



# Capital Region Planning Phase Plan

## Narrative Report

The CERF 18-month Planning Phase timeline has been developed through a combination of application phase committee work, communication with stakeholders during the period between the application and start of the planning phase, work during the first two months of the planning phase, and shared learnings from other CERF regions and CA staff and consultants. The design promotes an inclusionary approach to creating the governance and committee structure, gathering regional information, and forming implementation plans. Please see Attachment 1 for a detailed list of timeline items. The following report outlines:

1. High-level summary of the the Planning Phase timeline
2. Detailed timeline
3. Description of the Governance Structure
4. Description of the community engagement process
5. Planning Phase indicators of success
6. Budget and Narrative
7. Summary of anticipated challenges
8. Appendix of supportive materials created so far

## High-Level Summary of the Planning Phase Timeline

### Stage 1: Formation of the Collaborative Structure (April - June 2023)

Stage 1 is a formative time to solidify the governance structure, collaboratively define policies and procedures for governance committees, define and seek needed contractual relationships, and conduct ongoing outreach to achieve inclusive participation in the HRTC. Some activities include: convening of a Launch Committee to oversee governance formation and policies;

issuance of RFPs to contract a lead Research partner, a lead Communications partner, and lead sub-regional hub partners.

### **Stage 2: Launch of Collaborative, Research and Discovery, Communications (June - November 2023)**

Stage 2 is oriented towards bringing together our full HRTC (130+ members), launch sub-regional planning table activities, conduct research, initiate communications strategy formation, planning for community engagement, and create learning and capacity building opportunities to gain a unified understanding of inclusive economic development definition, examples, and opportunities. We will also begin to develop success metrics and a sustainability plan during this time. To fully launch our full HRTC, we will convene virtually at the end of June (June 22, tentative date) to provide context-setting learning opportunities, provide information about subregional efforts, and energize the group for the process we are setting out. We will also complete round one of research and begin to communicate about, vet, and integrate research findings at this time. We are planning a full, in-person event as part of the Livability Summit (a Valley Vision event) on October 30th.

### **Stage 3: Planning, Learning and Immersed Engagement (November 2023 - June 2024)**

Stage 3 is geared towards full-fledged planning at the subgeography level, robust community engagement planning and execution, the convening of HRTC regularly to advance action and learn together, and convene our Leadership Counsel to prepare for advancing action recommendations from the HRTC as a whole and the subregional planning tables. We will also identify additional research needs at this time. We will continue to provide capacity building support and technical assistance to build out high priority investment targets and priority project planning.

### **Stage 4: Bridge to Implementation and Sustainability (March - August 2024)**

Stage 4 is intended as a time to finalize priorities and bridge to action. During this time we will collaboratively create and develop priority projects. We will track CERF implementation phase activities and identify other funding sources and develop advocacy plan. We will look for opportunities to integrate CERF priorities and planning into local institutions/systems in order to create sustainability and systems change aligned to CERF values and uncovered priorities. We will finalize our Regional Plan and develop our sustainability plan.

## **Detailed Timeline**

The following detailed timeline outlines our anticipated activities within each of the stages described above.

**Valley Vision, Inc.**  
**Capital Region CERF Program: Planning Phase Timeline**  
**March 2023 – August 2024**



Planning Phase: Key Activities and Strategies	MAR 2023	APR 2023	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEPT 2023	OCT 2023	NOV 2023	DEC 2023
<b>STAGE 1: FORMATION OF COLLABORATIVE STRUCTURE</b>										
Establish a 22-member Launch Committee representative of constituencies across the region’s eight-counties to: a) establish an inclusive committee and leadership model; b) create operating process and procedures; c) clearly define goals and shared language of operating and engagement terms; d) identify and establish initial shared learning topics.										
Release of an RFP to select a Lead Research Partner to provide a regional summary in following areas: a) Economy and Economic Development; b) Climate and Environmental Impact; c) Public Health Analysis; d) Labor Market Analysis; e) Industry Cluster Analysis										
Establish and engage an Ad hoc Membership Application Review Committee, including applicant review protocols to ensure a fair and just processes.										
Development of membership application, recruitment packets, and process for the varying levels of the Capital Region engagement and governance components.										
Conduct outreach and engagement across sectors and subregions, with emphasis on disinvested community to ensure equitable inclusion, including conducting subregional roundtables to shape participation and early priorities.										
Literature review and promising, best practices review of statewide or national efforts and inventory existing regional data and research assets to establish the foundation for new and additional contribution to work.										
Release of of a Communication RFP to intentionally design and promote strategy and assets, including website development and related culturally conscious communication materials.										
Engage in cross-connection with the Regional Climate Collaborative, K-16 Regional Education Collaborative, existing Comprehensive Economic Development Strategies (CEDS), and new and updated CEDS and other regional plan processes.										
Engage with State-led CERF Leadership Team (Ongoing).		→					→			
<b>STAGE 2: LAUNCH OF COLLABORATIVE STRUCTURE , RELATIONSHIP BUILDING, DATA-INFORMED, AND ALIGNED OPERATING GOVERNANCE, BEGIN PLANNING</b>										
Host region-wide collaborative committee.										
Seat Leadership and Sub-regional Committees.										
Conduct informational learning sessions on essential areas, such as Inclusive Economic Development, regional data, and existing strategies and plans.										
Conduct SWOT Analysis						DELIVERABLE				
Design,develop and conduct a Stakeholder Mapping						DELIVERABLE				
Develop Regional Summary, Industry Cluster Analysis, and Labor Market Analysis						DELIVERABLE				
Develop and build regional research items informed in part by informational learning sessions for committee review and use.										
Design of a cross-regional communication strategy that promotes meaningful and inclusive outreach, awareness, and communications amongst CERF committees and constituencies.										



Ongoing: advance outreach and engagement to better understand community needs, ensuring that community members have access points to meaningfully participate, and cultivate projects to advance to the Implementation Phase.										
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Planning Phase: Key Activities and Strategies	MAR 2023	APR 2023	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEPT 2023	OCT 2023	NOV 2023	DEC 2023
Establish and build out Capital Region CERF governance structure components (i.e., Leadership Council, Collaborative, Committees) membership based on established shared values										
Identify and develop metrics for success aligned with intended goals and vision, building on the preliminary metrics identified.										
Establish responsive activity and priority-based committees and subregional committees, as needed.										
Focus on relationship building across all members of the Capital Region CERF, utilizing data to inform development and planning efforts with intentional alignment and coordination throughout the varying levels of the governance structure interworkings.										
Advance budget approaches and sub-contracting decisions.										
Monitor and engage on Implementation Phase guidelines through CERF program informing opportunities, including submitting public comments when appropriate (Ongoing).										
STAGE 3: PLANNING, LEARNING, BRIDGE, IMMERSSED ENGAGEMENT, AND ADVANCEMENT OF CAPITAL REGION CERF	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024	MAY 2024	JUN 2024	JUL 2024	AUG 2024
Advance ongoing research needs as identified by the Capital Region CERF Leadership Council and Collaborative in Stage 1, and as required by the CERF program.										
Collaboratively shape key priorities for investment and project development.										
Identify roadmaps and strategies for targeted industry growth, economic diversification, responding to economic shocks, increasing economic equity, increasing health and environmental equity, aligned with state strategies, but unique to the Capital Region as part of the Regional Plan (includes identification of 2-5 strategic investments/projects to enact recovery and transition to be funded in the Implementation Phase).										
Draft Regional Plan, ensuring sufficient time for Capital Region CERF members to review, inform revisions, and incorporation of those edits or revisions into the final version.								DELIVERABLE		
Develop evaluation metrics.										
Ongoing advance outreach and engagement to better understand community needs, ensuring that community members have access points to meaningfully participate, and cultivate projects to advance to the Implementation Phase.										
Work through the Capital Region CERF structure interworkings to build capacity of members, community, and community-based organizations to equip meaningful participation throughout the Planning Phase and beyond to the Implementation Phase (and other funding opportunities), transforming region.										
Ongoing development and enhancements of an active communication strategy initiated in Stage 1.										
Ongoing close collaborative work with the CERF Interagency Leadership Team and Evaluation Team.										
Ongoing development of post-CERF sustainability plan.										

## Governance Structure Description

The Capital Region CERF program has focused on designing and developing inclusive governance and regional engagement structural components to drive the planning efforts forward. To provide space for inclusivity and cross-regional voices in the design, a 22-member Launch Committee (see Table 1 for members) was recruited and convened for sessions from April through May 2023. Each Launch Committee session focused on specific areas of the Capital Region CERF operating structure, giving feedback and recommendations to the governance structure and operating processes and procedures of the Leadership Council, full Region Collaborative Committee, and Subregion Committees. The Launch Committee further guided membership recruitment and outreach strategies, assisted in identifying training (shared learning) topics relevant to capacity-building needs, and helped determine research areas to align with the Capital Region CERF data-informed work.

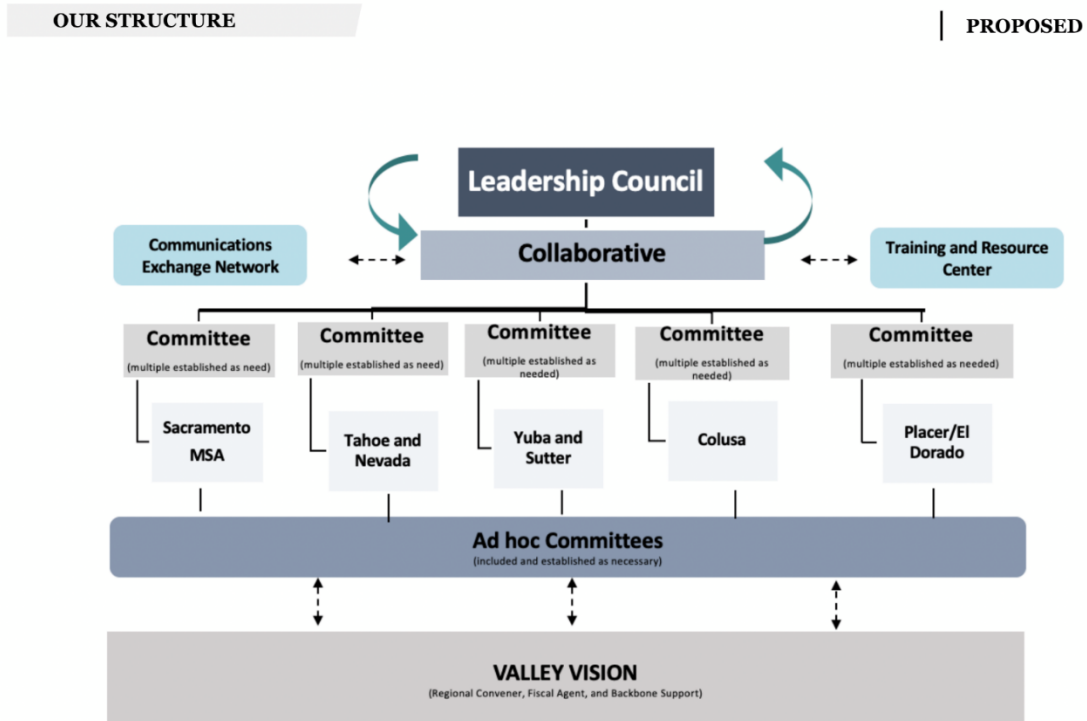
*Table 1: Launch Committee Members*

Name	Subregion	Representation
Heidi Hill Drum	Tahoe	Tahoe Prosperity Center
Gil Matthew	Nevada	Nevada County Economic Resource Council
Kyle Zimbelman	El Dorado	County of El Dorado Economic Business Relations
Gloria Stearns	Placer	Placer County Economic Development
Monique Brown	Placer/El Dorado	Growth Factory
Jason Buckingham	Placer/El Dorado	Golden Sierra
Greg Plucker	Colusa	Colusa County Economic Development
Brynda Stranix	Yuba-Sutter	Yuba-Sutter Economic Development Corporation
Joanna Lessard	Yuba	Yuba County Water District
Frank Louie	Sacramento	Sacramento Asian Chamber
Kim Williams	Sacramento	Sacramento Building Healthy Communities

Gabby Trejo	Sacramento	Sacramento Area Congregations Together (ACT)
Kiara Reed	Sacramento	Civic Thread
Fabrizio Sasso	Sacramento	Sacramento Central Labor Council
Jennifer Hernandez	Regional	Sacramento Employment and Training Agency (SETA)
Jose Bodipo-Memba	Regional	Sacramento Municipal Utilities District (SMUD)
Paul Towers	Yolo	Community Alliance with Family Farmers
Malaki Seku Amen	Regional	California Urban Partnership
Erica Johnson	Yolo	Yolo County YoloWorks
Mathew Miller	Regional	Greater Sacramento Economic Council
Alex Tengolics	Yolo	Yolo County
Shelly Covert	Nevada	Nevada City Rancheria

The Launch Committee has served a critical role in informing a governance structure (see Figure 1) designed with the intentionality of an inclusive and equitable engagement process particularly focused on involving historically left-out regional community members, such as tribal communities and other disinvested communities. As described by the Launch Committee, the Capital Region Governance Structure will be a living model, adding ad-hoc committees when needed and refining the committee roles and responsibilities if required. Attachment 2 presents the drafted processes and procedures of the Capital Region CERF Collaborative Committee, Leadership Committee, and the Subregion Committees. The Launch Committee is finalizing the structure, but the initial design based on feedback is outlined below, along with anticipated challenges.

Figure 1: Proposed Governance Structure



**Valley Vision** serves as the regional convener and fiscal agent of the structure, acting as an intermediary of inclusive information exchange, maintaining communication to support cross-sector network collaboration between the various aspects of governance aspects, and providing overall backbone support.

**Subregion Committees** representing the uniquely geographically diverse five subregions across the Capital region are responsible for setting goals, developing a framework, conducting community engagement, and detailing efforts to advance actions in key activities or strategies through a reciprocal engagement with the Collaborative.

The **Collaborative** inclusively is encompassing of members from the subregion committees, responsible for participating in scheduled input sessions toward the development of a Regional Plan, reviewing of related materials, coordinating in output

gatherings or convenings to engage and meaningfully involve the community in information sharing, feedback processes, and knowledge building. Additionally, the Leadership Council is selected by the Collaborative.

The **Leadership Council** is the decision-making committee and represents a 36-membership body of the Collaborative. The Leadership Council's role includes advancing recommendations by the Collaborative, serving as a public leadership representative, and facilitating ongoing community outreach, engagement, awareness, and involvement of the Sacramento Region CERF efforts, to name a few.

Additional structure components include time-limited Ad hoc Committees established in response to a defined need determined by the Collaborative or existing Committee. Responsibilities involve completing specific tasks, activities, or actions aligned to the efforts of Subregion Committees and the overall efforts of the Collaborative. A Training and Resource Center (non-brick-and-mortar) overseen by the Leadership Council, coordinated, and implemented by the Collaborative, is responsible for connecting partners from across the region in shared learning, knowledge and capacity-building, responsive practices, policies, research, and resources aligned to the Community Economic Resiliency Fund program, but relevant to the Sacramento region. An integrated communications exchange network seeks to ensure transparent and inclusive informational exchange between the various interworkings of the structure and communities overall.

## **Community Engagement Process**

A robust focus on community engagement is anticipated in Stage 2 and 3 of the planning process. However, Valley Vision regularly engages the community and values transparency, inclusion, shared governance, and shared decision-making.

Community engagement began during the application period and has continued through the planning phase. It has included 1:1 meetings with organizations and individuals interested in participating in the CERF process, presentations to coalitions and local government officials, and networking at events for related initiatives in the region. In



addition, Valley Vision hosted a CERF kick-off event on February 13, 2023 to increase awareness of the efforts and the role of Valley Vision as the Regional Convenor and Fiscal Agent for the Sacramento region. Attachment 1 is a list of the 130 organizations that are Collaborative members and includes their geographical and stakeholder representation. In April, a Launch Committee was established to vet the governance structure, operating processes and procedures, and membership seating process. Valley Vision has also remained in close engagement with the Employment Development Department (EDD) and the Governor's Office of Business and Economic Development (GO-Biz) around the needs of the Sacramento region to ensure consistency in communications and information exchanged through the multiple levels of existing community engagement. The Sacramento Region CERF information is circulated through a newsletter sent to both Collaborative members and other Valley Vision partners and posted on the [Valley Vision website](#).

A Request for Proposal (RFP) for a lead communications partner has been posted on the Valley Vision website CERF project page, with a deadline for submission by June 9, 2023. The selection of a communication partner will be detailed as part of a future monthly progress report in addition to an official Capital Region launch convening currently in the early planning stages; however, tentatively scheduled for July.

## **Planning Phase Indicators of Success**

The following outline presents the indicators of success from the planning phase to implementation, including the submission of an implementation plan. Attachment 1 presents a planning phase timeline detailing each respective stage's key activities and strategies.

- Establish a Governance Structure based on established values (see the Proposed Governance Structure) and vetted by a cross-sector 22-member Launch Committee.
- Host a regional convening, following an invitation to apply to be a member.
- Seat Leadership Council, Collaborative, and Subregion Committees members

- Conduct informational learning sessions on important areas, such as Inclusive Economic Development, regional data, and existing strategies and plans.
- Select a Lead Research Partner to provide a regional summary in the following areas:
  - Economy and Economic Development
  - Climate and Environmental Impact
  - Public Health Analysis
  - Labor Market Analysis
  - Industry Cluster Analysis
- Conduct an in-depth analysis of regional Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT).
- Develop a stakeholder mapping, including potential roles for engagement.
- Conduct outreach and engagement across sectors and subregions, with emphasis on disinvested communities to ensure equitable inclusion, including conducting subregional roundtables to shape participation and early priorities.
- Establish activity and priority-based subregional committees.
- Develop initial communication strategy and assets, including website and culturally conscious communications materials.
- Advance ongoing research needs as identified by the Launch Committee and informed by the members of the various components within the governance structure.
- Collaboratively-shaped key priorities for investment and project development.
- A Regional Plan developed with integrated metrics of evaluation and progress monitoring.
- Outreach and engagement advanced for ongoing responsiveness to understanding community needs, ensuring that community members can meaningfully participate, and cultivated projects to advance to the Implementation Phase.

## **Budget and Budget Narrative**

No modifications have been made to the proposed budget at this time and all expenses incurred have been documented in the monthly reports. Primary expenditures up to this point include staffing and a consulting contract with Community Strong Strategies. In the coming weeks, we expect a large increase in expenditures as we contract with funded partners including \$300,000 for a Lead Research Partner; \$400,00 for a Lead Communications Partner; and \$1,000,000 for nine Subregional Hub Partners. We will also be establishing a fund for HRTC partners that meet certain criteria to request stipends for participation.

## **Anticipated Challenges**

Members of the Launch Committee noted a few challenges as explicit areas of consideration if the efforts of the Capital Region CERF planning phase are to authentically be inclusive in practice, equitable in its approach, and transparent in its efforts toward overall long-term sustainable success. The challenges have been broken into three areas: Understanding CERF; Defining Terminology; and Membership Recruitment.

### *Understanding CERF*

Members of the Launch Committee collectively expressed a need to deconstruct CERF in accessible and digestible terms. The committee felt it would be important to better define outcomes and indicators of success for the planning phase and understand what constitutes a desired implementation plan.

### *Defining Terminology*

Members overwhelmingly stated that multiple concepts needed to be defined for the Capital Region CERF members to avoid straying from the intention of the program. A non-complete list of the concepts include:

- Equity
- Inclusion
- Disinvested Communities

To address this concern, an Ad hoc Committee of the Launch Committee will be established to engage members to participate in a short-term process of defining the terms within the geographic context and historical experiences of the Sacramento Region. After defined, it will be presented to the Capital Region Collaborative Committee and forwarded to the Leadership Council for adoption.

### *Membership Recruitment*

The Launch Committee cautioned that the intentionality in the recruitment and outreach strategies to seat members in the various components in the governance structure be very visible, to avoid the initiative being viewed as non-transparent. The following were offered as suggested recruitment and outreach strategies by the Launch Committee that will guide the Sacramento Region CERF efforts:

- Lean into existing trusted groups, agencies, conveners, grassroots organizations, etc., that can support invitations to historically disinvested communities.
- Allow for unique subregion designs and community needs of engagement to support regional planning.
- Consider all access barriers (e.g., translation needs, technology, internet connections, etc.) for outreach materials and recruitment efforts.
- Honor time commitments and efforts by providing engagement resources and offering stipends and incentives.
- Practice transparency in communications, engagement, expectations of roles and responsibilities, and prompting Capital Region CERF values and operating principles.

**Attachment 1: Collaborative Organizations**

Name	Stakeholder Type	Region	Primary Contact	Primary Contact Title	Primary Contact Email
Advance	Workforce	Placer	Frank Gerdeman	Director	fgerdeman@ltcc.edu
AgStart	Food and Ag, Business	Regional, Sacramento, Yolo	Amanda Portier	Program Assistant	Amanda.Portier@cityofwoodland.org
Anti-Recidivism Coalition	NPO, Disinvested Communities	Regional, State	Josef Gray	Director of ARC Sacramento	jgray@arc-ca.org
Assemblymember Aguiar-Curry	Government	Regional, Sacramento, Yolo	John Ferrera	Chief of Staff	John.Ferrera@asm.ca.gov
Atrium 916	CBOs, Arts	Sacramento	Shira Lane	CEO & Founder	shira@atrium916.com
Barton Health	Business, Health	Placer	Chris Proctor	Director of Community Benefit	cproctor@bartonhealth.org
Bear Yuba Land Trust	Environmental	Nevada	Erin Tarr	Executive Director	erin@bylt.org
Building Skills Partnership	Workforce	Regional, Sacramento, State	Lisa Romo	N/A	sromo@buildingskills.org
California Capital Financial Development Corporation	Business, Economic Development	Sacramento, Regional	Deborah Lowe Muramoto	CEO & President	dmuramoto@cacapital.org
California Forward	Economic Development	Regional, State	Ismael Herrera	Executive Director, California Stewardship Network	ish@cafwd.org
California Heritage: Indigenous Research Project	Tribal, Disinvested Communities	Nevada	Shelly Covert	Executive Director	shelly@nevadacityrancheria.org
California Mobility Center	Business, Environmental, Workforce	Sacramento	Mike Bell	Director, Workforce Development & Career Pathways	Michael.Bell@camobilitycenter.org
California State University, Sacramento	Education	Sacramento	Carlos Nevarez	Interim Provost & Vice President for Academic Affairs	nevarezc@csus.edu
California Urban Partnership	CBOs, Disinvested Communities	Sacramento, State, Regional	Malaki Seku Amen	Executive Director	malaki@californiaup.org
Californians for the Arts	Arts, CBOs, Disinvested Communities	State, Regional	Kara Smith	Manager of Programs and Organizational Advancement	kara@californiansforthearts.org
Camptonville Community Partnership (CCP)	CBOs, Disinvested Communities, Environmental	Yuba	Cathy LeBlanc	Executive Director	cathy@thccp.org
Canon	Business	Sacramento	Clay Nutting	Owner/Operator	clay@canoneastsac.com
Capitol Impact	Business, Other	Sacramento	Annie Sterling	Program Manager	annie@capitolimpact.org
Carlson Center for Innovation & Entrepreneurship	Economic Development, Education	Sacramento	Cameron Law	Executive Director	c.law@csus.edu
Center for Employment Opportunities	Workforce	Sacramento	Connor Lawrence	Sacramento Site Director	clawernce@ceoworks.org
Center for Workers' Rights	Labor, Worker Centers	Sacramento, Regional	Daniela Urban	Executive Director	daniela.urban@rightscenter.org
City of Colusa	Government	Colusa	Daniel Vaca	Mayor Pro-Tem	dvaca@cityofcolusa.com
City of Elk Grove	Government	Sacramento	Darrell Doan	Economic Development Director	ddoan@elkgrovecity.org
City of Lincoln	Government	Placer	David Riccitiello		riccitiellos@gmail.com
City of Rancho Cordova	Government	Sacramento	Stefan Heisler	Housing Manager	sheisler@cityofranhocordova.org
City of Rocklin	Government	Placer	Sherri Conway	Assistant City Manager	sherri.conway@rocklin.ca.us
City of Roseville	Government	Placer	Melissa Anguiano	Economic Development Director	mvanguiano@roseville.ca.us
City of Sacramento (Councilmember Mai Vang)	Government	Sacramento	Asialyn Lee	Policy Director	amlee@cityofsacramento.org
City of Sacramento (Office of Mayor Steinberg)	Government	Sacramento	Andrew Kehoe	Director of Communications	akehoe@cityofsacramento.org
City of Sacramento (Office of the City Manager)	Government	Sacramento	Denise Malvetti	Deputy Director of the Office of Innovation and Economic Development	DMalvetti@cityofsacramento.org
City of South Lake Tahoe	Government	Placer	Sara Letton	Sustainability Manager	sletton@cityofslt.us
City of West Sacramento	Government	Yolo	Diane Richards, Doug Drozd	Economic Development Manager, Government Affairs Manager	dianer@cityofwestsacramento.org, douglasd@cityofwestsacramento.org
City of Williams	Government	Colusa	Frank Kennedy	City Administrator	fkennedy@cityofwilliams.org
City of Woodland	Government	Yolo	Spencer Bowen	Communications Manager & Policy Analyst	spencer.bowen@cityofwoodland.org
City of Yuba City	Government	Sutter	Diane Langley	City Manager	dlangley@yubacity.net
Civic Thread	Environmental, CBOs	Sacramento	Kiara Reed	Executive Director	kreed@civicthread.org
Clear Strategies LLC	Business, Other	Sacramento	Coleen Morehead	CEO	cmorehead@clear-strategies.com

Colusa County Chamber of Commerce	Business, Economic Development	Colusa	Jennifer Diaz	Secretary	info@colusachamber.org
Colusa County Office of Education	Education	Colusa	Aaron Heinz	Superintendent of Administrative Services	aheinz@ccoe.net
Colusa Industrial Properties, Inc.	Business, Disinvested Communities	Colusa	Rainey Kalfsbeek	Vice President, Real Estate	rkalfsbeek@cipcorp.com
Community Alliance with Family Farmers	CBOs, Disinvested Communities, Food and Ag	Regional, State	Paul Towers	Executive Director	paul@caff.org
Community Strong Strategies	Economic Development	Sacramento	Tracey Flaningam	CEO	tracey@communitystrongstrategies.com
Contractors Association of Lake Tahoe	Labor	Placer	Kellie Cutler	Executive Director	kellie@ca-tt.com
County of Colusa	Government	Colusa	Greg Plucker	Community Development Director	gplucker@countyofcolusa.com
County of El Dorado	Government	El Dorado	Kyle Zimbleman	Economic and Business Relations Manager	kyle.zimbleman@edcgov.us
County of Nevada	Government	Nevada	Kimberly Parker	Program Manager, Economic Development	Kimberly.Parker@nevadacountyca.gov
County of Placer	Government	Placer	Gloria Stearns	Economic Development Director	gstearns@placer.ca.gov
County of Placer (Board of Supervisors)	Government	Placer	Gloria Stearns	Economic Development Director	gstearns@placer.ca.gov
County of Sacramento	Government	Sacramento	Troy Givans, Crystal Bethke	Director of Economic Development, Senior Economic Development Specialist	givanst@saccounty.gov, bethke@saccounty.gov
County of Sutter	Government	Sutter	Steven Smith	County Administrative Officer	smsmith@co.sutter.ca.us
County of Yolo	Government	Yolo	Alexander Tengolics	Manager of Governmental Relations	alexander.tengolics@yolocounty.org
County of Yolo, Department of Community Services	Government	Yolo	Kristen Wraithwall	Sustainability Manager	kristen.wraithwall@yolocounty.org
County of Yolo, Office of Education	Education	Yolo	Karen Swan	Program Specialist, College and Career Readiness	karen.swan@ycoe.org
County of Yolo, Workforce Innovation Board	Government, Workforce	Yolo	Erica Johnson	Director	Erica.Johnson@yolocounty.org
County of Yuba	Government	Yuba	Ian Scott	Project Manager of Broadband	iscott@co.yuba.ca.us
Curious Forge Arts Center	CBOs, Workforce, Arts	Nevada	Liam Ellerby, Kara Arden	Co-Owner, Co-Owner	spark@thecuriousforge.org, karda@thecuriousforge.org
Enterprise Rancharia	Tribal, Disinvested Communities	Yuba	Creig Marcus	Tribal Administrator	creigm@enterpriserancharia.org
Global Urban Nomads	Environmental	Regional, National	Jeffrey Mrizek	President	jmrizek@globalurbannomads.org
Golden Sierra Job Training Agency	Workforce	Placer, El Dorado	Jason Buckingham	Executive Director	buckingham@goldensierra.com
Greater Sacramento Economic Council	Economic Development	Sacramento	Shikha Burtel	Research Analyst	sbhurtel@greatersacramento.com
Grid Alternatives	Environmental	Regional, National	Achini Bandara	Development & Strategic Partnerships Director	abandara@gridalternatives.org
Growth Factory	Business	Placer	Monique Brown	Managing Director	monique@growthfactory.us
Hard Rock Hotel and Casino Sacramento at Fire Mountain	Business, Tribal, Disinvested Communities	Yuba, Sutter	Mark Birtha	President	mark.birtha@hrhcsac.com
Heavenly Mountain Resort	Business	Placer	Robin Barnes	Director of Skier Services	robin.barnes@vailresorts.com
Improve Your Tomorrow	Education, CBOs	Sacramento	Michael Lynch	CEO & Co-Founder	michael@improveyourtomorrow.org
Inspirame	Education, Workforce	Regional			
Institute for Local Government	Government, Other	Sacramento, Regional	Erica Manuel	CEO & Executive Director	emanuel@ca-ilg.org
International Brotherhood of Electrical Workers, Local 340	Labor, Disinvested Communities, Worker Centers	Regional	Matthew Nootenboom	Business Representative	mnootenboom@ibewlocal340.org
Ironworkers Apprenticeship	Labor, Worker Centers, Workforce	Regional	Jason Rafter	Apprenticeship Director	jasonrafter@ironworkerbenny.net
Juma Ventures	CBOs, Workforce	Sacramento	Stephen Norris	CA Government Contracts Director	stephen@juma.org
Kaiser Permanente	Business, Health	Regional, State	Jennifer Ablog	Community and Government Relations Manager	jennifer.k.ablog@kp.org
Kitchen Table Advisors	CBOs, Disinvested Communities, Environmental, Health, Food and Ag	Sacramento	Thomas Nelson	Director	thomas@kitchentableadvisors.org
Lake Tahoe Community College	Education	Placer	Laura Metune	Senior Director of Grant Development & Government Relations	metune@ltcc.edu
League to Save Lake Tahoe	Environmental	Placer, Nevada	Gavin Fieger	N/A	gavin@keoptahoeblue.org
Los Rios Community College District (LRCCD)	Education	Regional, Sacramento, Placer, El Dorado	Tammy Montgomery	Interim Associate Vice Chancellor of Instruction	montgot@losrios.edu

Nevada City Rancheria Nisenan Tribal Council	Tribal, Disinvested Communities	Nevada	Shelly Covert	Executive Director	shelly@nevadacityrancheria.org
Nevada County Arts Council	Arts, CBOs	Nevada	Eliza Tudor	Executive Director	director@nevadacountyarts.org
Nevada County Economic Resource Council	Economic Development	Nevada	Gil Matthew	Executive Director	gil@ncerc.org
North Central Counties Consortium	Workforce	Regional	Cindy Newton	Executive Director	cnewton@ncen.org
North Lake Tahoe Resort Association	Business	Placer	Tony Karwowski	CEO & President	tony@gotahoenorth.com
North State Building Industry Foundation	Workforce	Regional	Rick Larkey	Technical Advisor	rick@northstatebia.org
Opening Doors	CBOs, Disinvested Communities, Other	Sacramento	Jessie Tientcheu	Chief Executive Officer	jessie@openingdoorsinc.org
Pacific Coast Producers	Business, Food and Ag	Regional	Maria Lazaro	Talent Acquisition and Development Manager	mlazaro@pcoastp.com
Pivot Sacramento	Workforce, Disinvested Communities	Sacramento	Lisa Miller	Executive Director	info@pivotsac.org
ProjectAttain!	Education, Disinvested Communities	Sacramento, Regional	Diana Cabori	Managing Director	diana.cabori@projectattain.org
ReScape California	Environmental, Workforce	Regional	Milena Fiore	Executive Director	milena@rescapeca.org
Roseville Adult School	Disinvested Communities, Education, Workforce	Sacramento, Regional	Jason Harm	Assistant Principal	jharm@rjuhsd.us
Rural County Representatives of California (RCRC)	Disinvested Communities, CBOs, Food and Ag	Regional	Robert Burris	Deputy Chief Economic Development Officer	bburris@rcrcnet.org
SacAct	CBOs, Disinvested Communities	Sacramento	Gabby Trejo	Executive Director	gabby@sacact.org
Sacramento Alliance for Regional Arts	CBOs, Arts	Regional, Sacramento	Liv Moe	Board President	liv@vergecontemporary.org
Sacramento Area Council of Governments	Government	Regional, Sacramento, Placer, Sutter, Yolo, Yuba, El Dorado	Clint Holtzen	Planning Manager	choltzen@sacog.org
Sacramento Asian Pacific Chamber of Commerce	Business, Disinvested Communities, Economic Development	Sacramento	Pat Fong Kushida	CEO & President	patfongkushida@sacasiancc.org
Sacramento Building Healthy Communities	CBOs, Disinvested Communities	Sacramento	Kim Williams	Hub Director	kim@sacbhcc.org
Sacramento Central Labor Council AFL-CIO	Labor	Regional	Fabrizio Sasso	Executive Director	fabrizio@sacramentolabor.org
Sacramento Clean Cities Coalition	Environmental	Sacramento	Tim Taylor	Executive Director	ttaylor@cleancitiesacsacramento.org
Sacramento Employment & Training Agency (SETA)	Workforce	Sacramento	Roy Kim	Deputy Director, Workforce Development	roy.kim@seta.net
Sacramento Entrepreneurial Growth Alliance	Economic Development, Business	Sacramento	Cameron Law	Executive Director	c.law@csus.edu
Sacramento Food Policy Council	Environmental, Food and Ag	Sacramento	Brenda Ruiz	President	president@sacfoodpolicy.org
Sacramento Hotel Association	Business	Sacramento	Will Hixson	Executive Director	will@sacramentohotelassociation.com
Sacramento Metro Chamber of Commerce	Business, Economic Development	Sacramento	Amanda Blackwood	CEO & President	ablackwood@smetrochamber.org
Sacramento Municipal Utility District	Business, Environmental	Sacramento	Jim Alves	Economic Development Specialist	jim.alves@smud.org
Sacramento Region Community Foundation	Philanthropic	Regional	Anthony Taula-Lieras	Director of Strategic Initiatives and Partnerships	anthony@sacregcf.org
SAYLove	CBOs, Disinvested Communities	Yuba, Sutter	Jeff Stephens	President	jstephens.nuts@gmail.com
Sierra Business Council	Business, Economic Development	Nevada, Placer	Kristin York	Vice President	kyork@sierrabusiness.org
Sierra College	Education	Nevada	Karen Davis O'Hara	Executive Dean, Nevada County Campus	kohara@sierracollege.edu
Sierra Health Foundation: Center for Health Program Management	Philanthropic	Regional	Richard Dana	Director of Community & Economic Development	rdana@sierrahealth.org
Sierra Nevada Alliance	Environmental	Regional	Jenny Hatch	Executive Director	jenny@sierranevadaalliance.org
Sierra Nevada Memorial Hospital Foundation	Philanthropic	Nevada	Sandra Barrington	Executive Director	sandra.barrington@dignityhealth.org
Small Business Majority	Business	Sacramento	Bianca Blomquist	California Policy Director	bblomquist@smallbusinessmajority.org
Soil Born Farms Urban Agriculture and Education Project	CBOs, Food and Ag	Sacramento	Shawn Harris	Founder & Co-Director	sharrison@soilborn.org
South Fork of the American River Collaborative	Environmental	Sacramento, Regional	Norma Santiago	Charter Member, Biomass Working Group Member	santiago.norma25@gmail.com
Sutter Buttes Land Trust	Environmental	Yuba, Sutter	Lisa Lindman	Executive Director	executedirector@sutterbutteslandtrust.org
Tahoe Chamber	Business, Economic Development	Placer	Michael Glover	CEO	mike@tahoechamber.org
Tahoe Prosperity Center	Economic Development	Placer, El Dorado	Heidi Hill Drum	CEO	heidi@tahoeprosperity.org

Tahoe Regional Planning Agency	Environmental	Placer	Devin Middlebrook	Sustainability Program Manager	dmiddlebrook@trpa.gov
Tahoe Truckee Community Foundation	CBOs, Philanthropic	Placer, Nevada	Stacy Caldwell	CEO & President	stacy@ttcf.net
Teatro Nagual	CBOs, Arts	Sacramento	Richard Falcon	Executive Director	richardfalcon@att.net
Tiffany Wilson	Other, Community Members	Sacramento	Tiffany Wilson	Principal Consultant	Wilson.tiff@gmail.com
Town of Truckee	Government	Nevada	Hillary Hobbs	Assistant to the Town Manager	hhobbs@townoftruckee.com
Truckee Donner Recreation and Parks District	CBOs	Placer, Nevada	Steve Randall	General Manager	steve@tdrpd.org
United Latinos	CBOs, Disinvested Communities	Sacramento	Richard Falcon	Executive Director	richardfalcon@att.net
United Way	Philanthropic	Regional			
University of California, Davis	Education	Yolo	Mabel Salon	Chief Government & Community Relations Officer	masalon@ucdavis.edu
University of California Agriculture and Natural Resources	Education, Environmental, Food and Ag	Regional	Gabriel Youtsey	Chief Innovation Officer	gdyoutsey@ucanr.edu
Yolo County Children's Alliance	CBOs	Yolo	Jeneba Lahai	Executive Director	Jeneba.Lahai@yolokids.org
Yuba Water Agency	Government, Environmental	Yuba	Terri Daly	Assistant General Manager	tdaly@yubawater.org
Yuba-Sutter Arts & Culture	Arts, CBOs	Yuba, Sutter	David Read	Executive Director	david@yubasutterarts.org
Yuba-Sutter Chamber of Commerce	Business, Economic Development	Yuba, Sutter	Marni Sanders	CEO	msanders@yubasutterchamber.com
Yuba-Sutter Community Taskforce	CBOs	Yuba, Sutter	Stephanie McKenzie	Founder/Director	yubasutterctf@hotmail.com
Yuba-Sutter Economic Development Corporation	Economic Development	Yuba, Sutter	Brynda Stranix	President/Chief Operating Officer	bstranix@ysedc.org



## **Attachment 2: Committee Procedures and Roles**

*Full Region Collaborative Committee \* Leadership Committee \* Subregional Committees*

### **CERF CAPITAL REGION**

### **COLLABORATIVE COMMITTEE**

**Purpose:** To engage in strategic planning for the economic prosperity and resilience, through the creation of high-quality, accessible jobs in the Sacramento Region, pursuant to the vision of Community Economic Resilience Fund (CERF) program.

**Shared Vision:** To advance an inclusive, transparent, co-owned, and data-informed planning process to develop an economic plan and prioritized investment strategy that will generate high-road jobs and grow a sustainable and equitable economy in the eight-county Sacramento Region.

**Authority:** The Leadership Council serves as the representative decision-making group of the Sacramento High Roads Transition Collaborative and will consider through its modified consensus model recommendations put forth by the Collaborative.

**Regional Convener and Fiscal Agent:** Valley Vision. In addition to serving as regional convener and fiscal agent, Valley Vision is responsible for the coordination of Collaborative gatherings, sessions, and meetings. In the absence or inability to serve in the role of coordinator, Valley Vision will select a CERF program partner to serve.

**Scope of Work:** The Capital Region Collaborative will meaningfully engage in input sessions to relevantly inform, shape, and guide the work, in addition to operating through a practice of reciprocal community information exchange. Responsibilities will include, but not be limited to, the following items:

1. Engage and cultivate trusted regional relationships.
2. Participate in scheduled input sessions, by attending the sessions, review of related materials and completion of surveys, or otherwise provide input through mutually reinforcing activities toward the overall Capital Regional-specific CERF program objectives.
3. Contribute and collectively establish an enhanced Collaborative membership.
4. Serve in a public leadership role, conducting outreach and engagement across sectors and subregions, with emphasis on

- disinvested communities to ensure equitable inclusivity.
5. Establish activity and priority-based committees and subregional communities, as needed to inform responsive and relevant inclusive engagement toward intended shared vision, customized for local context.
  6. Inform development of an operating infrastructure for the coordination and alignment of efforts inclusive of the Collaborative.
  7. Inform and identify research needs.
  8. Engage in the review, editing, and final development of a Regional Plan.
  9. Facilitate ongoing external community outreach, engagement, awareness, and involvement in a manner reflective of reciprocal information exchange (continuous communications) and practices of information exchange that fosters inclusive collaboration across the internal networks of the Sacramento Regional operating structure.
  10. Work closely with Valley Vision, to provide progress reports toward timely submissions of quarter 1, 2, and 3 monthly reports.
  11. Engage with the CERF Interagency Leadership Team and Evaluation Team as necessary.
  12. Advise on funding strategies to sustain the effort.

**Membership:** Membership in the Collaborative is unlimited. Balanced representation and inclusivity, however, are explicit expectations that guide outreach and recruitment efforts. The Leadership Council will monitor membership as an accountability practice aligned to the shared vision. The following outline indicates the eligible Collaborative members by representation.

### **Eligible Members by Representation**

1. Disinvested Communities
2. Sacramento Metropolitan Statistical Area
3. Truckee-Tahoe Basin
4. Yuba and Sutter Counties/MSA
5. Sierra Foothills
6. Colusa County
7. Labor Organizations
8. Employers
9. Business and Business Associations
10. Grassroots Organizations
11. Community-based Organizations
12. Economic Development Agencies
13. Philanthropic Organizations
14. Education

15. Workforce Entities
16. Environmental Justice Organizations
17. Worker Centers
18. Disinvested Communities
19. California Native American Tribes
20. K-16 Educational Collaborative
21. Regional Climate Collaborative

**Process to Fill Membership:** Individuals interested in serving as a member of the Collaborative must complete an application form and indicate which membership eligibility they are qualified to represent. A Review and Nominations Committee will review membership interest forms, conduct interviews as needed and make appointment recommendations to the Leadership Council on a recurring basis. Recommended appointees to the Collaborative will be approved by the Leadership Council.

**Commitments:**

- **Participation:** Collaborative members participation is essential to informing, guiding, influencing, and development of the CERF program, Sacramento Regional efforts. The Regional Convener, Valley Vision will ensure that the paths of, and methods to engage participation are designed with the intention of minimizing disengagement. Members are accountable to participating in at least 50% of input sessions to avoid automatic removable from the Collaborative.
- **Input Sessions or Meetings:** Input Sessions will be coordinated through various engagement platforms. The Collaborative will meet no more than once a month. Frequency of input sessions or meetings may be reconsidered at the discretion and determination of the Collaborative.
- **Output Gatherings or Convenings:** The Collaborative will coordinate output gatherings or convenings through various platforms that are accessible to authentically engage and involve the community in information sharing (including progress and annual reporting), meaningful feedback processes, and knowledge building through explicit learning and resource sharing.
- **Committees:** Collaborative members may, but are not obligated, to commit to additional roles and responsibilities such as signing up for a standing or ad hoc Committee.

**Meeting Agreements:** All meetings will be conducted in accordance with the established shared vision. All meetings are open to the public and operate with transparency.

Topics not on the agenda will not be discussed or considered but may be placed on a future agenda. Actions will be decided by consensus of members present. All matters submitted for determination shall be decided by a modified consensus model.

**Conflict of Interest:** Members who have a conflict of interest as defined by the Fair Political Practices Act, AB 1797 (January 1, 2003) and any other applicable state law must do the following:

1. Announce the conflict.
2. Describe the nature of the conflict; and
3. Recuse themselves and leave the meeting room until after disposition of the item giving rise to the conflict.

**Shared Leadership:** The general membership of Collaborative will operate through a shared leadership, selecting Co-Chairs on an annual basis. The Co-Chairs shall serve as facilitator of meetings and maintain orderly inclusive procedures as guided by the Leadership Council's shared agreements. A Co-Chair will support the co-facilitation of meetings and serve as facilitator in the absence of one of the Co-Chair members. In the absence or inability to act of both the Chairperson and the Co-Chairperson, the members present shall select one of the members present to act as temporary Chairperson.

**Reporting:** The Collaborative will produce a written report on progress to the Leadership Council on an annual basis with backbone support from Valley Vision. In addition, a public presentation highlighting progress will be made to the Leadership Council on an annual basis.

**Changes to the Operating Processes:** Any proposed changes to the Collaborative, including modification of the eligible representation of membership, may be considered with consensus by the Collaborative. The changes must then be approved by the Leadership Council.

**Participation Stipends:** Opportunities for Collaborative member participation stipends are collectively determined and decided upon through the Council's modified consensus model annually to ensure the amount is responsively reflective of the shared vision.

# CERF CAPITAL REGION

## LEADERSHIP COMMITTEE

**Purpose:** To engage in strategic planning for the economic prosperity and resilience, through the creation of high-quality, accessible jobs in the Sacramento Region, pursuant to the vision of Community Economic Resilience Fund (CERF) program.

**Shared Vision:** To advance an inclusive, transparent, co-owned, and data-informed planning process to develop an economic plan and prioritized investment strategy that will generate high-road jobs and grow a sustainable and equitable economy in the eight-county Sacramento Region.

**Authority:** Will govern the Capital Region CERF Collaborative (Collaborative) with backbone support provided by designated regional convener, through a process of shared power of decision-making, inclusivity, and representative influence that reflects the geographic and cultural diversity of the region.

**Regional Convener and Fiscal Agent:** Valley Vision.

**Scope of Work:** The Leadership Committee, the decision-making body of the Collaborative, will consider recommendations developed by the Collaborative, as supported by Valley Vision. Responsibilities will include, but not be limited to the following items:

1. Analyze the attributes, challenges, and priorities of each subregion, as well as the commonalities and intersections among them.
2. Develop metrics of success with guidance from the state's process evaluation team that are aligned with CERF program's purpose of building an equitable and sustainable regional economy and fostering long-term economic resilience in the transition to a carbon-neutral economy.
3. Drive and inform allocation of Planning Phase funding in alignment with the values of collaboration, transparency, and accountability, and in compliance with the state's accounting and reporting requirements.
4. Serve in a public leadership role, conducting outreach and engagement across sectors and subregions, with emphasis on disinvested communities to ensure equitable inclusivity.
5. Establish activity and priority-based committees and subregional communities, as needed to inform responsive and relevant inclusive engagement toward intended shared vision.
6. Inform development of an infrastructure for the coordination and alignment of regional-wide efforts.

7. Facilitate on-going community outreach, engagement, awareness, and involvement.
8. Create a Planning Phase Plan outlining the structure coordination of the Collaborative developed through a series of collaborative design sessions.
9. Develop and monitor an implementation effort of the Planning Phase Plan.
10. Work closely with Valley Vision, to provide progress reports toward timely submissions of quarter 1, 2, and 3 monthly reports.
11. Advise and advance equitable budget approaches and sub-contracting decisions.

**Membership:** Establish and appoint a 36-member Leadership Committee with at least 12-15 members explicit for representatives of disinvested communities. All other member seats will reflect representatives from Committees and additional diverse regional geographies.

<b>Members by Representation</b>	<b>Number of Member Seats for Inclusivity</b>
1. Disinvested Communities	[15]
2. Sacramento & Yolo (Subregion)	[ 3 ]
3. Placer & El Dorado (Subregion)	[ 3 ]
4. Truckee-Tahoe Basin & Nevada (Subregion)	[ 3 ]
5. Yuba and Sutter Counties/MSA (Subregion)	[ 3 ]
6. Colusa County (Subregion)	[ 3 ]
7. Committees (Stage I or Stage II)	[ 6 ]
<b>Total</b>	<b>36</b>

**Process to Fill Membership:** Individuals interested in serving as a member of the Leadership Committee must complete a membership interest form and indicate which subregion priority disinvested community of membership they are qualified to represent. Members of the Leadership Committee and Collaborative may

identify and invite individuals to complete a membership interest form. A new member Review and Nominations Committee will review membership interest forms, conduct interviews as needed and make appointment recommendations to the Leadership Committee. Recommended member appointees will be approved by the Leadership Committee.

**Commitments:**

- Attend **virtual bi-monthly** meetings.
- Attend an in-person **annual meeting** held in a subregion venue (rotated).
- **Absenteeism:** Leadership Committee members who miss more than 25% of meetings (unexcused absences) and/or 50% of meetings (excused absences) in subsequent years will be automatically removed from the Committee.
- **Meetings:** The Leadership Committee will meet no more than once a month. Frequency of meetings may be reconsidered at the discretion and determination of the Committee.

**Meeting Agreements:** All meetings will be conducted in accordance with the established Leadership Committee shared agreements aligned to the shared vision and values. All meetings will have a published and publicly posted agenda as a practice of transparency. Topics not on the agenda will not be discussed or considered but may be placed on a future agenda. Actions will be decided by modified consensus – Support, Can Live With, Abstain, Oppose – of members present with an established quorum. The presence in person of a majority (50% plus one) of the appointed Leadership Committee members shall constitute a quorum. All matters submitted for determination shall be decided by a consensus. Continuity of discussions is essential to the success of this effort therefore alternates will not be seated. Additional staff members of any organization may certainly attend any meetings as the meetings are public. Industry leaders, content experts, and members of the community may be invited to speak and will be placed on the agenda.

**Conflict of Interest:** Members who have a conflict of interest as defined by the Fair Political Practices Act, AB 1797 (January 1, 2003) and any other applicable state law must do the following:

1. Announce the conflict.
2. Describe the nature of the conflict; and
3. Recuse themselves and leave the meeting room until after disposition of the item giving rise to the conflict.

**Chair/Co-Chair:** The general membership of Leadership Committee will select a Chair and Co-Chair on an annual basis. The Chairperson shall serve as facilitator of meetings and maintain orderly inclusive procedures as guided by the Leadership Committee's shared agreements. The Co-Chair will support the co-facilitation of meetings and serve as facilitator in the absence of the Chair. In the absence or inability to act of both the Chairperson and the Co-Chairperson, the members present shall select one of the members present to act as temporary Chairperson.

**Reporting and Communication Exchange:** The Leadership Committee will produce written reports on progress and informational updates to Valley Vision. In addition, the Leadership Committee is responsible for operationalizing the practice of information exchange through internal structural and external communications across the Capital Region CERF Collaborative network, including the sub-regional Committees.

**Changes to the Operating Processes:** Any proposed changes to the Leadership Council including modification of the indicated membership by representation, may be considered with a consensus of the appointed Leadership Committee members. The changes must then be presented to the Collaborative.

**Participation Stipends:** Opportunities for participation stipends for members of the Leadership Committee are collectively determined and decided upon through the Committee's modified consensus model annually to ensure the amount is responsively reflective of the shared vision.



# **CERF CAPITAL REGION**

## **SUBREGION COMMITTEES**

### **Overall, Role and Composition**

- a) The Collaborative Subregion Committees shall be comprised of Collaborative members.
- b) Committee members, including ad hoc committees, shall consist of a diverse representation of the place-based industries, entities, and types of organizations reflective of the region, and community members with lived experiences in the respective sub-region.
- c) Collaborative members serve on Committees (and on ad hoc committees as necessary) as a delegated representation of their membership role on the Collaborative.

### **Stage I Key Functions**

- a) To formulate and advance action in key activities or strategies of the Collaborative.
- b) Set goals, develop an equity-centered framework, and detail efforts to advance actions with guided input and direction from the overall Collaborative.
- c) Preliminary identification of sector-based and strategy-based priorities.

### **Stage II Key Functions**

- a) To formulate and advance action in key activities or strategies of the Collaborative.
- b) Participation organized and centered around the sector or strategy-based priorities identified by the Collaborative in Stage I.
- c) In-depth exploration and enhancements of respective strategies with additional support provided through the integration of data, research, and evaluation, capacity building, and community engagement components to assist in moving forward strategies.

### **Selection of Committee Members**

- a) The Regional Convener shall provide a Collaborative Committee Recruitment Packet with informational details of Committee responsibilities and commitments beyond participation in the Collaborative.

b) The Regional Convener staff at Valley Vision will develop the Collaborative Committee Recruitment Packet.

### **Procedures for Electing Co-Leads and Responsibilities**

a) Each Committee will democratically elect, by majority vote among members of the Committees, one to two Co-Leads with the availability to commit the role and responsibilities of a Co-Lead.

b) The individuals serving as Committee Co-Leads should be existing members of the Committee and serve for the completion of Stage I or Stage II of the Planning Phase.

c) Co-Leads of the Committees serve as liaisons between the Committee, the Collaborative, and the Leadership Committee.

d) When a vacancy of a Co-Lead occurs before the term of commitment, the remaining Co-Lead shall facilitate the Committee sessions or meetings until an individual is democratically elected to fill the vacancy. If a vacancy of both Co-Leads occurs, a member of the Regional Convener staff shall serve as both convener and facilitator of the Committee meetings and prioritize election of Co-Leads as an agenda item during a Committee meeting.

### **Operational Design**

a) Committees will utilize a discussion and modified consensus model for decision-making.

b) Elected Co-Leads will serve as facilitators of Committee meetings and assist in coordination of meetings with support provided by the Regional Convener.

c) Committees shall meet with frequency as decided through consensus, and as the need determines.

d) Committee members may assign special tasks to its Co-Leads, to members of the Regional Convener, or other the Collaborative overall, as the need determines.

e) All members of a Committee shall be conscious of and mindful of the issues of actual or perceived conflict of interest and apprehension of bias. If an issue of actual or perceived conflict of interest and apprehension of bias is experienced, felt, or observed by a member of the Committee, members shall raise the matter as a discussion item during a Collaborative meeting with a focus toward finding resolve.

### **Reporting**

a) The Co-Leads of a Committee shall regularly report progress updates to the Leadership Committee during scheduled meetings, or as the need is determined.

b) Co-Leads of a Committee shall regularly report progress or informational updates with transparency to the members of the Committee during scheduled meetings, or as the need is determined.