

Redwood Region RISE: Governance Model

1. Introduction

[Redwood Region RISE](#) (Resilient Inclusive Sustainable Economy) is one of 13 [California Jobs First](#) regions created by the State of California to institutionalize a "region's up" approach to economic development planning. As part of California Jobs First, a statewide initiative focused on investing in key industries to drive sustainable economic growth, innovation, and access to good-paying jobs, Redwood Region RISE is committed to stewarding an inclusive, community-centered, and climate-forward economic future that prioritizes quality jobs for residents across Tribal Lands and the counties of Del Norte, Humboldt, Lake, and Mendocino.

To implement this approach, the State of California stipulated that within each region, Jobs First programming would be coordinated by a balanced Collaborative¹ comprised of the following partners:

- Business/Business Organizations
- Community-Based Organizations
- Disinvested Communities
- Economic Development Agencies
- Education/Training Centers
- Environmental Justice Organizations
- Federally and non-federally recognized Tribes
- Government
- Labor
- Philanthropy
- Workforce Development partners

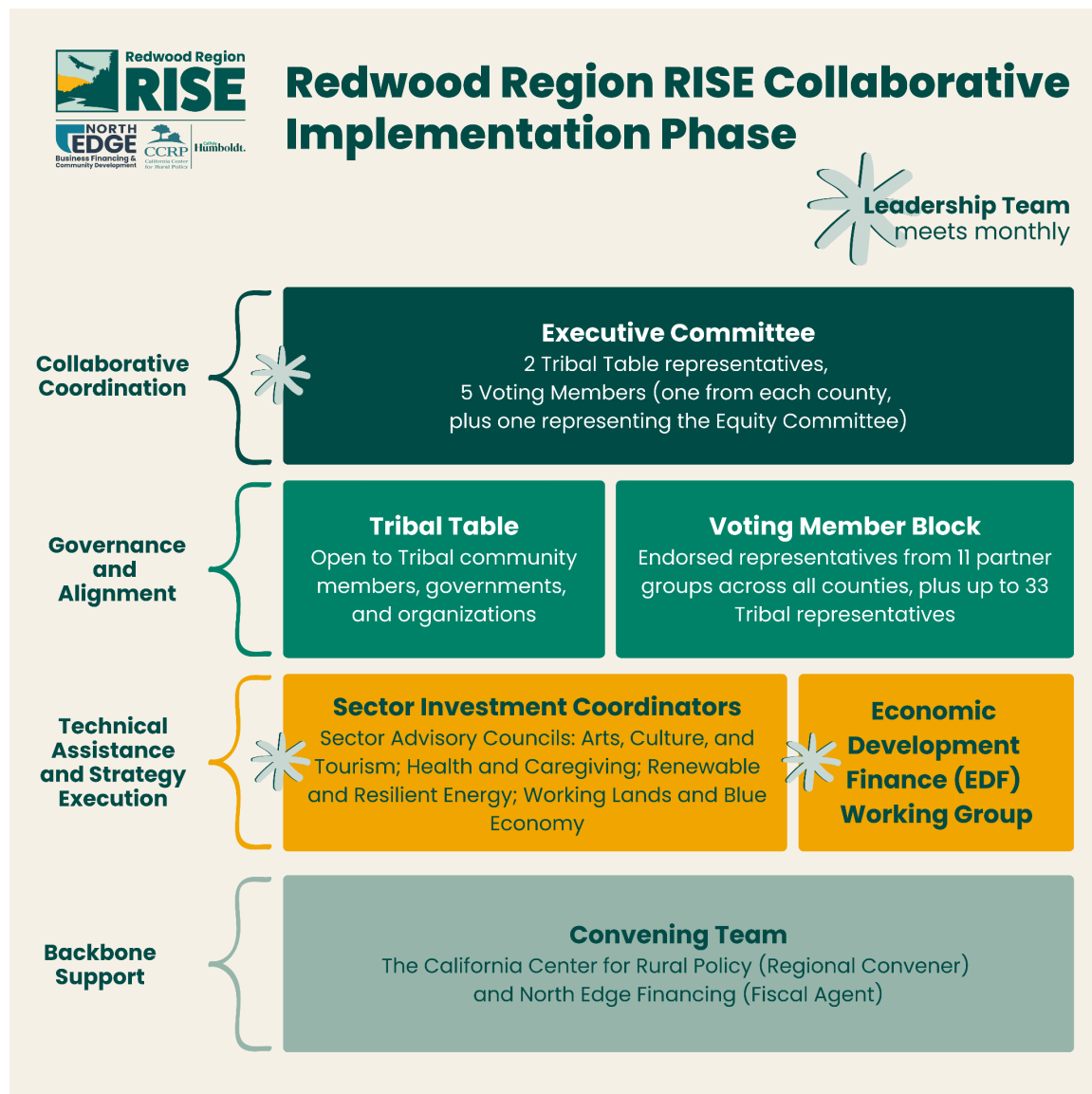
¹ **Convening Team (Administrative and Facilitative Backbone of the Collaborative)**

The Convening Team supports the coordination and operations of Redwood Region RISE and includes:

- *Fiscal Agent* – North Edge Financing (formerly Arcata Economic Development Corporation): Project coordination, fiscal oversight, and reporting.
Contact: pam@northedgefinancing.org
- *Regional Convener* – California Center for Rural Policy (CCRP) at Cal Poly Humboldt: Project leadership; Collaborative facilitation, research, analysis, technical assistance with Regional Roadmap preparation and implementation, and communications.
Contact: ccrp@humboldt.edu

Redwood Region RISE’s [Theory of Change](#) emphasizes that lasting, inclusive economic development requires more than funding—it relies on deep collaboration, community leadership, and strategic alignment. Rooted in three pillars—Inclusive Economic Governance, a Sustainable and Resilient Economy, and Community-Driven Implementation—it ensures that historically disinvested communities have shared power, help guide investments, and lead implementation across key regional sectors. This governance document explains how these partners work together to govern the region’s California Jobs First Collaborative–Redwood Region RISE.

2. RRRISE Collaborative Governance



2.1 Governance Bodies Roles and Responsibilities

The Redwood Region RISE Collaborative is a regional economic development initiative that brings together 150+ organizations through structured governance bodies to advance inclusive, sustainable economic growth across Del Norte, Humboldt, Lake, and Mendocino counties. The governance structure includes a Voting Member Block as the primary decision-making body, an Executive Committee for strategic coordination, a Tribal Table representing 33 federally and non-federally recognized Tribal communities as well as Tribal organizations, and various entities focused on sector-specific implementation.

Governance and Decision-Making Principles ([read full definitions here](#)):

- Equitable Inclusion of Priority Partners
- Respect for Diverse Perspectives
- Cooperation and Collaboration
- Transparency and Accountability
- Adherence to Collaborative Decision Model

2.2 Redwood Region RISE Collaborative

The Collaborative is the overarching name for all Redwood Region RISE's bodies together, comprising broad participation across diverse sectors, backgrounds, and geographies. It serves as the regional convening body where members recommend representatives to governance bodies, committees, and working groups, advance the implementation of regional strategies, and help identify and uplift RRRISE-aligned economic development initiatives.

- **Purpose:**
Regional convening body bringing together 150+ organizations.
- **Responsibilities:**
 - Recommend representatives to governance bodies.
 - Provide input on regional strategies, and help identify and uplift RRRISE-aligned economic development initiatives.
 - [See RRRISE Calendar for updates on the Collaborative's activities](#)

All Collaborative Members are required to sign [Partnership Agreement Letters](#). "Per Diems" (stipends) remain available for participation in governance meetings.

2.3 Voting Member Block

The Voting Member Block serves as Redwood Region RISE's primary governing body, representing all 11 required partnership groups representing all four counties, with all 33 federally and non-federally recognized Tribes eligible to hold one seat each. This body of up to 77 community leaders oversees all other governing bodies, committees, and working groups, with authority to approve membership, remove members, and alter or reconstitute these bodies as needed. All RRRISE bodies, committees, and working groups use Voting Block bylaws for decision-making, with amendments subject to Voting Block approval.

- **Purpose:**
Ensure strategic alignment to advance a shared vision for an inclusive, sustainable economy. Voting Members steward the Collaborative's efforts and uphold Redwood Region RISE [guiding principles](#), ensuring projects and investments align with the [Regional Roadmap](#). The Voting Members' Equity Committee consists of eight core Voting Members—two representatives from each county—who serve as a continuous advisory body. Their role is to guide both Voting Members and the broader Collaborative on integrating equity principles into economic development initiatives and RRRISE-aligned projects.
- **Composition:**
Up to 77 community leaders serve as Voting Members, representing 11 State-designated partner categories, including Priority Communities across four counties and Tribal Lands, and up to 33 Tribal representatives.
- **Key Responsibilities:**
 - Oversight and decision-making on use of Collaborative resources and the work of the Convening team
 - Approve bylaw amendments and governance of Collaborative bodies
 - Establish committees and working groups to advance Collaborative work
- **Decision-Making Procedures:**
 - Decisions follow Rosenberg's Rules of Order
 - A quorum is defined as a simple majority of Voting Members, and decisions are made by majority vote of Members present
 - Members must recuse themselves in the case of conflicts of interest
- **Voting Member Block Facilitator:**
Regional Convener, the California Center for Rural Policy, ccrp@humboldt.edu

2.4 Executive Committee

The Executive Committee is the steering body of Redwood Region RISE, guiding strategic alignment and coordination across all governance bodies during the Implementation Phase. The Executive Committee integrates Monitoring, Evaluation, and Learning (MEL) data to guide implementation and assess progress. It also leads long-term sustainability planning for RRRISE beyond September 2026, when the current grant funding ends.

- **Purpose:**
Ensure alignment and steward communication and coordination among governance bodies, drive the work of the Collaborative through agenda setting.
- **Composition:**
 - Seven (7) members:
 - Five (5) Voting Members (one per county: Del Norte, Humboldt, Lake, and Mendocino, and one representing the Equity Committee)
 - Two (2) representatives from the Tribal Table (one from the northern part of the region and one from the southern part)
- **Structure & Terms:**
 - Members serve one-year terms, renewable for one additional year
 - Chair(s) role rotates quarterly
 - The Executive Committee chair(s) also chairs the Voting Member Block that quarter
- **Meeting Cadence:**
Meets monthly with the full Leadership Team (Executive Committee, Sector Investment Coordinators, the Economic Development Finance Working Group, and key contractors) on the last Thursday of the month.
- **Executive Committee Facilitator:**
Regional Convener, the California Center for Rural Policy, ccrp@humboldt.edu

2.5 Tribal Table

The Redwood Region RISE Tribal Table invites participation from all 33+ Tribal communities in the region—including federally and non-federally recognized Tribes, Tribal governments, Tribal consortia, Tribally led non-profits, and Indigenous community members and leaders. It is a forum for knowledge-sharing, surfacing priorities, providing input and guidance to the Collaborative, and advancing initiatives benefitting economic development for Tribal and Indigenous communities in the region.

This Table ensures that Indigenous leadership, priorities, and knowledge are central to our region's economic development work.

- **Purpose:**
Guide the Collaborative on Tribal priorities, share knowledge, and connect Tribes across the region. Tribal priorities inform decisions by the Voting Member Block.
- **Composition:**
Unlimited membership from groups named above.
- **Key Responsibilities**
 - Advise the Collaborative
 - Hold two seats on the Executive Committee
 - Surface Tribal economic priorities and strategies
 - Strengthen cross-Tribal collaboration
 - Connect Tribes to funding, technical assistance, and partnerships
- **Meeting Details**
 - When: First Friday of each month
 - Time: 10:00–11:15 a.m.
 - Where: Zoom (occasional in-person gatherings)
 - Per Diem: \$100/meeting for qualifying participants with signed Partnership Agreement Letters
- **Tribal Table Facilitator:**
Lorna McLeod, Tribal Consultant with The Northern California Indian Development Council (NCIDC): makepeacewithyourmoney@gmail.com

2.6 Sector Investment Coordinators and Advisory Councils

While not a formal RRRISE Governing Body, the Sector Investment Coordinators and their Sector Advisory Councils are a vital part of Redwood Region RISE's implementation efforts.

- **Composition:**
The following five specialists are leading efforts to operationalize and implement our Regional Roadmap, turning strategy into action across our region's four key economic sectors:
 - Arts, Culture, and Tourism – Calder Johnson (North Coast Repertory Theatre)
 - Health and Caregiving – Jessica Osborne-Stafsnes, Tina Schaible, and Taffy Stockton (North Coast Health Improvement and Information Network)

Redwood Region RISE Governance Model

- Renewable and Resilient Energy – Matthew Marshall (Blue Lake Rancheria)
- Working Lands and Blue Economy – Mary Anne Petrillo (West Business Development Center)
- Capacity Support and Workforce Coordinator – Team at Capitol Impact

- **Key Responsibilities**
 - Operationalize and implement [Sector Activation Plans](#)
 - Provide technical support to RRRISE Catalyst projects
 - Help secure outside funding (all levels and fields)
 - Build capacity, strategic support, and TA for all RRRISE-aligned projects
 - Implement strategies that prioritize investments benefitting priority communities
 - Convene Sector Advisory Councils to guide the implementation of sector-specific priorities and collaboration
 - Gather and implement input from RRRISE's governance bodies, committees, and working groups

- **Structure**
 - Coordinators operationalize and implement Activation Plans as “living documents” (Plans submitted to the State Interagency Team in July 2025)
 - Plans outline actionable steps to advance sector strategies with focus on economic development (quality jobs), equity, and climate resilience
 - Coordinators work closely with the Collaborative, specifically the Economic Development Finance Working Group
 - They engage with the broader community including Tribal communities and entities, small businesses, environmental groups, and workforce organizations
 - They operate within RRRISE's governance model, working to include feedback, outreach recommendations, and implementation support from the Tribal Table and the Voting Member Blocks' Equity Committee

Sector Advisory Councils

- **Purpose:**
Sector Advisory Councils are convened by the Sector Investment Coordinators to provide technical guidance, expertise, and implementation feedback on priority sectors.
- **Composition:**
Sector-specific leaders and interest holders.
- **Responsibilities:**
 - Advise Sector Investment Coordinators
 - Review, provide recommendations for, and help operationalize and implement Activation Plans
 - Ensure projects align with sector goals and equity criteria
- **Meeting details:**
 - Per Diem: \$100/meeting for qualifying participants with signed Partnership Agreement Letters
- **Sector Investment Coordination:**
Reach out to CCRP's Sector Investment Coordinator Lead, Leigh Pierre-Oetker at lao3@humboldt.edu if you have any questions about or for RRRISE's Sector Investment efforts.

2.7 Economic Development Finance Working Group

Not a formal RRRISE Governing Body, the [Economic Development Finance \(EDF\) Working Group](#) is a continuous technical assistance support team within Redwood Region RISE, led by Regional Government Services (RGS). This group is focused on enhancing financial capacity across the region and plays a key role in turning strategy into action.

Working in close partnership with our Sector Investment Coordinators, the EDF Working Group helps Collaborative members, community organizations, federally and non-federally recognized Tribes and Tribal entities, and small businesses access and leverage a broad range of funding tools. Together, they work to strengthen RRRISE-aligned projects' financial viability in key sectors.

- **Purpose:**
 - Strengthen regional understanding and use of economic development financing tools
 - Build local and regional capacity to identify, secure, and manage state, federal, philanthropic, and private capital

- Support refinement and implementation of Activation Plans and regional investment strategies through tailored financial guidance
- **EDF Working Group Facilitator:** Regional Government Services (RGS),
ascott@rgs.ca.gov

2.8 Committees and Working Groups

Committees and issue-specific (ad hoc) Working Groups are formed as needed to address (emerging) topics and (time-bound) priorities. All proposed Committees and Working Groups must be approved by the Voting Member Block before beginning their work.

- **Purpose:**
Tackle specific issues and provide focused recommendations to support Collaborative decision-making.
- **Meeting Schedule:** Committees are smaller entities, intended to operate as permanent issue-focused subgroups of full Governing Bodies, while Working Groups are generally temporary and recommended to meet no more than three times:
 - *Introductory Session* – Orientation to the issue and scope
 - *Working Session* – Deep dive to analyze, discuss, and develop solutions
 - *Final Session* – Present recommendations to the appropriate Governing Body (typically the Voting Member Block or Executive Committee)
- **Participation**
Open to Collaborative Members and invited community partners as decided following the Voting Members' vote which creates the group (as per the bylaws).
- **Reporting**
All findings and recommendations are brought to the Voting Block, Executive Committee, or other designated Governing Body for consideration and action.

3. Commitment to Transparency

Transparency Measures:

- Share Quarterly Collaborative Meeting invite and agenda at least one month prior, and send the final reminder one week prior to the meeting (website, newsletter).
 - For all other RRRISE meetings, invites and agendas are shared at least one week prior.

Redwood Region RISE Governance Model

- Distribute Quarterly Collaborative Meeting meeting recordings and recaps no more than one week after the meeting (website and newsletter).
 - For all other RRRISE meetings, recording and recaps are shared as deemed necessary by the Facilitator/Convener.
- Disclose funding allocations and budget developments through quarterly meetings, communication channels.
- Monthly newsletter includes governance updates and other key developments as they occur.
- Regular briefings with key interest holders such as policymakers, potential investors, community organizations, etc.
- Semi-Annual and Annual Redwood Region RISE progress reports are shared on website and through newsletter.
- Annual white paper to policymakers and funders/investors.
- Voting Member meetings are open to the public as observer sessions unless a Special Session is called, with public attendees able to participate during designated public comment periods.