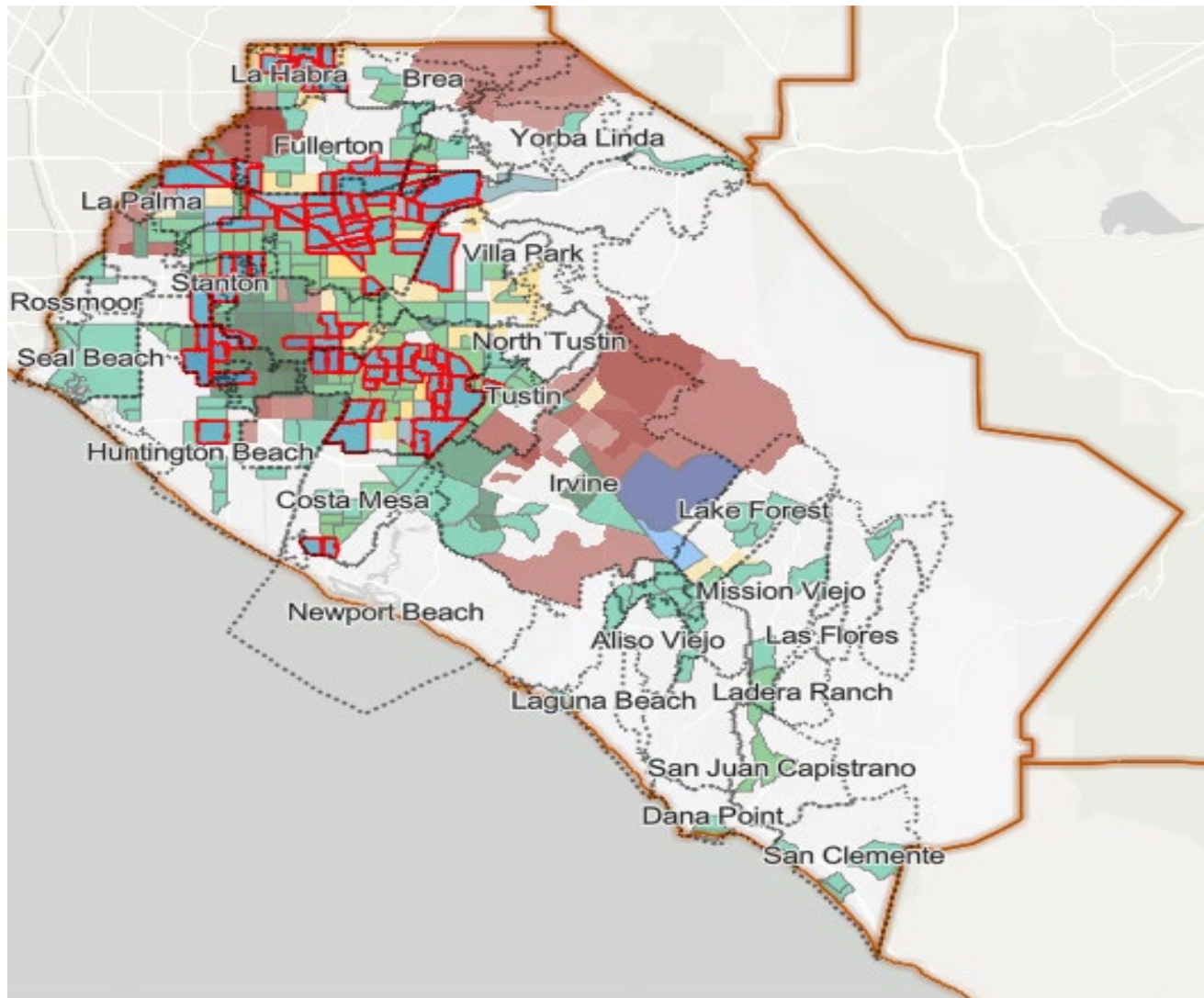
To set the grantees up for success, the Orange County O&E team has created this shared folder of resources: [CERF Outreach and Engagement Resources - Google Drive](#). Resources include the community-facing surveys that are most critical to O&E work, focus group guides, flyers, info sheets, social media graphics, a CERF backgrounder video, and more.

Since July, the Orange County O&E team has hosted three virtual Office Hours where awardees can come to ask questions and brainstorm. There have been two technical assistance trainings, one on the bi-weekly Data Collector (used to ensure outreach is going smoothly and to troubleshoot issues that arise) and one from partner VietRISE on their approach to O&E.

Through CERF, we are building capacity for all O&E awardees to remain 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 map below identifies two of those definitions. Census tracts on the map below that are either blue or green 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 \$95,280 per year or are designated as disadvantaged communities and Tribal Areas per SB 535 (2012) on the California Office of Environmental Health Hazard Assessment website. The areas outlined in red, are the census tracts that meet both definitions. More than half of Orange County census tracts (347/613) fall under either of these two definitions; these tracts are located in 29 of the county's cities and unincorporated areas. [More analysis on Orange County's disinvested communities can be found here https://hrtc-oc-cerf.hub.arcgis.com/](https://hrtc-oc-cerf.hub.arcgis.com/).



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.





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 **there is a motion, a second and majority of the votes cast in the affirmative to do so.**

### **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 HRTC 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.

### **Key Outcomes:**

1. Complete a snapshot of historically active stakeholders that can influence creating a High Road economy in the CERF Region and stakeholders who could benefit from a High Road economy to link the two groups together and create a more equitable economy.
2. Host webinars for a diverse set of stakeholders and residents to gather input on the regional plan part 1 to ensure that the regional plan can be improved by diverse

perspectives and for the regional plan to include content that can have the broadest application.

3. The HRTC will approve the Regional Plan Part I which consists of a regional summary, labor market analysis, industry cluster analysis, and SWOT analysis, and will serve as a foundational resource as the HRTC decides which are the most important strategies and projects.
4. Complete an outreach and engagement operation consisting of organizations that reflect the ethnic and geographic diversity of Orange County's disinvested residents and businesses, and environmental organizations, to serve as a foundational resource for the HRTC to determine which strategies and projects could best improve the region's disinvested communities.
5. Gather input on the strategies 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. Create 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.
7. Create an approach to soliciting, evaluating, and awarding implementation projects for funding equally accessible to every stakeholder group.
8. Execute the solicitation, evaluation, and awarding of implementation projects.
9. Improve the capacity for stakeholders, especially non-traditional economic development stakeholders, to continue to be involved in the catalyst and implementation funding efforts, and future local and regional economic development efforts, by hosting workshops that improve their general economic development knowledge and improve their awareness of when these economic development efforts are happening.

#### **HRTC Execution Timeline:**

<b>Date</b>	<b>Action Item</b>	<b>Deliverables</b>
3/10/23	<b>HRTC Meeting #1</b>	<ul style="list-style-type: none"><li>• Develop relationships among HRTC members</li><li>• Confirm process for approval and dismissal of HRTC members</li></ul>
3/24/23	<b>HRTC Meeting #2</b>	<ul style="list-style-type: none"><li>• Recommendations and Approval of HRTC Members.</li><li>• Planning Phase Plan Discussion</li><li>• Briefing of CERF Planning Phase Kick-off Meeting in Sacramento</li></ul>
4/14/23	<b>HRTC Meeting #3</b>	<ul style="list-style-type: none"><li>• Recommendations and Approval of HRTC Members</li></ul>

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

		<ul style="list-style-type: none"> <li>Discuss topics that will be necessary for submission</li> </ul>
9/22/23	<b>HRTC Meeting #11</b>	<ul style="list-style-type: none"> <li>Review Draft of Catalyst program proposal.</li> <li>Review Planning Phase Plan for updates</li> <li>Determine Process for evaluating, reviewing and selecting implementation proposals (\$100 million implementation proposal bucket). Not the creation of a scoring rubric.</li> </ul>
10/06/23	<b>HRTC Meeting #12</b>	<ul style="list-style-type: none"> <li>Approve Catalyst Program Proposal to be submitted to the state.</li> <li>Reaffirmation of CERF Values</li> <li>Discussion of federal, state and local programs and funding that align with CERF.</li> <li>Strategies for aligning with state strategies</li> </ul>
10/13	<b>In-Person Gathering and HRTC Meeting #13</b>	<ul style="list-style-type: none"> <li>Better Understand Orange County's Indigenous Community</li> <li>Better understand how each HRTC member contributes to a High Road Economy</li> </ul>
10/27/23	<b>HRTC Meeting #14</b>	<ul style="list-style-type: none"> <li>Review outreach and engagement findings</li> <li>Vision and Goals</li> <li>Strategies for the growth of targeted industries.</li> </ul>
11/9/23 Note that this is Thursday due to Veterans' Day	<b>HRTC Meeting #15</b>	<ul style="list-style-type: none"> <li>Strategies for increasing economic diversification</li> <li>Strategies for responding effectively to economic shock</li> <li>Strategies for increasing economic equity</li> <li>Strategies for increasing health and environmental equity</li> </ul>
	<b>Weekly Office Hours starting 11/27</b>	<ul style="list-style-type: none"> <li>OCBC and CAFWD will make themselves available for one-hour sessions for HRTC members to provide input.</li> <li>*Stakeholder convening in this window is another opportunity to review and provide feedback.</li> </ul>

12/8/23	<b>HRTC Meeting #16</b>	<ul style="list-style-type: none"> <li>• <b>Review and Approve Regional Plan Part I</b></li> <li>• Review and Approve Strategies for Regional Plan Part 2</li> <li>• Review Competitive Implementation SFP</li> <li>• Determine scoring rubric for projects.</li> <li>• OC Pilot Project Winner to present</li> </ul>
12/31		<ul style="list-style-type: none"> <li>• Regional Plan Part 1 Due</li> </ul>
1/1/2024	<b>Launch Implementation SFP</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
1/31	<b>Mandatory intent to apply</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
Feb. 24	<b>In Person Gathering HRTC Meeting #17</b>	<ul style="list-style-type: none"> <li>• Better understand how each HRTC member contributes to a High Road Economy</li> </ul>
2/28/24	<b>Proposals Due</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
March		<ul style="list-style-type: none"> <li>• Stakeholder groups meet to propose recommended projects to the HRTC.</li> </ul>
4/26/24	<b>HRTC Meeting #18</b>	<ul style="list-style-type: none"> <li>• Review and refine recommended investments and projects</li> </ul>
May 2024		<ul style="list-style-type: none"> <li>• Funding available to execute Catalyst Program</li> </ul>
5/31/24	<b>HRTC Meeting #19</b>	<ul style="list-style-type: none"> <li>• Review and refine recommended investments and projects</li> </ul>
6/14/24	<b>HRTC Meeting #20</b>	<ul style="list-style-type: none"> <li>• Final approval of investments and projects for Phase 2 submission to the State</li> </ul>
June 30, 2024		<ul style="list-style-type: none"> <li>• Regional Plan Part II due</li> </ul>

August 2024	<b>Public Forum Launch</b>	<ul style="list-style-type: none"> <li>A public launch of the outcomes from Phase I.</li> </ul>
Grant ends September 2026.		

#### Outreach and Engagement Execution Timeline:

<b>Date</b>	<b>Action Item</b>	<b>Deliverables</b>
April 6, 2023	<b>O+E Committee Meeting #1</b>	<ul style="list-style-type: none"> <li>Draft RFQ and scoring guidelines to solicit qualifications from organizations to conduct outreach and engagement.</li> <li>Iteration of RFQ and scoring guidelines continues throughout April, in partnership with the O+E Sub-Committee</li> </ul>
April 26, 2023	<b>RFQ Released</b>	<ul style="list-style-type: none"> <li>The CERF Orange County Outreach and Engagement RFQ is released</li> </ul>
May 26, 2023	<b>Proposals Due</b>	<ul style="list-style-type: none"> <li>All Outreach and Engagement proposals are due to <a href="mailto:cerf@ocbc.org">cerf@ocbc.org</a> by COB</li> </ul>
June 8, 2023	<b>O+E Committee Meeting #2</b>	<ul style="list-style-type: none"> <li>Select Outreach and Engagement awardees</li> </ul>
June 26, 2023	<b>O+E Committee Meeting #3</b>	<ul style="list-style-type: none"> <li>Strategy convening for Outreach and Engagement awardees; coordinate outreach to maximize impact and confirm what information needs to be received from the community.</li> </ul>
July – September 2023		Outreach and Engagement conducted
September 23, 2023	<b>O+E Wrap-Up</b>	<ul style="list-style-type: none"> <li>Outreach and Engagement mostly concludes. We'll have just a few organizations extend past this date.</li> </ul>
September 30, 2023	<b>O+E Final Report Due</b>	<ul style="list-style-type: none"> <li>Outreach and Engagement awardees submit their Final Report.</li> </ul>
October	<b>O+E Analysis</b>	<ul style="list-style-type: none"> <li>Dr. Christopher "CJ" Bishop to conduct analysis of O+E data.</li> </ul>



October 27, 2023	<b>O+E Findings Shared</b>	<ul style="list-style-type: none"> <li>Dr. Bishop and Sarah Middleton from Mission Up will share results of Outreach and Engagement efforts at the 10/27/23 HRTC meeting.</li> </ul>
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#### Stakeholder Meetings:

Date	Action Item	Deliverables
May/June 2023	<b>Stakeholder Meeting #1</b>	<ul style="list-style-type: none"> <li>Generate awareness around CERF for broader stakeholder engagement.</li> </ul>
July 2023	<b>Stakeholder Meeting #2</b>	<ul style="list-style-type: none"> <li>Regional Plan Part 1 Feedback</li> </ul>
October 2023	<b>Stakeholder Meeting #3</b>	<ul style="list-style-type: none"> <li>Strategies Development</li> </ul>
March 2024	<b>Stakeholder Meeting #4</b>	<ul style="list-style-type: none"> <li>Project Recommendations</li> </ul>

#### Current HRTC Members:

Cogstone/ memberGabrielino Tongva  
 Payomkawichum Kaamalam  
 American Indian Chamber of Commerce of California  
 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  
 CSUF  
 University of California, Irvine  
 Irvine Valley College  
 North Orange County Community College District  
 CEO Leadership Alliance Orange County  
 Greater Irvine Chamber  
 Cox Business  
 Orange County Hispanic Chamber of Commerce

SoCal Gas  
Bloom Energy  
Orange County Business Council  
OC Black Chamber of Commerce  
Climate Action Campaign  
Orange County Coastkeeper  
Sunrise Movement Orange County  
Citizens' Climate Lobby  
Banning Ranch Conservancy  
SCAG  
First 5 Orange County  
League of California Cities OC  
Orange Workforce Alliance  
United Way of Orange County  
The Kennedy Commission  
OCAPICA  
Community Action Partnership of Orange County  
Latino Health Access  
OCCORD  
The Cambodian Family Community Center  
Family Assistance Ministries  
THRIVE Santa Ana  
Jamboree Housing  
OC Labor Federation  
International Association of Machinists and Aerospace Workers  
International Brotherhood of Electrical Workers Local 441  
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  
UNITE HERE Local 11  
OC Grantmakers  
Charitable Ventures  
Orange County Community Foundation  
Chrysalis  
OC Conservation Corps  
Hope Builders  
Goodwill of Orange County  
Vital Link  
Hospitality Training Academy

Kevin Phung  
Sokollin Tes  
Sarah Riggs  
Maria Guadalupe Villa Vasquez  
Karen Sarabia  
Johnice Williams  
Donia Kayali  
Apolonio Cortes

**Estimated Expenses:**

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

