



# Community Economic Resilience Fund

**Backbone Support & Governance Subcommittee**

**Governance Models**

**Thursday, July 7, 2022 from 4PM - 6PM**

## Setting the Stage

- Our Planning Phase application is due on July 25... Right now, we are "planning to plan";
- As part of the application, and to set us up for success in the Planning Phase, we need a proposed governance structure;
- An incredibly fast-paced process... but we don't need to figure everything out now. We need a container and a path forward, and a commitment to building it up and bringing in more folks in the Planning Phase;
- Messy but meaningful... We'll get there together.

Lastly, in the interest of keeping our application process as open and transparent as possible, this meeting will be recorded.

# What will these Subcommittee meetings look like?

- **Meeting 1:**

- Overview of CERF requirements
- Value-setting
- Exploring existing models
- Identifying what we want for our region

- **Meeting 2:**

- Proposed governance structure;
- Voting and approval

# Agenda

- 1 Welcome & Introductions
- 2 CERF Overview
- 3 Discussion: Setting Our Values
- 4 Existing Governance Models Overview
- 5 Discussion:  
What We Want for Our Region
- 6 Closing Remarks & Next Steps

# CERF 101

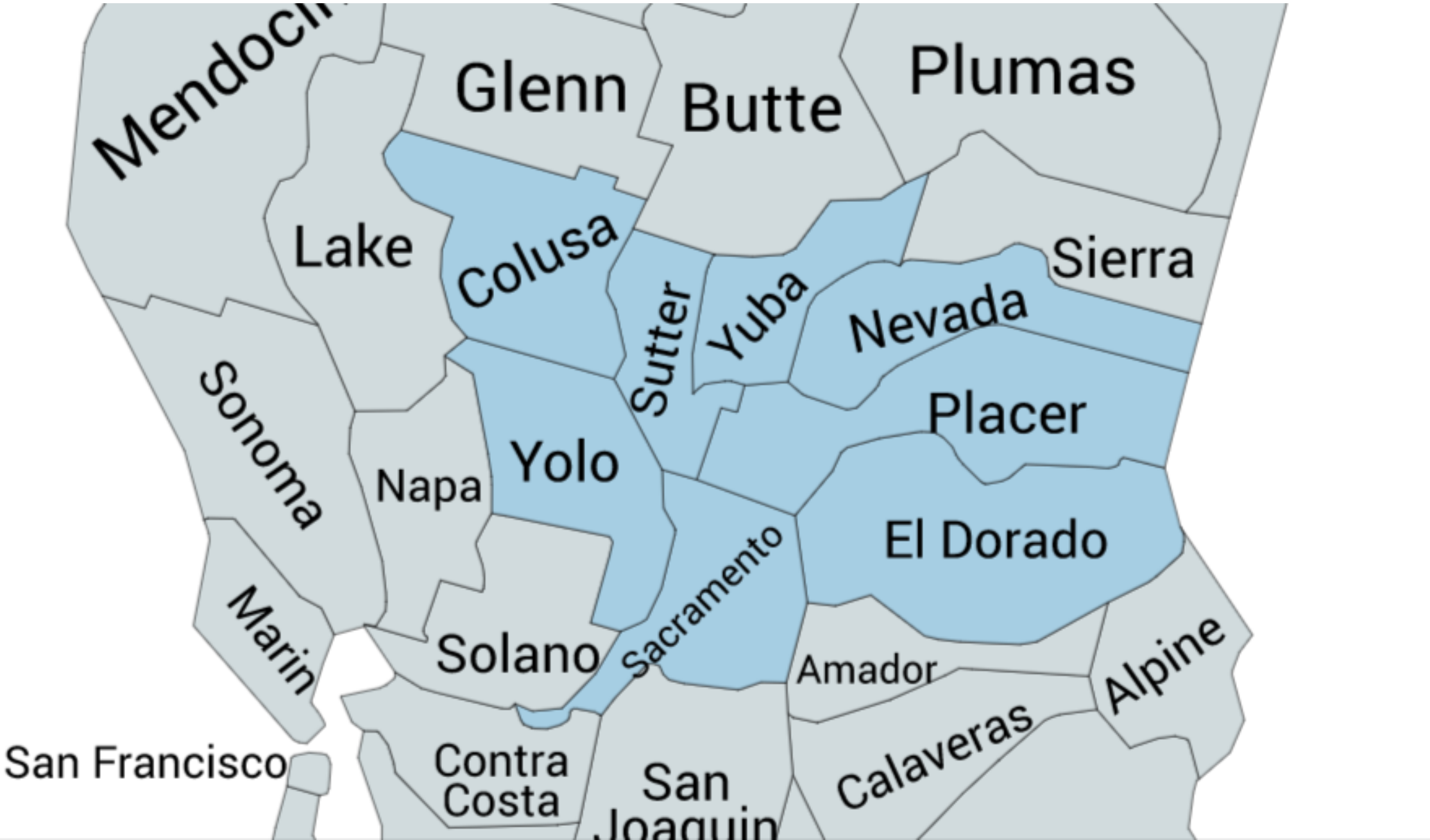
A one-time use of State general funds that will distribute \$600 million to regions across California to support inclusive and low carbon economic development.

## Program Objectives

1. Promote equitable and sustainable economic development
2. Support inclusive economic planning that prioritizes equity, job quality, and sustainability (low-carbon)
3. Align and leverage federal and state funding to maximize economic resilience



# OUR REGION



- Colusa
- El Dorado
- Nevada
- Placer
- Sacramento
- Sutter
- Yolo
- Yuba

# Phases

## PLANNING PHASE

- 13 regions, up to \$5M each
- Regional Collaboratives
- Regional Economic Plans

## IMPLEMENTATION PHASE

- Upwards of \$500M total
- Projects that:
  - Demonstrate proposed impacts to disinvested communities
  - Demonstrate community support
  - Promote state climate goals
  - Support labor standards and job quality
  - Demonstrate clear role in regional strategy
  - Complement existing funding sources

# Guiding Principles for the Governance Structure, per the CERF Guidelines

1

Transparent and inclusive decision-making centered on disinvested communities and impacted workers and actively shifting decision-making power to those groups

2

No individual member has more decision-making power than another

3

Include both entities that have traditionally been involved in economic development as well as entities and communities that have historically been excluded



# Setting Our Values

## **Equity**

We are centered on those who are most marginalized

## **Inclusivity**

We ensure those at the table truly feel they belong so no community is left behind

## **Transparency**

We openly share information and ideas to build a community of trust & shared understanding

## **Respect**

We respect and acknowledge previous and ongoing work

## **Action**

We commit to creating action-oriented goals & timelines and following through

# CERF PROPOSED GOVERNANCE APPROACHES IN PROGRESS

- 1 Eastern Sierra
- 2 Orange County
- 3 Southern Border
- 4 Los Angeles

# Eastern Sierra CERF Region

## High Road Transition Collaborative Council

- Decision-making: Modified consensus (straw poll, discussion, poll, no-consensus triggers vote)
- Hybrid meetings; location alternates east and west side of crest
- Project decisions require 2/3 vote
- Flexibility: Composition may change over time

## Committees

7 voting members each, 1 liaison per committee serves Council

**Equity,  
Climate, &  
Labor**

**Business &  
Workforce**

**Local  
Government**

**Data Planning  
& Drafting**

**Projects**

# Orange County CERF Region

- Steering Committee, which will determine composition of HRTC and drive plan
  - Roughly 1 dozen members: Regional Convenor and at least one representative from required sectors
- Primary objectives for Steering Committee
  - Determine composition of HRTC
  - Ongoing outreach
  - Guide plan
  - Guide and select implementation phase projects and programs
  - Approve final regional plan
- Process identified for adding voting items to agenda if not among the primary objectives
- Process for removing or adding Steering Committee members and members of HRTC

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graph TD; A[Steering Committee] --> B[High Road Transition Collaborative];
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**Steering Committee**

**High Road Transition Collaborative**



## Southern Border CERF Region

Current governance: “Collaborative and Proposal Leadership Group”

- Open and regularly adding participants through opt-in survey and direct requests
- 29 organizations at present; most stakeholder categories represented
  - Identified member categories: Business, Community, Education, Gov. Agencies, Philanthropy, Labor, Tribal)
- Discussion and consensus approach
- Process: Group contributions to proposal framework and content
- Governance Principles
  - Joint leadership by Imperial and San Diego Counties
  - Open Collaborative and Proposal Leadership Group structure
  - Emphasis on broad outreach and deep engagement

# Los Angeles CERF Region

- 3 working groups:
  - Outreach and Engagement
  - Governance
  - Research and Data.
- Each working group may have a “lived experience” subgroup comprised of residents, small business, laborers, etc.

## Outreach & Engagement

## Governance

- The Governance Work Group is currently exploring:
  - Models of shared power, governance and influence
  - Identifying those not currently represented in the conversation
  - Structures including meeting frequency
  - Prioritized values
  - End goal agreement

## Research & Data

**OTHER REGIONAL  
ECONOMIC  
DEVELOPMENT  
PROCESSES**

**1**

Fresno DRIVE

**2**

Envision Tahoe

# PRE-CERF MODEL

## Fresno DRIVE – 10 year Regions Rise Together Initiative (2019)

### Executive Committee

- 46 individuals
- Developed 10-Year Vision w/ 3 primary pillars
  - Economic Development
  - Human Capital
  - Neighborhood Development
- Developed Investment Plan
  - 19 initiatives based on inputs from Steering Committee and Community Focus Groups

### Steering Committee

- 300 individuals representing 150 organizations
- Two full-day meetings, with live dialog and written feedback
- Two-week period: Inventoried 125 local initiatives, whittled to 25 for Executive Committee

### Community Focus Groups

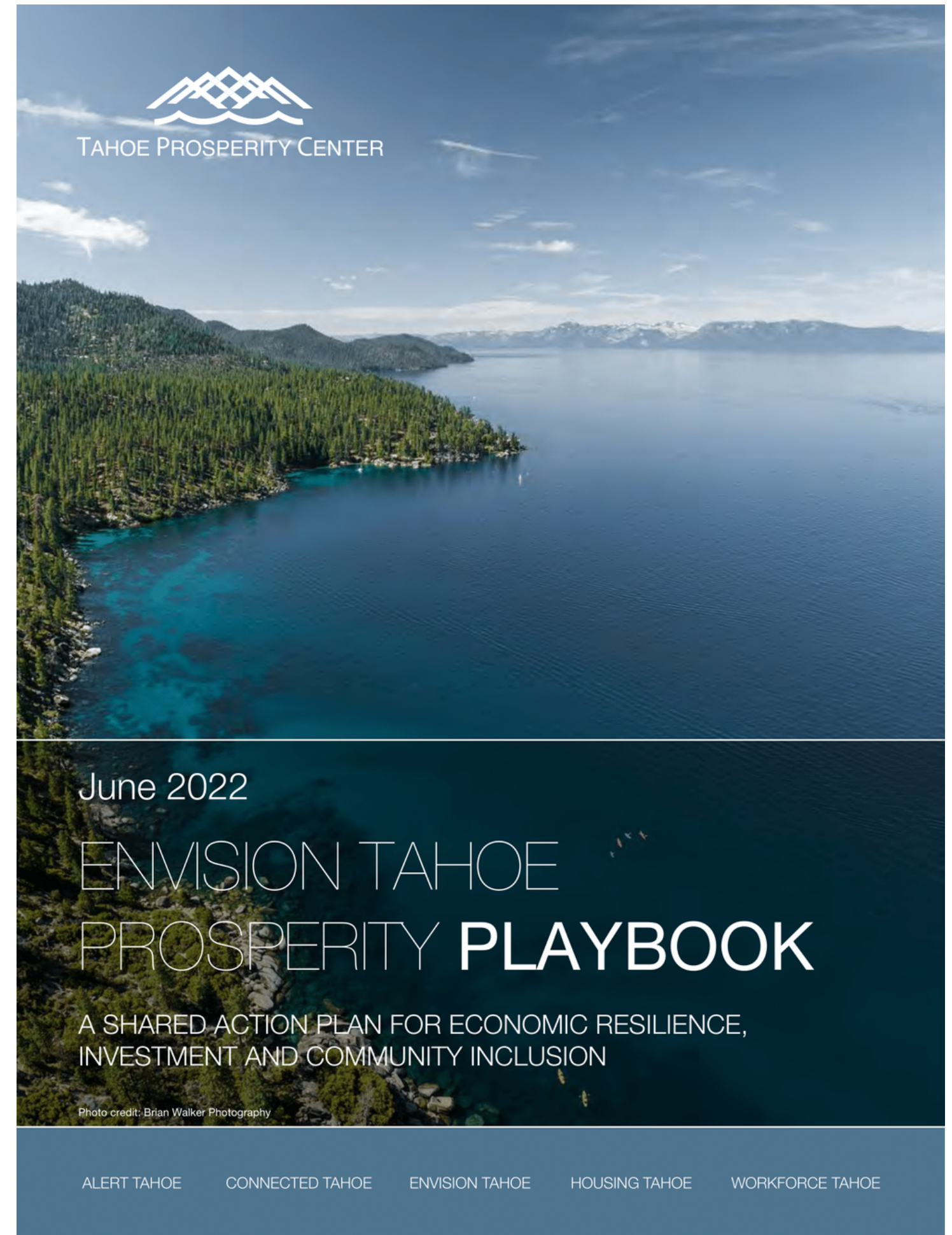
- Community Focus Groups
- 10 focus groups of community members
- Representing 3 ethnic groups, 4 geographies, unemployed adults, adults w/ higher ed, and stakeholders in Fresno Chinatown
- Two-hour sessions each; \$15 gift cards as compensation
- Conducted in multiple languages, locations, and neighborhoods



# Fresno DRIVE Current Governance Status

- Restructuring Executive Committee
  - Taking applications for 21 community representatives and 17 institutional or organizational leaders.

# Envision Tahoe: Catalyst Committee



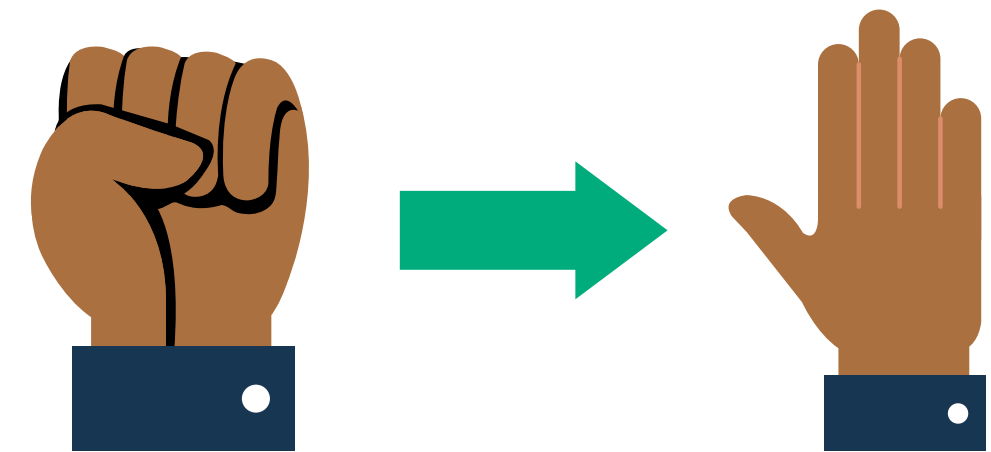
## Sample Methods for Discussion and Building Consensus

- 1 "Fist to Five" Method
- 2 "Progressive Stack"

# "Fist to Five" Method

A decision-making process for groups, where each individual expresses their opinion or point of view of any given proposal or statement, by holding up one's hand showing 0-5 fingers.

- 0 (Fist) - I don't agree with the statement or proposal.
- 1 Finger - Wait. We need to discuss this.
- 2 Fingers - I'm hesitant, but can be convinced otherwise.
- 3 Fingers - I'm okay with it.
- 4 Fingers - Sounds good to me.
- 5 Fingers - I completely agree with the statement or proposal.



## Things to keep in mind about the method:

1. The method is intended to be used after an initial discussion, first.
2. It is primarily used to gauge the group's opinions and determine how far the group is from consensus.
3. The method brings any objections to the table, so they can be addressed promptly.
4. Effective for large group decision-making.

# "Progressive Stack"

Priority is given to allow marginalized groups to speak first.

The speaking order is as follows:

1. BIPOC participants,
2. Representatives of other marginalized groups (incl. LGBTQI, people with disabilities, women, and working class),
3. Open to all participants.



**Black, Indigenous, and  
People of Color**

**Reps of Other  
Marginalized Groups**

**All Participants**

## Discussion

What are some features of a governance structure (either from these examples or others you've encountered) that you want to see in our region's CERF governance structure?

# Governance Structure Checklist

- Governing Body Composition and Structure
  - Name of primary leadership or governing body (council, executive committee, steering committee, etc.) and membership. Is there a chair, vice chair etc?
  - Subcommittees and their membership composition or structure
  - By function such as budget?
  - By traditional themes?
  - By the nature of the planning and work to be done?
  - Possibility: Focus groups and work groups as needed
- Meetings
  - Location
  - Frequency
  - Type – in-person, hybrid, etc.
  - Language, ADA or other accommodations
  - Stipends or compensation
  - Staff support?
- Duties and tasks
- Decision-making process

## Next Steps

- Making materials from this discussion available
- Providing an opportunity for those who could not attend to provide feedback (survey)
- Next meeting: Proposed governance structure