

Applicant Name: Inland Empire Community Foundation
Project Name: Inland Empire CERF Application

Section I: Project Planning
I.1. Concept Proposal

As a key economic engine for the State of California, the Inland Empire region is poised for an economic revolution centered on shared goals of Equity, Innovation and Sustainability. Throughout the region, organizations and communities are coming together, like never before, to design a more inclusive economy where the benefits of expansion are shared by all. Operating as a cross-sector regional network, the Inland Empire High Roads Transition Collaborative (HRTC) will allow CERF funding to make this dream a reality by maximizing the opportunities embedded in the following:

- Unite the Inland Empire around economic sectors identified by diverse regional actors, rooted in our assets;
- Invest in subregional and place-specific engagement and planning, tied to larger regional goals;
- Center racial and gender equity by positioning community-based partners in a power sharing role with institutional leaders;
- In collaboration with all key stakeholders, develop a regional economic recovery and transition plan, which will include stakeholder mapping, a regional summary, a labor market analysis, an industry cluster analysis, sub-regional and two-county SWOT analyses, as well as a holistic economic development and transition roadmap with associated strategies;
- Refresh pre-COVID labor market and job creation data and ground-truth that information through equity-centered focus groups and community feedback;
- Convene partners to develop plans and strategies to grow clusters for promising tradable sectors that are environmentally, socially, and economically sustainable;
- Strengthen workforce activities across the region, including those led by CBOs;
- Fund activities to further economic work and the capacity to act;
- Incorporate equitable development strategies by identifying community development and community access strategies as central parts of the process;
- Utilize current IE High Road Training Partnerships as a model and scaffolding for creating additional inclusive economic ecosystems; and
- Co-design learning events and elevate ideas and models for inclusive economic development to foster understanding and language among diverse partners.

The Inland Empire Community Foundation (the Community Foundation) will act as the Fiscal Agent, while the Inland Empire Labor Institute (IELI) and the Inland Economic Growth & Opportunity (IEGO) will act as the Regional Co-conveners. Combined, the Inland Empire HRTC brings together over 100 organizations constituting the largest collaborative focused on inclusive economic development, equity and sustainability in the

region's history. The Co-covenanters will coordinate and support subregional Conveners, Equity Councils and Committees to ensure engagement across the IE.

Inland Empire Labor Institute (IELI)

As Regional Co-Convener, IELI will effectively center equity and community well-being in the planning for this coalition. IELI works with employers and other economic, social, and environmental organizations to prioritize the needs of workers to uplift communities and families. Successful multi-sector collaborations include the region's innovative High Road Training Partnership (H RTP) on sustainable logistics, and a partnership with Riverside Community College District, public officials, and unions to create a \$33 million state-funded labor training and organizing center to promote regional civic engagement and social mobility.

Founded in 2020, the IELI is a nonprofit entity of the Inland Empire Labor Council (IELC). The IELC, affiliated with the AFL-CIO, is a regional labor council that represents and unites 290,000 union members that belong to 93 union locals, and which represent workers in a broad range of industries and occupations. Organizationally, the IELI is run by Executive Director Michael Chavez, and Board Chair Ricardo Cisneros.

The IELI and the partners joining from the IEHRC table have extensive, documented experience in not only creating ecosystems that produce "good jobs" for the region but in reaching the very same vulnerable populations identified in key stakeholder requirements in the CERF SFP. These long standing connections and relationships have given several of the partners joining this new formation the capacity to effectively implement one of the region's most successful participatory research projects, High Road Training Partnerships and other key initiatives to gather qualitative feedback from community residents on key economic issues. These core strengths will be critical in ushering in the systems change that is required to achieve identified CERF objectives.

Inland Economic Growth & Opportunity (IEGO)

Many people and groups are on a journey in the Inland Empire (IE) to figure out a way to "do economic development differently." Inland Economic Growth and Opportunity (IEGO) was California's first regional, sector-based economic planning effort established to address disparities in job quality, job access, and exportable industry growth. First focusing on where quality jobs might be for workers without a two-year degree, IEGO has learned many lessons since the first planning document was completed in 2019. An inclusive, regional economic development strategy has to weave together interests that are often at odds. IEGO and the Community Foundation have been standing at the center of these tensions now for several years, a position that is essential to holding the space for collaboration, stewardship, and systems change.

IEGO began in 2017, when community leaders asked the Brookings Institution to help the region understand its economic future. Important to participants was strengthening and expanding collaboration between Riverside and San Bernardino counties and

understanding how to diversify the economy from logistics and grow jobs for those without a four-year degree, the majority of the IE workforce. The process identified globally competitive, tradable sectors in opportunity industries, to grow quality jobs: existing sectors of advanced manufacturing, logistics and goods movement; and emerging or potential sectors of green technology and renewable energy, and cybersecurity/IT. Brookings provided a clear analysis of the racial and gender inequities within the workforce. By focusing on those with less than a two-year degree, and the good jobs we could create for them, IEGO sought to close a gaping equity gap.

In 2020, IEGO network members adopted values which can be found at www.iegocollab.com. IEGO adopted a vision statement: We envision an Inland Empire economy that provides family-sustaining jobs with upward opportunities, enables a high quality of life, and supports shared prosperity for all residents and businesses. Over the last several years, IEGO has begun a CBO & Workforce strategy effort with eight local workforce CBOs; completed two cybersecurity apprenticeship protocols and designed a Cyber workflow process to engage businesses; hosted convenings and a retreat about building a more sustainable logistics sector through workforce alignment and innovation, especially ways to grow technology and carbon-reducing businesses in the IE. IEGO has been hosted by the Community Foundation since 2019.

Inland Empire Community Foundation

Founded in 1941, the Inland Empire Community Foundation is the oldest and largest community foundation serving the Inland region. We have deep roots here, and are committed to working with all who care passionately about improving our community. We come to the table with in-depth understanding of the IE and our nonprofit sector, extensive experience with our donors that can make a meaningful difference – now and in the future.

The Foundation operates in the largest geographic territory of any community foundation in the nation and is led by a diverse and representative Board of Directors. The Community Foundation has five pillar areas which align with the CERF process and IEGO's efforts: Health, Housing, Climate and Environment, Educational Equity, and Inclusive Economic Development.

Inland Empire Trends: The IE CERF Proposal is centered on disrupting historic power dynamics where decisions have been made without meaningful community voice and reestablishing ownership for disinvested and BIPOC communities. Using the California EPA's Health Hazard Assessment (OEHHA) for disadvantaged Census tracts, we know that there are over 1 million people living in these communities. More residents who are disadvantaged don't appear in non-disadvantaged tracts, when we look at overall median incomes below the state's 80% of median. The IE is consistently at or near the bottom of the list in terms of health impacts and environmental outcomes especially when compared to other counties of similar size and scale in California. The IE's economic and job trends created a perfect storm during the Covid-19 pandemic when many workers on the bottom of the income bracket lost their jobs. Contrary to the state as a whole, employment levels for low-income workers is nowhere near pre-pandemic levels. Comparing the week of April 22nd, 2022 compared to January 2020, while middle wage (\$29k-\$73k) workers at

this point saw half-a-percentage point growth, high wage (>\$73k) workers saw a drop of about 1%, low wage (<\$29k) workers saw a drop of 50%. The Inland Empire is California's fastest growing region, and is the 5th fastest growing metropolitan region in the United States. It is a region of 4.6 million people, 1 million are immigrants, over half of whom are Latino, and two-thirds are Black, Indigenous, and People of Color (BIPOC). The IE is expected to grow to 7 million in less than 30 years. Once covered in citrus orchards, its relatively inexpensive land has driven its growth without fairly distributing the benefits and drawbacks of that growth. All of the data about the IE highlights the clear need for a focus on disinvested communities and workers, and an economic strategy that internalizes shocks including climatic, global market, and industrial change. At a high level, the following are a set of IEGO's ongoing priorities based on the data and the experience of its partners.

Prioritize Equity: Success for residents and communities in the IE hinges on slowing or halting the widening income inequality, in which we saw the largest growth of any region in California between 2007 and 2014. The CERF planning process will allow the region to strategize around closing equity gaps specifically between groups and intersections within the regional labor market disproportionately affecting immigrants, women, and people of color. The IE's existing job market perpetuates long standing racial and gender inequities such that women in 2019 were making 68 cents for every dollar earned by men with numbers as low as 36 cents for Native women and 42 cents for Latina women. Where identities intersect, gaps are exacerbated, even when accounting for educational attainment. For example, non-Black or Hispanic men with a high school diploma have 'good or promising jobs' at rates 15% higher than Black men with the same education level. Intersectional identities exacerbate inequality; Black women with an associate degree still have 2% lower rates of attainment than non-Black or Hispanic men with a high school diploma. At the same education level as an associate's degree, the 'good or promising job' gap between White men and Black women grows to 31% in the Inland Empire, twice as large as the same educational level for Black men and non-Black or Hispanic men. A CERF plan has to internalize and address racial and gender equity to meaningfully advance economic mobility and wealth creation.

Create Better Jobs: Access to good and promising jobs is key for disinvested communities to move out of poverty. Generating better jobs by focusing on promising tradable sectors and, where data indicates, building up clusters in the IE, makes access possible, though not guaranteed. While there is limited data on where high school graduates go post-graduation, there are indications that the region is graduating a workforce that does not stay, while also failing to attract talent from outside. Part of this challenge is due to the lack of high-wage, high-skilled opportunities whose share of the economy is shrinking. Between 2006 and 2016, jobs in below-average annual earnings account for three-quarters of all job growth. This leads to Riverside and San Bernardino counties having the lowest pay among the 50 largest counties in the nation, and reinforces the low college attainment rate. Although jobs that do not require a bachelor's degree have remained high and growing, there has been a decline in postings for workers with a college degree.

Diversify the Economy: While there are good jobs in existing IE sectors, and upward wage pressure and Labor organizing have helped drive that, there are other sectors to grow that can add High Road jobs. Most of the IE's work in economic and community development is focused on new and emerging sectors, understanding that these sectors are essential to transforming legacy, fossil fuel heavy sectors like logistics and goods movement. The IE HRTC will focus on diverse, sustainable emerging industries. Through the CERF application planning process, groups expressed a desire to focus on the ***Five Pillars of the New Green Economy: Energy & Green Technology, Arts & Media, IT & Cybersecurity, Advanced Manufacturing***, and strategies to grow a more ***Sustainable Logistics*** cluster through technology, robotics, artificial intelligence, big data, and air emissions technologies like sensor and mobility technology.

Support Workers with World Class, Aligned Training: The IE has an incredible array of training and education assets. Aligning those efforts, and helping training programs align with the jobs of the future, has to be part of this equation. Both IEGO and IECF have helped convene and participate in or co-led regional collaborative efforts such as the IE Dual Enrollment table, Guided Pathways and the K-16 Collaborative. Strategic alignment with the K-16 collaborative grant effort and a CERF grant effort is a priority to effectively curate the future of the region that provides the avenues towards prosperity.

Build a Healthier Environment: The environment is the largest context in which we all live and work. All human systems are dependent on the resources within our bioregion. Degradation of natural resources - air, water, soil, biodiversity - will provide the ultimate threats to economic resilience. Human health is deeply impacted by the current economic mix in the IE; the CalEnviroScreen score puts the region in the bottom 20% of California. According to the Healthy Places Index, San Bernardino County is in the bottom 5% of clean environmental conditions which includes ozone impacts, drinking water contaminants, diesel and other pollutants. Riverside is in the bottom 20%. Combined, the region is in the bottom 10% of healthy neighborhood conditions, bottom 30% of California's healthy housing conditions and around the same for healthcare access.

Impending environmental disaster also looms large on the long-term health of the Inland Empire's residents due to the continuing degradation of the Salton Sea as climate change drastically impacts water supply in the west. At the same time, economic opportunity exists with the discovery of lithium in the Salton Sea and the potential for building an extraction industry in the region, perhaps a manufacturing presence as well. Community-centered strategies, power and ownership will be essential to managing an extractive process and environmental problem simultaneously. This CERF journey will elevate these issues and support local communities to seek sustainable (social, economic and environmental) pathways for a transitioning economy.

Build New Opportunities from Legacy Industries: CERF offers the chance to expand the region's existing work identifying the jobs that could emerge by improving the logistics sector through air emissions, electric vehicles, technology and robotics, and more. The IE should capture as great a share as possible of the businesses needed to make this transformation as a strategy to grow a more sustainable economy. The CERF planning

process will help identify the High Road businesses that are required to build a cluster around this transition. The Covid-19 pandemic spurred exponential growth in e-commerce as supply chains struggled to meet consumer demand for a variety of goods distributed from the Inland Empire to the nation. In 2020, the top 500 retailers nationally increased online sales by over 45% from 2019; the region is home to over 20% of the largest logistics leases nationally, making it possible to transport 40% of the nation's consumer goods. Transportation and warehousing surged 24% during the pandemic. Between February 2020 and October 2021 when most industries nationally were hemorrhaging jobs, warehousing jobs grew in the region by 28% more than doubling the national growth rate of 13%. While wages increased some during the boom, workers were largely left out of the benefits from this growth, and communities continue to absorb increasing negative impacts. The warehousing sector is expanding east and north in terms of warehouse development with new and planned development in the High Desert and Coachella Valley, putting the sector out of the bounds of the regulatory South Coast Air Quality Management District. These actions extend the environmental, social, and economic impacts into deeply disinvested communities, particularly immigrant and communities of color where 81% of current warehouses are located.

Coordinate Existing Regional, Subregional, and Interregional Efforts

Interregional Processes: The IE is increasingly relevant to other counties in Southern California, and has numerous connection points with them. Its role as California's Inland Port ensures an interdependence with the movement of goods from the Ports of LA and Long Beach into the IE, and issues like air quality and water access do not stop at borders. Connections between the Advanced Manufacturing, Energy and Green Tech, and Arts and Media sectors have spillovers into the IE through commuters and company locations. Its bioregional relationship to the watersheds and mountain ranges create subregional connections - San Diego and Southwest Riverside; eastern LA and Western San Bernardino, East Coachella Valley and Eastern Imperial County around the Salton Sea. More can be done to foster these connections and position the IE within regional conversations to capture resources and opportunities. Recent conversations with LA Economic Development Corporation (LAEDC) about their Build Back Better application need to be sustained as part of CERF planning. The Community Foundation is a member of CA Forward and its CEO is a Vice Chair on the CA Stewardship Network (as of 2022). The CSN network, and GoBiz staff, fostered a connection to LAEDC. Other LA, Orange County, and San Diego workforce and Economic Development Organizations participate at the CSN table.

The IE HRTC has engaged SCAG as a partner pre-CERF and during the CERF application process, discussing funding, research, and data opportunities, as well as working on equity initiatives and outreach efforts around environmental justice. As a Priority Region of the Irvine Foundation, IELI and IEGO as Irvine grantees have worked to build on collaborative work in the region and state. The IELI is also a central part of the Inland Empire Labor movement coordinating activities across the region. As a member of the League of CA Community Foundations, the Community Foundation connects to other community foundations leading inclusive economy and educational equity strategies across California. Other partners like UCR and Cal State San Bernardino have cross-

regional partnerships with higher education, clean technology, and capital partners which should be engaged for the IE CERF plan. Through the process, IE HRTC partners will need to discuss areas of partnership with other parts of California as part of stakeholder mapping and strategy development. Providing funds for participants to attend more cross-regional education and learning events can also help the IE learn other models and deepen partnerships. Funding will be required to sustain the connections where critical partnerships can position and grow the IE's opportunity industries and respond to inter-regional issues like water and air quality.

Regional and Subregional Processes: Many innovative coalitions, plans, and projects exist across the Inland Empire. Below is a sampling of activities that the IE HRTC will be able to weave into the CERF planning process. The IE HRTC will ensure that disinvested communities are aware of and engaged in them. Importantly, every effort listed below has multiple partners who are also involved in the CERF process, expressing a dense network of partnerships and activities for better jobs, economic diversification, equity, and sustainability.

- ***Our Salton Sea initiative:*** launched in 2021 to provide a more inclusive vision for remediation of the Salton Sea, which presents an opportunity to provide a healthy and economically resilient future for the tens of thousands of people who live within the immediate area.
- ***OASIS*** is a public-private partnership led by UC Riverside to drive regional economic development through applied research, innovation, entrepreneurship, and workforce development around sustainability, clean technology, and social inclusion. OASIS focuses on key sustainability-related sectors including intelligent transportation and logistics, agriculture technology, clean energy generation and storage, resource management (air, water and soil quality) and health disparities. The ***OASIS Lithium Valley Initiative*** is focused on supporting the qualification of lithium and other valuable minerals out of the Salton Sea while building capacity for the training of a potential regional battery manufacturing workforce. With support from a \$62 million state allocation to UCR, OASIS is pursuing construction of a clean tech and innovation park in close proximity to the new ***California Air Resources Board*** facility in Riverside.
- Several IE institutions house ***High Road Training Partnerships:*** IE Labor Institute around logistics, San Bernardino Valley College, water districts, and new efforts around mobility and infrastructure with Youth Action Project and partners. HRTPs are essential to a successful CERF planning process and are key to centering High Road jobs from a worker and Labor perspective.
- As written in the ***Riverside County Comprehensive Economic Development Strategy*** (CEDS), the IE lacks enough technical training centers to respond to worker and employer demand. ***Riverside Community College District*** is seeking resources for the establishment of the ***Inland Empire Technical Trade Center (IETTC)***. IETTC is a response to the urgent need for good jobs for the region's residents, diversification of the regional economy, and for a locally available educated and skilled workforce for the region's current and future employers. IETTC seeks to enroll students who do not have postsecondary education sufficient to earn a living wage and who represent traditionally marginalized and

underserved populations across the IE. IETTC will provide access to training utilizing an “earning while learning” approach combining relevant work-based learning experiences with industry-standard technical training.

- The **Desert Mineral Consortium** (DMC) is emerging to help the nation's top rare earth mineral manufacturers, local military bases, logistics providers, educational institutions and local government coordinate. The consortium is meant to accelerate innovation in the production and processing of rare earth materials (Lithium, Boron, Aluminum) needed for national defense and innovative technology. Located in a disinvested community in north San Bernardino County around Barstow, there is ample opportunity to leverage unique regional characteristics for economic gain as one of the largest deposits of rare minerals in the northern hemisphere.
- The **Cal State San Bernardino Cybersecurity Center** is a nationally recognized and federally funded program, helping advance Cyber education across numerous colleges and universities. While the IE does not currently have a significant number of cybersecurity businesses, many of the graduates from the CSUSB program and community colleges go on to jobs in Silicon Valley and D.C.
- **Youth Action Project** is partnered with Introducing Youth to American Infrastructure (IYAI), led by Dr. Beverly Scott who is nationally recognized for her equity-centered work and was recently appointed by the U.S. Global Change Research Program to serve as an author for the Fifth National Climate Assessment (NCA5), a major Congressionally-mandated quadrennial report on how climate affects people and places in the United States. The **Gateway to Opportunity Partnership** led by YAP and IYAI has recently been invited to apply for \$1.5 million in H RTP funding to expose youth and people of color to training, and jobs in clean energy, transportation, cybersecurity, climate and water.
- The **City of San Bernardino** has engaged the Aspen Institute and Bruce Katz, from Drexel University to build a strategy for **Latino entrepreneurs**, an **Investment Plan** focused on downtown San Bernardino, and key activities for strengthening neighborhoods and expanding local ownership of homes and businesses.
- **IE Black Worker Center (IEBWC)** and SoCal Black Worker Centers provide training, advocacy, and organizing opportunities for Black workers. IEBWC’s role in the HRTC will be assisting in researching community needs, creating reference documents for policy making, participating in peer-to-peer workshops, and developing an IE regional climate action plan. The IEBWC has had success in outreach for pre-apprenticeship, organizing, and advocacy programming. IEBWC also recently completed a Water Industry pre-apprenticeship program for workers from historically underrepresented and disadvantaged communities including: workers from Black communities, residents re-entering the workforce after incarceration/justice system involvement, and workers in communities where there is a disproportionate burden of income inequality and environmental inequality.
- The **K-16 Collaborative** provides an opportunity for the IE to align CERF efforts with the pathways work being conducted in the region, putting resources into additional research and assessing how educational pathways feed into the economy.

- ***The Regional Climate Collaborative***, developed out of a grant opportunity from California's Strategic Growth Council, is composed of a range of local community, government, higher education, and labor organizations that have an interest in all aspects of community-based sustainability, with a focus on climate.
- ***The San Bernardino and RIVCO Workforce Development Plan 2021 - 2024:*** The counties of San Bernardino and Riverside collaborated on a 4-year process to develop a regional workforce development plan toward equitable, accessible, and inclusive sector-based career pathways.
- ***Growing Inland Achievement:*** a regional intermediary organization aimed at increasing postsecondary credential attainment, adding more qualified people to the workforce, and contributing to a thriving economy.
- ***The Inland Empire Economic Partnership:*** supports efforts in job creation, leadership infrastructure, and regional advocacy for Riverside and San Bernardino.
- ***MicroEnterprise Collaborative of Inland Southern California:*** consists of a diverse coalition of community leaders dedicated to improving small business development in Riverside and San Bernardino counties and eastern Los Angeles County.
- ***Cooperative Economic Empowerment Movement:*** an economic cooperative committed to closing the racial wealth gap through education, investments, and support for African American professionals and entrepreneurs.
- ***Uplift San Bernardino:*** a local effort to prepare the workforce of the future, ignite upward mobility and foster conditions for people to grow roots in San Bernardino.
- The ***Just San Bernardino People's Plan for an Inclusive Economy*** brought together eight grassroots power building and service organizations to identify strategies for the City of San Bernardino through participatory action research and engagement. Reaching over 2,000 residents, the People's Plan provides ideas to build the health, wealth, justice, and sustainability for residents and workers using the arts, education, advocacy, economic development, and more.

Preliminary Metrics for success for IE HRTC in line with CERF Planning Phase I priorities and objectives are:

- Successful, active, and meaningful participation in the CERF planning process by diverse communities, with an explicit focus on those who have been historically marginalized in similar processes; consideration of voting and decision-making power by various groups;
- Successful business engagement and participation that includes an understanding of the infrastructure (soft and hard) needed for resilience and sustainability, importance of sector diversification, link with education pathways and training opportunities, and clear paths to worker entry and advancement;
- Completed Phase II Plan: a clear road map for achieving more High Road jobs and industries including: shared definition of what the IE and its subregions means when speaking of High Road jobs and industries; agreed on set of metrics and a rubric for projects and investments that will increase high-road jobs, including an iterative process toward ongoing evaluation; and list of fundable projects and

activities consistent with High Road jobs, including proposed avenues for successful collaboration and implementation

- A lasting collaborative infrastructure for the Inland Empire including a robust communications network.

Long Term Operations and Maintenance of the IE HRTC: The Community Foundation, IELI, and IEGO are prepared to maintain the IE HRTC to support applications for implementation. Together the Fiscal Agent and Co-Conveners have been building partnerships with foundations, community based organizations, labor and business, and will work to ensure IE HRTC has what it needs to maintain long term operations and continue to leverage regional support and resources through the CERF process and beyond, if needed. IELI's work, supported by funding from CWDB and WIOA, is developing long-term community investment through its apprenticeship and training programs to train and upskill both new and incumbent workers to transition to environmentally sustainable, high road career pathways.

Equitable Geographical Representation in the IE: Given the over 27,000 square miles of the Inland Empire, the Phase 1 planning team, with input from the wider community during open CERF meetings, created a sub-regional strategy for resident inclusion and access to this process. This strategy creates Local Conveners in six subregions of the Inland Empire: Western San Bernardino; High Desert/Mountains; Southwest Riverside; Greater San Bernardino; Greater Riverside; Coachella Valley/Desert. Those involved in the application planning phase understand that these may change over time to accommodate people's real lived experience in subregions.

The Local Convener role will be designed with input from subregions and led by the CERF Governance Committee. The finalized scope will be broadly distributed and the selection process will include a required application. Applicants will be interviewed by a diverse cross-sector team of regional and subregional actors to collaboratively determine the most appropriate convener for the community in the context of CERF. Funds will be available to support the work of the Local Convener.

Local Conveners will be expected to expand authentic engagement and participation, have co-chairs that will participate on the IE HRTC, elevate local assets and projects, and work with local and regional stakeholders to identify research and data needs that will advance an economic transition plan for the region. Some of the constraints for reaching rural communities include distance and internet access, with funding allocated for travel and technology. For subregional tables, smaller, town-specific groups may need to convene and be supported.

I.2 Proposed Work Plan

This work plan builds on previous process and analysis completed by partners in the IE HRTC, with a much broader stakeholder engagement effort, and an expanded set of questions about what a just and sustainable economy could and should be. The entire planning process is iterative. At each stage, all of the IE HRTC will be engaged in establishing plans, developing scopes and research questions, and reflecting on existing

plans. Space will be made at all steps to bring forward new ideas and honest discussion, which will be documented and shared with the general public. Local Conveners, or subregional tables, are essential to the entire process. Ensuring they are inclusive and share power with disinvested communities will be done through training and capacity building for all co-chairs. Training and capacity building may include Diversity, Equity, and Inclusion; facilitation; communications; and mediation, among others. Meaningful conversations about current regional priorities, and new ideas from communities, will build the civic and social muscle to create the High Road Transition Plan.

Equity Councils will drive outreach and engagement to disinvested communities, in partnership with the IE HRTC Outreach and Engagement committee. Funds will be made available to accommodate seven councils which will also monitor the culture and practice of the IE HRTC, Committees, and Local Conveners.

Crafting Part 1 of the regional transition road map will require the Data and Alignment committee's leadership, with added participatory research to ground truth the data and discuss solutions. Most importantly, this initial phase will help the IE HRTC identify meaningful indicators for the CERF process. A dashboard will be created to make them visible to the entire region. This phase builds on a considerable number of reports and research already completed. Part 2 will build on the outreach and reflection processes created in Part 1 - with information flowing freely and being discussed openly. Working with Equity Councils to frame the data and create spaces to reflect safely, and in empowered ways, will be essential. This process will identify gaps and update earlier data, with community voice at the center. Part 2 will also provide a chance for the IE HRTC to test assumptions about sector potential by convening businesses and industry leaders with community partners, and to learn together what opportunities exist, and what they would take, for High Road jobs. To make this process legitimate, and to address historic power dynamics, a community based rubric will be created for projects, and projects will be reviewed by a diverse group of residents and institutions for submission to the final CERF plan.

Potential Challenges and Proposed Solutions to building out the IE HRTC

Historic disagreements: The region has not always acted as a collective whole, and the process of writing this CERF application was no exception. However, the two distinct tables in the region have agreed to work together under a unified vision, exemplified by this joint application and the joint MOU submitted to the State. Underscoring all of this is the acknowledgement that trust is key, the importance of unionized jobs, and that union jobs are quality jobs. The region has very distinct economic subregions. Uniting them under a single plan will be challenging. The region has varying capacity between sectors/participants/regions. There are Fundamental disagreements about growth and development. While you can find significant agreement by stakeholders on a vision for the Inland Empire, the ways we achieve that vision are not wholly agreed upon. Discussion and negotiation will be key to incorporating new and innovative ideas that are inclusive. Incorporating an environmental sustainability lens into economic development. The Inland Empire has limited capacity in environmental and climate issues, from policies

to nonprofits working on climate and environmental issues. We will work closely with the emerging IE Regional Climate Collaborative to incorporate climate resilient strategies into the CERF plan. Connecting community development with economic development will also be a challenge.

Section II: Community Engagement and Governance Structure

II.1. Outreach and Engagement Plan

The IE HRTC will disrupt historic inequitable power dynamics. Ensuring participatory engagement across 27,000 square miles and among the 4.6 million who call the IE home requires targeted effort, which is why this proposal calls for the development of six subregional tables, each led by a Local Convener. The Plan also includes seven Equity Councils to empower those most directly affected by pervasive poverty and inequity: women, workers, youth, tribal communities, racial and social justice, environmental sustainability and justice reform. The IE HRTC will use a networked approach in order to build upon the fluid nature of empowered engagement, working with the stakeholders, community leaders, and CBOs who have the trust to bring in disinvested communities. The strategy below builds on regional Census 2020, for which IECF was the Administrative CBO and used trust-based philanthropy to engage nonprofits who engaged other nonprofits to reach hard-to-count populations across the IE.

Per the proposed governance structure, the IE HRTC is inclusive of all parts of the CERF effort - Local Conveners, Equity Councils, and Committees. This Outreach and Engagement plan will be led by the Outreach and Engagement Committee. Decisions will be recorded and shared transparently. Outreach and Engagement will require flexible dollars for individual, CBO participation, and small business participation; fund distribution decisions will be proposed through the Outreach and Engagement Committee and the Equity Councils, with approval by the full IE HRTC. The Arts and Culture Committee will identify ways to reach communities, similar to work done through COVID with community media and ethnic media, and graphics and video generated by youth and CBOs. Participant stipends can flow to individuals through nonprofit conveners, partners, and directly from the Fiscal.

Multi-channel and multi-lingual sharing of progress will engage small businesses, immigrants, and disinvested communities. For those unable to participate regularly, Spanish and English materials will be available online and through local libraries. The IE HRTC will require in its grant agreements that meetings and materials be accessible and funds will be available to support language and ability access. including ensuring that all meeting spaces are ADA accessible. Working with disability partners like the IE Autism Society and Goodwill, access strategies for disabled individuals will be deployed. Meetings will occur at varying times, including evenings, with childcare available, to increase access from workers and families. We will work to create welcoming, comfortable, and accessible space for groups and individuals, acknowledging past traumas and barriers and work to eliminate them.

Outreach and Engagement Activities to Date for CERF Phase 1 Application

The IE HRTC is already underway with efforts in the IE starting in early 2022. Outreach efforts led by both IELI and IEGO during the CERF application period resulted in over 300

registered individual and organizational participants at bi-monthly meetings, committee lead meetings, sector Roundtable sessions (Public, CBO, and Business), and subregional sessions for the High Desert/Mountain and Coachella Valley. Efforts led by IELI built on regional partnerships that have worked effectively together on several multifaceted projects over the years and have galvanized the voice of community and labor in an effort to ensure that the CERF opportunity would serve its original purpose of building inclusive economic systems.

II.2. Collective Partnership Agreement Letter

As a partner organization committed to building a more resilient, equitable and sustainable regional economy for the Inland Empire (IE), we commit to collaborating with diverse, regional stakeholders to create the **Inland Empire High Road Transition Collaborative (HRTC)** as required by the State of California's Community Economic Resilience Fund (CERF) program. By signing this Collective Partnership Agreement Letter (Letter), partners agree to become IE HRTC Members, to co-design and support the vision, principles of partnership, governance structure of the IE HRTC and to aid in the development and implementation of the Regional Economic and Recovery Plan. IE HRTC Vision To create a roadmap for the Inland Empire economy that provides family-thriving jobs with opportunities for upward mobility, enables a high quality of life, increases climate resilience, and supports shared prosperity for all residents and businesses. **Shared Values** of the IE HRTC are centered on *Local Capacity Building, Place-based Investment, Environmental Sustainability, Opportunity, Equity, Co-creation, Data-Driven Decision Making, Diversity, Inclusion, Accountability and Innovation* to strengthen collaboration within the region for intergenerational economic well-being.

The Planning Process & Required Stakeholders

The IE CERF process must be vigorous, multi-channel, multimedia and multi-lingual. It must create space for inclusion of diverse local and regional stakeholders, especially workers, women and youth, through engagement with ***Employers, Business, Business Associations, Economic Development Organizations, Community Based Organizations, Government Agencies, Philanthropic Organizations, Education and Training Providers, Workforce Entities, Environmental Justice Organizations, Workers Centers, Disinvested Neighborhoods and Communities, urban and rural, and local Native American Tribes***. The final adopted plan will include a broad range of data including stakeholder and asset mapping, identification of opportunities for alignment with existing regional economic planning strategies, a regional labor market and economic cluster analysis, worker and public surveys, and identification of regional climate and public health trends. The final adopted plan will also include strategies for the growth of targeted industries, increasing economic diversification, equity and shared benefits for all.

Principles of Partnership

The **IE HRTC** will evolve throughout the planning process to ensure broad inclusion and equitable representation in all discussions. Duties for IE HRTC members include: Providing recommendations and honest feedback to the HRTC; Working in partnership to execute deliverables and/or outcomes in accordance with CERF, including developing

a fair governance structure, an effective outreach and engagement plan and a budget; Supporting and guiding the Plan and process as it evolves; Ensuring disinvested communities participate in the HRTC by co-designing, leading or participating in Subregional Tables, Committees and Councils; and supporting the IE HRTC's efforts by communicating its efforts and deliverables.

COLLABORATIVE GOVERNANCE STRUCTURE

Building on a networked approach, the IE HRTC will consist of an Inclusive Planning Council that currently contains three different and interrelated group organizing systems for engagement: Subregional Tables, regionwide CERF Committees, and Equity Councils (as shown in the Structure Graphic below). To join any of these spaces, organizations must sign this Letter. Once signed, the IE HRTC Inclusive Planning Council member must serve on at least one of these groups. Each group will have leads who will serve on the Board which directly supports the Convener, can make administrative decisions, and who collectively crafts the agenda for the larger Inclusive Planning Council. All other IE HRTC members will serve as At-Large Members of the Inclusive Planning Council. Through its separate regional Governance Committee, power and leadership will be monitored for equal voice and participation, working to adjust gatherings that are failing to meaningfully include residents most impacted by the issue at hand. The Governance Committee will also monitor effectiveness of the proposed Structure including addressing gaps in representation and support provided for inclusion and power-sharing. Operating guidelines will be collaboratively developed by the HRTC once planning funds are awarded to further define the governance.

IE HRTC Inclusive Planning Council (IPC)

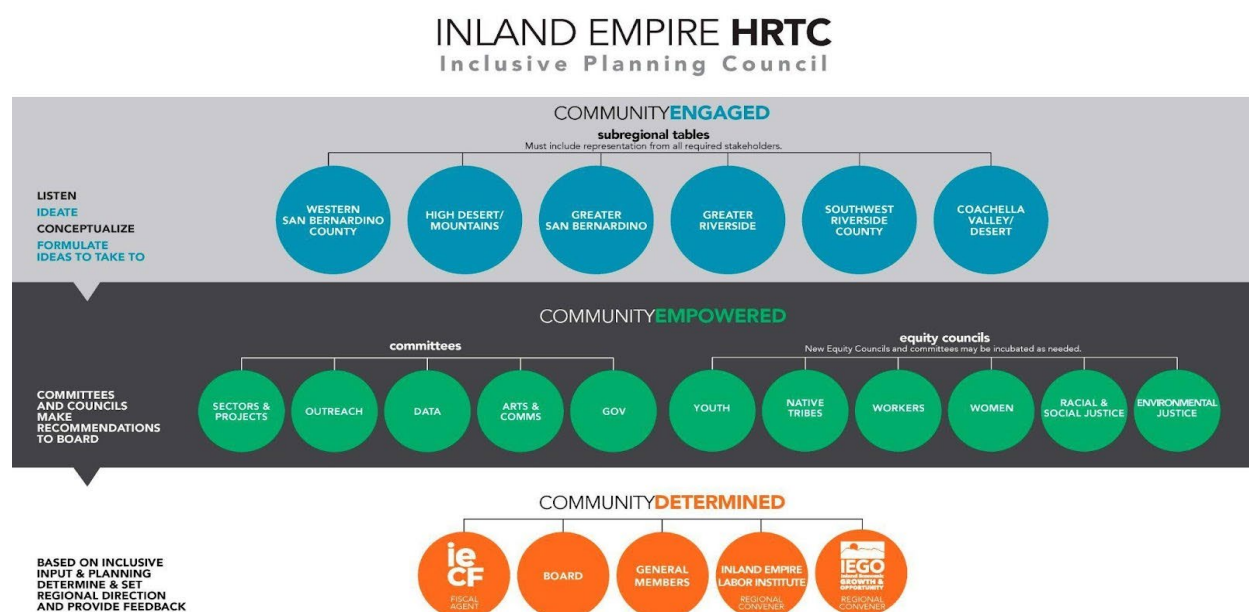
Subregional Tables: To reach diverse urban, suburban, and rural communities, and create local options for engagement and decision making, the IE HRTC will build and invest in six (6) place-based subregions: 1) Greater San Bernardino, 2) Western San Bernardino, 3) High Desert/ Mountain Communities, 4) Coachella Valley/Palo Verdes Communities, 5) Greater Riverside, and 6) Southwest Riverside County.

Subregional leaders will be responsible for ensuring inclusion and voice, identifying projects based on mutually agreed to rubrics and HRTC sector priorities, and elevating local assets and plans to the regional level. Each subregion will have one local convener that will sit on the Inclusive Planning Council.

CERF Committees: The IE HRTC has five (5) CERF Committees with one lead member each: Governance, Outreach & Engagement, Data, Accountability & Plan Alignment, Sectors & Projects and Comms, Arts & Culture. CERF Committees are responsible for the overall regional planning process. The co-chairs for each of the Committees will serve on the Board of the Inclusive Planning Council.

Equity Councils: The IE HRTC will create, based on feedback during the application process, seven Equity Councils with one lead member each serving on the larger Inclusive Planning Council: Youth, Workers, Tribal Communities, and Women, Racial and Social Justice, Environmental Justice and Justice Reform. Equity Councils will create the space for impacted populations to plan, learn, reflect and advocate for their interests within the IE HRTC. The Equity Council will also include an incubator space to assess the need for new equity councils.

HRTC Members: All partners that have signed the Letter may serve on the HRTC. Members must serve the Inland Empire and have physical operations based in the region. Members must also serve actively within a Subregion, Committee or Equity Council committing 2-3 hours per week. The composition of the IE HRTC Council and Committees may change over time as additional stakeholders are engaged. The governance model is agile and iterative, allowing for the addition of Committees, Equity Councils or working groups, as the HRTC grows and learns. **Decision Making Process – Voting:** Decision making within the IE HRTC is founded on participative and representative discourse and dialogue distilled through regular meetings of the IE HRTC Inclusive Planning Council meetings, Committee meetings, and Equity Councils. Agenda items requiring a vote will be brought to the IE HRTC Inclusive Planning Council for consideration. The Board will seek input through open calls for agenda items across the Planning Council network. Decision-making will seek consensus, but some decisions may be determined through a modified consensus model when necessary and appropriate. This option will be used based on a two thirds majority vote by the Inclusive Planning Council. If no decision can be reached, the Board will identify options for moving forward, and return those options to the IPC. **Regional Co-Conveners and Fiscal Agent:** Members also agree that Inland Empire Labor Institute and Inland Economic Growth and Opportunity (IEGO) are the Regional Co-conveners for the IE HRTC and the Inland Empire Community Foundation (IECF) will act as the Fiscal Agent taking on responsibilities required by the State.



It Takes a Region: Proposed Workplan

It Takes a Region: IE HRTC PY 22-24	Year 1: Fiscal Year 2023												Year 2: Fiscal Year 2024											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. Convene IE HRTC																								
Communicate award																								
Complete staff hiring																								
Convene Equity Councils and Committees																								
Negotiate with other CERF applicant team on collaboration																								
Undertake Local Convener selection process																								
Establish Local Convener co-chairs																								
Establish general communications infrastructure.																								
Secure and make available capacity building partners/trainers.																								
Host social gatherings with IE HRTC and Local Conveners																								
Establish contracting processes and distribute funds as needed																								
2. Deploy Outreach and Engagement Plan																								
Complete RFQ process and select communications partners																								
Engage disability partners to ensure access with all outreach																								
Engage translation specialists																								
Establish Youth Council																								
Create and launch Business Outreach Teams																								
Distribute, analyze, and share surveys/responses																								
Seat 52 cities planning team																								
Host 52 Cities conference																								
Host IE-wide town hall																								
Host Local Convener town halls																								
Participate in IECF policy																								
It Takes a Region: IE HRTC PY 22-24	Year 1: Fiscal Year 2023												Year 2: Fiscal Year 2024											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
Goals and Objectives	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

[illegible]

Outreach and Engagement Work Plan

It Takes a Region: IE HRTC PY 22-24	Year 1: Fiscal Year 2023												Year 2: Fiscal Year 2024											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Goals and Objectives																								
1. Build Outreach and Engagement infrastructure																								
Develop, deploy, and assess an adaptive multi-channel bi-lingual public outreach plan																								
Hire communications support																								
Engage ethnic and community media partners																								
Engage partners for survey development																								
Create communications toolkit for IE HRTC partners, nonprofits, chambers, etc.																								
Engage disability partners to support access across all channels/events																								
Engage translation specialists																								
Build and maintain website with dashboard and survey capability																								
2. Build Capacity to undertake cross-sector planning																								
Provide training and capacity building in facilitation, participatory research, accessibility																								
Provide DEI training for Local Conveners, Committees, and Equity Councils																								
Activate social media strategy																								
Grow and support Equity Councils																								
Create and launch Business Outreach Teams																								
Host Tribal meeting on CERF for alignment, engagement, planning																								
Engage artists and creatives to tell stories about people in the IE and projects underway																								
Establish Youth Council																								
Expand participation in subregional tables through multi-channel local outreach																								
3. Foster General Public Engagement																								
Support gatherings and festivals through Local Conveners																								
Distribute general pop surveys through print and online media																								
Distribute surveys through Equity Councils to targeted populations																								
Host IE-wide town hall																								
Host subregional town halls																								
Host 52 Cities convening																								
Participate in IECF policy summits																								
Collect and share stories about workers, communities, data																								

STATE USE ONLY	EXHIBIT A
Subgrant Number:	
Grant Code:	
Initial Plan:	
Modification Date:	
Subrecipient Code:	