

Governance Structure

Redwood Region RISE

(Resilient Inclusive Sustainable Economy)

June 2023

Background

Participatory Governance promotes the active participation of citizens in decision-making processes. The Community Economic Resilience Fund (CERF) centers participatory governance by creating inclusive planning tables, aimed at shifting power, and lifting up marginalized voices. By mandating the inclusion of these voices, and participation of representatives from eleven community partner categories, four counties, and 27 tribal nations (federally and non-federally recognized), on all decision-making bodies, CERF is creating the conditions for a regional level, formal, participatory decision-making body.

The Redwood Coast Convening Team recognizes some key tensions in launching this work:

- Differences in readiness and investment in the process: some of our community members are ready to get started, others need more time to get to know the goals, process, and collaborators involved with CERF. Some care deeply about equity in governance and the mechanics of power balancing work, others simply want to be shown where best to “plug-in” and be helpful.
- The group has advanced decision-making on governance with gratitude towards the 40-plus community organizations that have stepped forward to shepherd the process. We recognize that this process is “out ahead” of many of the communities we are committed to reaching and engaging, and therefore governance bodies and decision-making processes will have to be revisited and re-aligned as work evolves to become more inclusive. The proposal(s) put forward below are meant to get us started, not exist in perpetuity.
- The timeline, currently dictated by CERF founding legislation (SB 162), creates an encumbrance deadline for implementation of funds of October 2026, limits the time Regions have for the trust-building and norm-setting work that can set a strong foundation for success in these participatory initiatives. We embrace the opportunity to embark on this work with acknowledgement that meaningfully inclusive regional planning is a long-term goal.

With these disclaimers and caveats in mind, the Redwood Region RISE's High Road Transition Collaborative (HRTC)'s Governance Structure is presented on the next pages for the community's consideration.

Informing this process was the task force of community leaders from across the region who were asked to reflect on ways to achieve balanced representation within the context of our region. Additionally, 89 community members filled out a survey to indicate areas of interest and alignment and priority working groups the CERF process should seek to establish. Community members also brought forward concerns and design ideas during sessions hosted under the region's Listening Campaign, currently underway.

What is a High Road Transition Collaborative (HRTC)?

A High Road Economy is one that achieves economic growth, economic equity, shared prosperity, and a clean environment. "High road transition collaboratives" or "collaboratives" are broad-based regional groups convened by a skilled and impartial intermediary to plan for economic recovery and a sustainable and equitable economic future. These collaboratives shall prioritize equity, sustainability, job quality, and advance a shared prosperity where workers and communities across California's diverse regions share equally in the benefits of a carbon-neutral future." (SB 162)

What are the "rules" for assembling one?

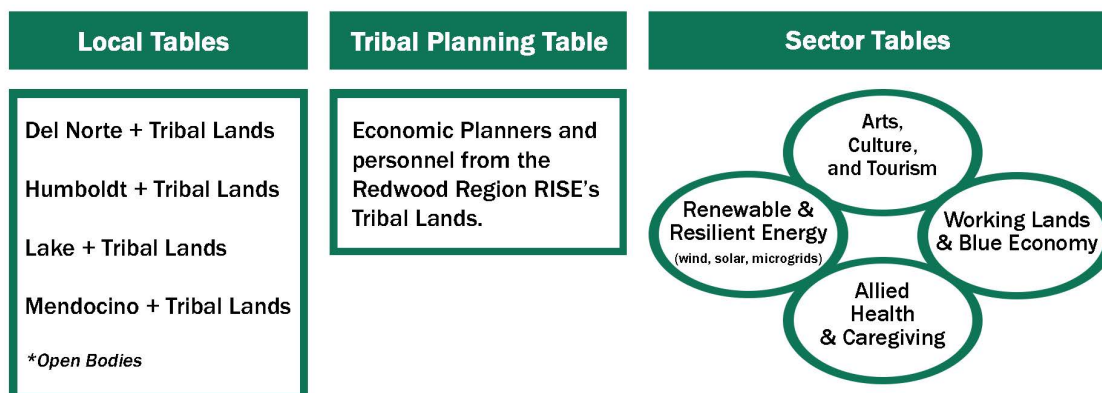
- Subregional (i.e. counties) representation on all decision-making bodies,
- Inclusion of priority communities on all decision-making bodies,
- Signed Partnership Agreement Letter for folks coming on to the HRTC.
- Representation from all partner groups, from all subregions where they can be identified.

What are the required partner groups?

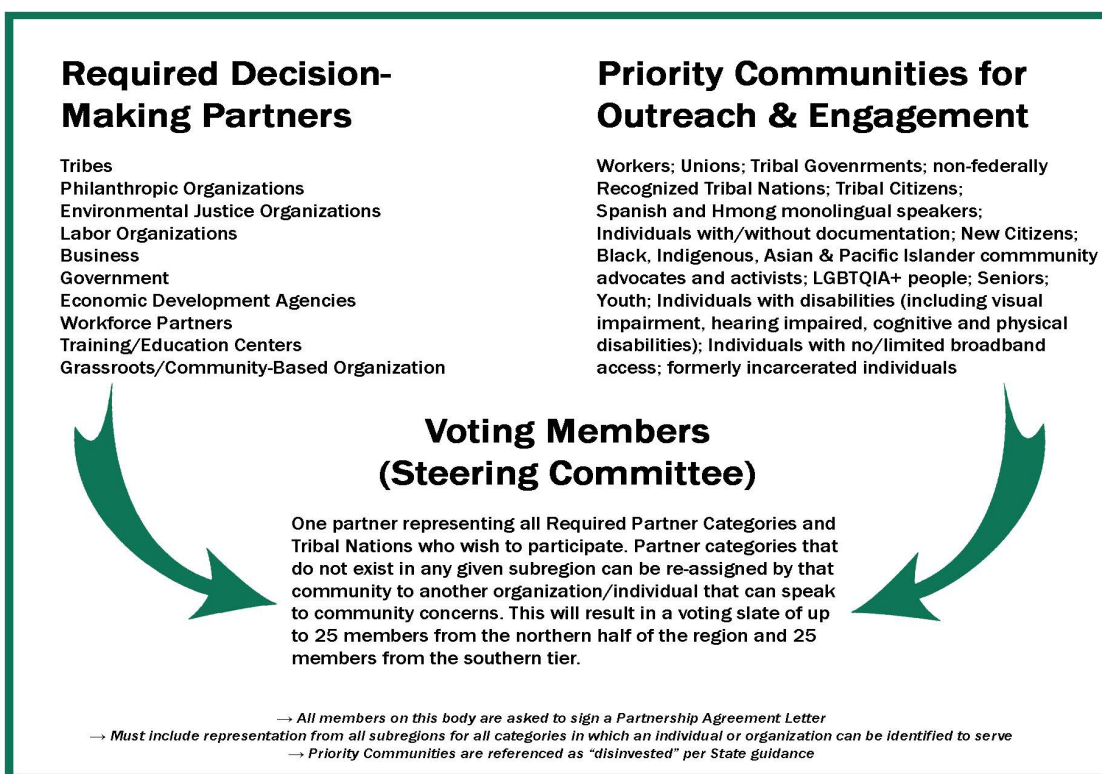
Required partner groups were established by the State, and are to have an equal voice in decision-making. These include: Business, Government agencies, Grassroots/Community based organizations, Labor, Philanthropy, Workforce Development partners, education/training centers, Economic Development Agencies, Federally and non-Federally recognized Tribes, Community members, and Environmental Justice Organizations. Additionally, Redwood Region RISE strives to center the voices of and seeks input and participation from community members representing or advocating for the priority communities outlined by the Region's outreach lead, North Coast Opportunities (NCO):

- **Workers**
- **Unions**
- **Tribal Governments**
- **Non-federally Recognized Tribal Nations**
- **Tribal Citizens**
- **Monolingual Spanish-Speakers**
- **Monolingual Hmong-Speakers**
- **Individuals without Documentation**
- **Immigrants with Documentation/Work Visas**
- **New Citizens**
- **Black, Indigenous, Asian & Pacific Islander community advocates and activists**
- **Lesbian, Gay, Bisexual, Transgender, Queer, Asexual, Intersex + (LGBTQIA+)**
- **Seniors**
- **Youth**
- **Individuals with Disabilities (including visual impairment, hearing impaired, cognitive and physical disabilities)**
- **Individuals without Broadband Access**
- **Formerly incarcerated individuals**

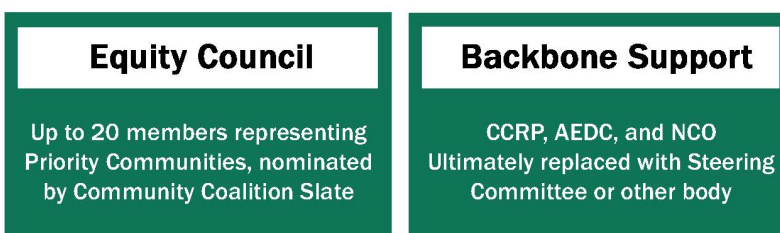
High Road Transition Collaborative (HRTC)



HRTC Community Advisors



Articulators & Support



Description of bodies, roles, and responsibilities

1. **HRTC Community Advisors:**

Any organization or individual who is aligned with the CERF process and goals is welcome to join. Partnership Agreement Letters are required and should be signed on or before September 1st. Stipends are available for attending meetings (\$100/meeting). This group is the community from which the other bodies are assembled. They may be asked to advise on key issues and strategies. Key decisions are made by the approximately 50 voting members that comprise the steering committee (see below), as this body is balanced regionally and accounts for all required partner categories and voices from priority communities.

2. **Articulators and Support:**

- Equity Council

Up to twenty community members representing priority communities (“disinvested”, by the State’s language), who provide guidance and oversight to the community engagement process and help ensure balance and representation in decision making. This group helps seat and balance the regional working groups and steering committee. Partnership Agreement Letters are required and should be signed on or before September 1st. Stipends are available.

- Backbone Team

Comprised of CRP, NCO, and AEDC. They will coordinate and provide administrative support to the HRTC and help facilitate decision-making processes leading up to the Implementation Phase. They provide technical assistance with data, analysis, and facilitation support.

3. **Local Tables:**

Open bodies, Partnership Agreement Letters not required to attend meetings and give input (therefore stipends are not available). They will meet quarterly to surface local priorities, give input to decision making bodies, help identify key projects and strategies for inclusion in the plan, and ensure alignment with Comprehensive Economic Development Strategies (CEDs).

4. **Sector Tables:**

These working groups are primarily responsible for surfacing strategies, identifying constraints and problem solving solutions, and promoting projects for implementation. They also play a role in forging partnerships and identifying leveraging opportunities for their sector. Each group should include a member representing workforce development and labor/trades to help guide those aspects of strategy development. Sector Tables will put forward projects and strategies to be evaluated and voted on by the voting block to be put forward for implementation. As this will be a more intensive time commitment, signed Partnership Agreement Letters will be required, and stipends will be available.

5. Tribal Planning Table:

This table will bring together economic development planners and personnel from the region's federally and non-federally recognized tribal lands to explore issues specific to economic development on Indigenous Territory and identify opportunities for cross collaboration and capacity building. Signed Partnership Agreement Letters will be required, and stipends will be available.

6. Voting Member Block:

The fifty members identified by the community coalition to serve in a voting role—per state mandate one from each partner category in each county and Tribal Lands including advocates for key priority communities. These members are required to sign Partnership Agreement Letters. The backbone support team and Equity Council will help adjudicate seats for which there are multiple eligible entities.

Deliberation and Decision-Making Processes

Crafting strategies, establishing values, HRTC seating, and decision making protocols for our Region's HRTC is the collective responsibility of the Community Advisors and Sector Tables, with input and guidance from the Local Tables and Equity Council.

In July, Local Tables will be asked to furnish nominees for a voting member slate ("steering committee"), up to 15 representatives from each county who speak for the required partner groups. These will be the "voting members" required by the state. Other members of the community coalition who have signed a Partnership Agreement Letter serve in an advisory capacity to voting members, or may serve on a Sector Table or give input at the Local Tables. The Equity Council will ensure that the voting slate is balanced, and that voices from priority communities are represented on that decision making body and on the Sector Tables.

HRTC Work Plan

June-August 2023: Seating the HRTC and input to Regional Summary Part 1

Local Tables confirm the voting member slate, ensuring regional balance and representation from all partner categories. Sector Table nominations are confirmed, Equity Council audits body for fair and balanced representation. New partners are onboarded, training delivered, stipends and contracts are processed, Partnership Agreement Letters signed. The HRTC (all the bodies named above) review data and analysis conducted for Regional Summary Part 1, offer input particularly to Partner Mapping and SWOT. Regional Summary Part 1 furnished to the State on August 31, 2023.

September 2023- May 2024: Developing Strategies, Identifying Projects, Crafting the Regional Roadmap

Co-Facilitators identified and contracted for Sector, Local, and Tribal planning tables. Local Tables convened in person by NCO, surface local level priorities, proposed projects, initiatives, and strategies. These are elevated to the relevant Sector Table. With these inputs, as well as data and analysis from the Regional Plan Part 1, Sector Tables craft strategies for the Regional Roadmap and elevate projects of regional benefit. All deliberative bodies put forward criteria for evaluating High Road compatible initiatives and create processes and rubrics to evaluate proposals.

June 2024: Roadmap finalized

With inputs from Local Tables, Sector Tables collectively furnish slate of proposed projects and strategies to the voting members. Three to five projects identified for funding. Regional Roadmap delivered to the State.

June- August 2024: Revisiting Governance, organizing for long-term sustainability

All bodies engage in appreciative inquiry of HRTC process and organization, identify governance issues for redress, formalize charter and voting rules, process for seating members, performance on equity and inclusion on decision making bodies, and fairness of outcomes to date.