

The Community Economic Resilience Fund Program (CERF) PY 22-24 grant focus is to address the development of the High Road Transition Collaboratives (HRTCs). The applicant should demonstrate in the Proposal Narrative how the applicant’s approach will form their respective regional HRTC to engage in strategic planning for economic resilience and equitable pathways to high road opportunities. HRTCs will work across industries, agencies, and communities to encourage engagement from all stakeholder groups, create inclusive and equitable economic plans, build capacity, break down silos to maximize the effectiveness of planning and implementation projects, and generate systemic changes to advance equity, sustainability, job quality, and economic competitiveness and resilience.

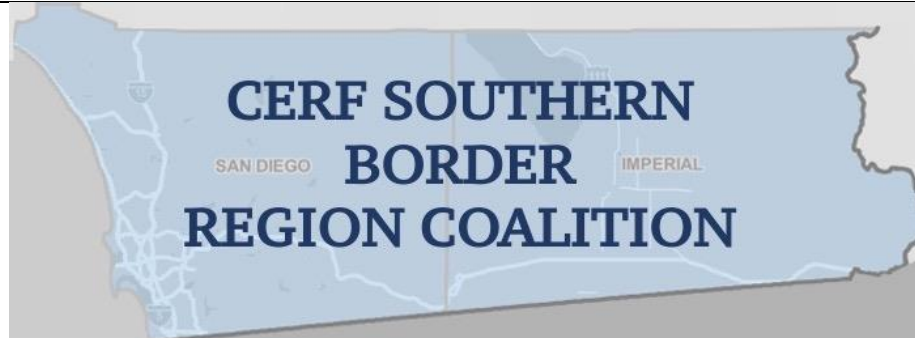
**Applicant Name:** San Diego State University Research Foundation

**Project Name:** CERF Southern Border Region Coalition

## Section I: Project Planning

### I.1. Concept Proposal

*Describe the vision and goals for the HRTC that demonstrate the applicants understanding of ongoing regional, subregional, and interregional processes, and how they will connect to the deliverables and goals of the Planning Phase.*



The CERF Southern Border Region Coalition’s (Coalition) vision and goals for its High Road Transition Collaborative (HRTC) are based on five critical tenets: Equity, Sustainability, Job Quality, Economic Competitiveness, and Economic Resilience. With these concepts in mind, the Coalition will build a community of environmental justice organizations, regional economic development entities, labor unions, community-based organizations (CBOs), local governments, educational institutions, and Indigenous Tribes from the Region to create an equitable economic development Regional Plan. The Coalition’s Regional Plan will identify how the future of both regions can complement, support, and help each other build their communities, economies, and shared infrastructure in a mutually beneficial way to future-proof developing economic systems that are key to California’s transition economy and climate change goals.

**Equity** - The Coalition encompasses San Diego and Imperial counties -- the only California economic region that shares an international border -- and strives to be a coalition that is representative of the many, and diverse communities within the region. The nature, composition, and challenges facing these communities may differ widely in each county, but its coalition-building is committed to engaging with, and responding to, the needs of traditionally underserved communities. Imperial County is 86% Hispanic, primarily rural, and reports the highest unemployment rate in California. San Diego is a “majority-minority” county; 56% of residents are people of color and a quarter are foreign-born. San Diego County presents as urban, affluent, and resilient at a countywide level, but pockets of need and economic injustice means many residents do not share in the region’s prosperity, 43 percent of the households in San Diego County are housing-cost burdened meaning they pay more than 30 percent of their income toward housing and related costs. Coalition stakeholders in San Diego and Imperial counties share a commitment to involve key stakeholders and CBOs in the planning process. This commitment to engagement will establish, and maintain, an equitable community and economic development Regional Plan aligned with the CERF program’s purpose of building an equitable and sustainable regional economy and foster long-term economic resilience.

Underserved communities in San Diego and Imperial Counties have limited avenues to engage in meaningful participation in economic development policy and planning. Often, input has been reactive, in response to pre-formed plans or proposals. The result has been planning “at” communities rather than “with” communities. By elevating large numbers of community-supported projects, which would otherwise go unfunded, the Coalition aims to not only prepare the region for the implementation phase of CERF, but also to enable strategic engagement with local and national partners and leverage additional sources of funds, including the Infrastructure Investment Act, the Jobs Act, and private sector capital infusion. Through this process, the Coalition intends to break the longstanding model of reactive response and develop comprehensive community initiatives in conjunction with divested and historically excluded populations.

**Sustainability** - The Region’s economic evolution has demonstrated that competitiveness and resilience reinforce each other. Home to more than 3.5 million people spread across 2 counties, its binational location offers a combined population of more than 7 million people, a \$2.5b cross-border supply chain, and some of the busiest ports of entry in the western hemisphere. San Diego's high cost, knowledge intensive economy and Imperial's land- and energy-rich economy are very different, but complementary. The global economy faces some of the most significant disruptions in a generation, and much is uncertain for firms, supply chains, workers, and communities. The Coalition will place special emphasis on projects surrounding the proposed “Lithium Valley” to ensure sustainability and environmental justice within the region to break the cycle of negative impacts that mineral extraction traditionally has on surrounding communities. This Coalition must leverage both global uncertainty and regional assets to contribute to the economy of the future--one driven by innovation, sustainability, and technology--and align incentives so that local talent, small businesses and households across the Region can better reap its benefits.

**Job Quality** - A quality job allows an individual to save money, build security at home, empower decision making, and participate in their community. Job quality goes beyond pay; it involves schedule stability, job security, opportunities for advancement, and accessibility for workers with or without a four-year degree. For these reasons, the Coalition will partner with multiple local workforce organizations, organized labor, colleges and universities, industry representatives, and related organizations to ensure that job quality and mobility are core to Coalition's Regional Plan. The Coalition will partner with local four-year colleges and universities, in establishing career pathways and programs to enhance job quality within the region. Driven by the established equitable community development frameworks, the Coalition will collaborate with educators, industry, labor unions, and community partners to support students, develop/sustain a skilled workforce, and align to the needs of the regional ecosystem.

It is imperative that policymakers and business leaders do their part to ensure that San Diego and Imperial County are cultivating and retaining the talent that the region needs to compete on a global stage. Inclusive growth means supporting the Region's small and diverse businesses through strategic procurement practices, so they have the resources to provide quality jobs for employees. Inclusive growth means evaluating hiring practices and the necessity of bachelor's degree requirements, opening pathways to quality jobs for students from diverse backgrounds. Inclusive growth in San Diego's case means tackling its affordability crisis head-on, ensuring that the region's cost of living does not deter or drive away the talent that fuels the region's innovation economy. The region's future growth and competitiveness depends on inclusion; smart economic development is indeed inclusive economic development.

**Economic Competitiveness** - San Diego County rebounded from the Great Recession of 2008 more prosperous than many of its peer regions due to its strength in innovation. Globally recognized as a life sciences and tech hub, San Diego leads in everything from medical device manufacturing and genomics to cybersecurity and wireless communications. As a result, local firms have seen record inflows of venture capital in sciences and technology. The industries that produce these life-changing and life-saving products and services and their supply chain of goods/services, collectively known as San Diego's "innovation cluster," account for 10 percent of all jobs and are an important driver of economic growth.

While the innovation cluster has made the region more prosperous, it also perpetuates economic disparities in ways that threaten San Diego's competitiveness and resilience. San Diego's economy has more than doubled in size over the last two decades, meanwhile the typical household has seen its income increase at roughly half that rate. Even before the COVID-19 pandemic, most households did not earn enough to meet region's cost of living. To address the competitiveness challenge caused by rising inequality, San Diego must focus on the building blocks of a strong economy: quality jobs, skilled workers, and thriving households. Planning for a new vision for Imperial County will require empowering its community to create a place where true economic development can be implemented, to strike at the core regional challenge: how to build a healthier and wealthier community for all residents. The Coalition's effort will utilize an equity framework to focus on the immediate and long-term needs of residents and communities in Imperial County. Targeted projects and planning efforts will focus

on helping residents and small businesses take a more active role(s) in shaping the future of the region, generating and managing community wealth, while shaping communities into places where future workers will want to live. As an example, Imperial County has been the focus of intense state and national attention for holding one of the largest brine-based lithium deposits in the world. The area around the Salton Sea is already a base for multiple global corporations and is now being recognized as a cornerstone of federal climate goals and efforts to develop a National Blueprint for Lithium Batteries that supports the widespread electrification of buildings and vehicles. It is through these competitive advantages that the Coalition intends to capitalize on the region's growing and diversifying economy to design a plan to train a workforce prepared for jobs in local emerging industries and to benefit from the increased earnings and job mobility that these new sectors promise.

**Economic Resilience** - The concept of economic resilience includes two major components: 1) the ability of an economy to withstand or absorb an economic shock and 2) the economy's capacity to adapt to changing circumstances and strengthen its responsiveness to potential future shocks. Many of the region's most underserved communities bore the brunt of the economic downturn caused by the Covid-19 Pandemic. As a result, the Coalition will increase economic resilience in those communities across the region to ensure an economy that can withstand and absorb shocks in a way that protects ALL people and workers. The Coalition will leverage the experienced Economic Development Organizations in the region to develop a plan that will keep pace with the changing needs of the economy, be intentionally inclusive in its reach across the communities, and build in economic resilience in anticipation of future economic shocks.

**Regional Convener & Fiscal Agent: San Diego State University Research Foundation on behalf of San Diego State University**

Established in 1943, SDSU Research Foundation (SDSURF) is a non-profit, auxiliary organization chartered to further the educational, research and community service objectives of SDSU. SDSURF currently administers ~1,200 active grants and contracts, with annual revenues of ~\$150 million. With 148 central support staff and over 2,000 grant and contract project employees, it is the largest auxiliary in the state of California. SDSURF provides "cradle-to-grave" grant services, including: helping SDSU researchers identify funding opportunities, proposal budgeting and submission, award administration, payroll and purchasing services, and providing facilities to house projects. From account set-up through close-out and final audit, SDSURF staff ensure compliance with federal, state, CSU and SDSU regulations and that funds are spent appropriately to achieve sponsor objectives.

San Diego State University (SDSU) is a public research university in San Diego County, with two campuses in Imperial County - Brawley and Calexico. SDSU has a student population of ~36,000 and an alumni base exceeding 400,000, many of whom still live and work in region. The Carnegie Foundation has designated San Diego State University a "Doctoral University" with "Higher Research Activity". SDSU offers 95 bachelor's degrees, 81 master's degrees, and 23 doctoral degrees. SDSU is the most research active of the 23-campus California State University system, the nation's largest 4-year public university system. SDSU has an exceptional record of

accomplishment in diversity and increasing participation of underrepresented minority students (URM) and women in higher education. SDSU is a Department of Education designated Minority-Serving Institution (MSI), which recognizes its diverse student population and is committed to serving students with distinct cultural and socioeconomic backgrounds. Under the federally defined MSI categories, SDSU meets the criteria to be qualified as a Hispanic Serving Institution (HSI) and Asian-American and Native-American Pacific Islander-Serving Institution (AANAPISI). In 2021, SDSU received the Excelencia in Education Seal of Excelencia - a multi-stage application and evaluation process that recognizes SDSUs institutional commitment to serving Hispanic students, faculty, and staff. Last fiscal year, SDSU principal investigators secured \$164.5 million in grants and contracts through 700+ awards from ~300 sponsors.

### **Regional Summary**

Regions are complex ecosystems that function within overlapping government jurisdictions, policies, and processes. The Coalition Community will possess a thorough understanding of the regional, sub-regional, and inter-regional processes that influence economic development initiatives and are well-positioned to address both the opportunities and challenges and foster communication with. This multi-issue, multi-jurisdictional coordinated approach is essential to transformational systems change.

#### *Economy & Economic Development Snapshot*

Median household income in Imperial County is \$47,622. The Imperial County economy employs 60.1k people, the largest industries are Health Care & Social Assistance (1), Retail Trade (2), and Educational Services (3). The highest paying industries are Utilities (1), Mining, Quarrying, & Oil & Gas Extraction (2), and Public Administration (3).<sup>1</sup>

Median household income in San Diego County is \$83,985. The San Diego County economy employs 1.62M people, the largest industries in are Health Care & Social Assistance (1), Professional, Scientific, & Technical Services (2), and Retail Trade (3). The highest paying industries are Management of Companies & Enterprises (1), Utilities (2), and Professional, Scientific, & Technical Services (3).<sup>2</sup>

Income inequality in California continues to be key issue for residents throughout the state. Income inequality in Imperial County (Gini Index Score .47) and San Diego County (Gini Index Score .46) are both higher than the national average (Gini Index Score .44).<sup>1,2</sup>

#### *Climate & Environment Reference*

Many communities in San Diego and Imperial County are negatively impacted by existing regional industries, the Coalition will be particularly mindful of near-term impacts of economic development projects proposed in the Regional Plan, which includes development (construction, traffic), increased water usage (Imperial County is part of the Colorado River drought conservation), and increased energy consumption. The long-term environmental impacts include water quality issues (New River, Tijuana River, and the Salton Sea), air

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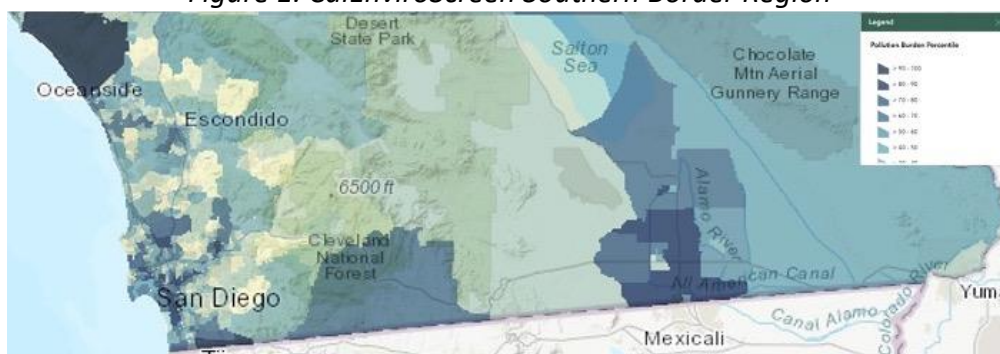
<sup>1</sup> <https://datausa.io/profile/geo/imperial-county-ca#economy>

<sup>2</sup> <https://datausa.io/profile/geo/san-diego-county-ca#economy>

emissions from developing industries, finite resource extraction, infrastructure refurbishment & repairs (burden to public utility agencies), and the increased waste from new industries and population growth.

The Coalition will leverage CalEnviroScreen (Figure 1) to establish and understand baseline climate and environmental impact data.<sup>3</sup> The Coalition will pay particular attention to those communities (census tracts) in the 80-90 and 90+ pollution burden percentiles.

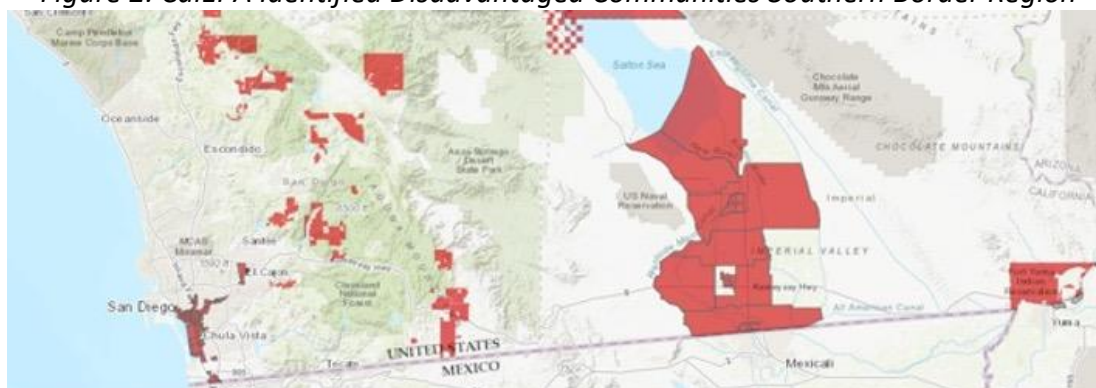
*Figure 1: CalEnviroScreen Southern Border Region*



### *Disadvantaged Communities*

The California Global Warming Solutions Act authorized investments from proceeds of the state's Cap-and-Trade Program into the State's Disadvantaged Communities. These investments are aimed at improving public health, quality of life and economic opportunity in the most burdened communities, while simultaneously reducing pollution that causes climate change. CalEPA utilizes CalEnviroScreen (above) scores to designate Disadvantaged Communities (Figure 2).<sup>4</sup> In Imperial County ~66% percent of the census tracts qualified as Disadvantaged Communities, in San Diego County only ~10 percent of census tracts qualified as Disadvantaged Communities, however, due to population imbalance, nearly twice as many people live in designated Disadvantaged Communities in San Diego (~266k) than Imperial (~132k).

*Figure 2: CalEPA Identified Disadvantaged Communities Southern Border Region*



<sup>3</sup> <https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-40>

<sup>4</sup> <https://oehha.ca.gov/calenviroscreen/sb535>

### *Public Health Analysis*

The Border Health Status Report to the Legislature was an integral component of Healthy Border 2020, a binational initiative that works in collaboration with Mexico to address priority binational health concerns along this border region.<sup>5</sup> This report describes the health status of border communities in San Diego and Imperial Counties along geographical, demographical and health-related indicators (obesity, diabetes, mental health, tuberculosis, sexually transmitted infections, HIV and vaccine-preventable diseases). Key findings include:

- The Latino population in the border region is less likely to have graduated from college and is more likely than the White population to live at or below 200% of the Federal Poverty Level.
- San Diego met the Healthy People 2020 goals for obesity (under 30.6% at 26%) while Imperial did not (39%). Imperial has one of the highest obesity rates in the State.
- Diabetes is a significant and growing challenge in the region, but diabetes diagnoses were disproportionate between San Diego (10%) and Imperial (24%).
- Latinos have had significantly lower rates of suicide than Whites in the border region. San Diego saw an increase to 5.7% for rates of suicide per 100,000 but data in Imperial was too low for comparison.
- Infectious diseases, such as TB, STIs, HIV/AIDS and vaccine-preventable diseases, continue to be a significant challenge in the California border region.

*“Differences in health outcomes highlight the key health needs of the region and can aid in identifying necessary resources and services for border residents. This information is important to enable a more focused approach to address the needs of the region.”<sup>5</sup>*

### **Existing Regional Planning Efforts**

The Coalition intends to continue and compliment the regional planning efforts already underway. The Coalition will leverage stakeholder expertise of community needs, especially those of traditionally underserved communities and individuals, to steer the development and planning phase towards a framework of Equity, Sustainability, Job Quality, Economic Competitiveness, and Economic Resilience. A few of the ongoing regional planning processes with which the Coalition will coordinate include, but are not limited to:

#### *2021 – 2024 Southern Border Regional Plan<sup>6</sup>*

Imperial County Workforce Development Board and San Diego Workforce Partnership - The Southern Border Region is a large and diverse geographic area located at the border with Mexico. Many diverse subregions comprise the Region providing myriad economic opportunities as well as unique challenges for the workforce system to support the disparate needs both of businesses and residents. It's important to recognize that San Diego and Imperial Counties have two vastly different economies with different needs. San Diego is the fifth most populous county in America with 3.3 million people; Imperial's population is 1/18th the size,

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<sup>5</sup>[https://www.cdph.ca.gov/Programs/CID/OBBH/CDPH%20Document%20Library/2019\\_BHSR\\_FINAL\\_OBBH\\_version-04.12.21\\_ADA.pdf](https://www.cdph.ca.gov/Programs/CID/OBBH/CDPH%20Document%20Library/2019_BHSR_FINAL_OBBH_version-04.12.21_ADA.pdf)

<sup>6</sup> <https://workforce.org/wp-content/uploads/2021/06/Southern-Border-Region-Plan-Final.pdf>

with 181,000 people. San Diego has a \$252 billion economy; Imperial has a \$6.6 billion economy.

#### *2022 – 2026 San Diego County CEDS<sup>7</sup>*

A key theme of this CEDS is making the San Diego County economy more inclusive. As outlined in the County's 2021-2026 Strategic Plan promoting economic sustainability for all and dismantling barriers to expand opportunities for traditionally underserved communities and businesses are foundational objectives for the county's long-term fiscal and economic success. The absence of economic opportunity for a substantial portion of the county's population hinders the whole county's economic progress and potential. This CEDS identifies populations and communities where people are struggling in the current economy and highlights programs that have proven effective in making the county economy more inclusive.

#### *2018-2023 Imperial County CEDS<sup>8</sup>*

The CEDS reflects a cohesive and coordinated vision for economic development in Imperial County, embracing the goals of each municipal jurisdiction as well as a wide range of private sector, public and not-for-profit partner organizations. The CEDS complies with EDA criteria, thereby qualifying each jurisdiction to submit projects to EDA for funding assistance.

#### *2021 San Diego Association of Governments (SANDAG) Regional Plan<sup>9</sup>*

The 2021 Regional Plan provides a long-term blueprint for the San Diego region that seeks to meet regulatory requirements, address traffic congestion, and create equal access to jobs, education, healthcare, and other community resources. The plan is the result of years of planning, data analysis, and community engagement to reimagine the San Diego region with a transformative transportation system, climate action to attain a sustainable pattern of growth and development, and innovative demand and management strategies.

#### *Salton Sea Management Program<sup>10</sup>*

The SSMP aims to address air quality and ecological threats associated with Salton Sea. Of particular interest to the Coalition are the Salton Sea Long-Range Plan (LRP)<sup>11</sup> and Community Amenities Strategy (CAS)<sup>12</sup>. The goal of the LRP is to protect or improve air quality, water quality, and wildlife habitat to prevent or reduce health and environmental consequences anticipated from the long-term recession of the Salton Sea.<sup>11</sup> The goal of the CAS is to identify community needs to incorporate into SSMP projects (both near- and long-term) and related efforts. Targeted amenities include physical infrastructure at the Salton Sea, programmatic co-benefits (workforce & public health) and regional benefits (broadband, stable electricity).<sup>12</sup>

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<sup>7</sup> <https://www.sandiegocounty.gov/content/dam/sdc/cao/osia/docs/SanDiegoCountyCEDSSept2022.pdf>

<sup>8</sup> [http://www.imperialcountyced.com/media/managed/FINAL\\_CEDS\\_Document\\_09\\_15\\_20\\_CEDS\\_Document.pdf](http://www.imperialcountyced.com/media/managed/FINAL_CEDS_Document_09_15_20_CEDS_Document.pdf)

<sup>9</sup> <https://www.sandag.org/-/media/SANDAG/Documents/PDF/regional-plan/2021-regional-plan/final-2021-regional-plan/2021-regional-plan-chapter-1-2021-12-01.pdf>

<sup>10</sup> <https://saltonsea.ca.gov/wp-content/uploads/2020/01/SSMP-Phase-1-10-Year-Plan.pdf>

<sup>11</sup> <https://saltonsea.ca.gov/wp-content/uploads/2022/12/Salton-Sea-Long-Range-Plan-Public-Draft-Dec-2022.pdf>

<sup>12</sup> <https://saltonsea.ca.gov/wp-content/uploads/2022/06/Frequently-Asked-Questions-Long-Range-Plan.pdf>



### *Imperial County Transportation Commission<sup>13</sup>*

Established by legislation in 2009, the ICTC member agencies are enabled to exercise initiative and leadership in the transportation planning and programming process. The ICTC will act in accordance with all applicable laws and statutes for county transportation commissions. ICTC body will guide the development of the Regional Transportation Plan for the Imperial region and its Regional, State and Federal transportation improvement programs (TIPs). The California Council of Governments (CALCOG) is an ICTC member.

### **Mapping of Key Stakeholders**

SDSU has identified several key stakeholders in the Region that will be critical in moving this Coalition forward, including:

*Table 1: Key Stakeholders Southern Border Region*

<b>Organization</b>	<b>Representative</b>
San Diego & Imperial Counties Labor Council	Brigette Browning
Comite Civico del Valle	Luis Olmedo
San Diego Regional Policy and Innovation Center	Susan Guinn
SBCS	Kathie Lembo
Universidad Popular	Arcela Nunez-Alvarez
Imperial Valley Equity & Justice Coalition	Daniela Flores
Imperial Valley Wellness Foundation	Roque Barros

### **Coalition Metrics**

The Coalition has developed a preliminary list of metrics to track HRTC's progress in advancing the Coalition's CERF objectives. Comparison of these metrics across geographic and demographic groups will facilitate a focus on equity. The Coalition identified examples of preliminary metrics that will be used for the CERF Regional Plan effort by reviewing metrics of existing regional planning efforts (referenced above), these include:

- Median household income and income inequality (Gini coefficients)
- High school graduation and college readiness by race/ethnicity
- Proportion of households that are housing-cost burdened
- CalEnviroScreen Score (year-over comparisons)
- Areas with shortages of health and behavioral health professionals
- Access to high-speed internet, parks, and public transportation
- Food security by geography (as defined by the USDA)
- Life expectancy by census tract
- Homelessness

### **Coalition Accountability & Transparency**

The Coalition will incorporate plans for long-term operation and maintenance during the Implementation Phase of the HRTC through a rigid form of self-auditing to maintain the virtue

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<sup>13</sup> [https://www.imperialctc.org/assets/documents/transit-and-non-motorized/ICTC-SRTP\\_FINAL\\_Report\\_\\_01172019\\_v2.pdf](https://www.imperialctc.org/assets/documents/transit-and-non-motorized/ICTC-SRTP_FINAL_Report__01172019_v2.pdf)

of the Coalition's objectives and vision so that they remain in line with the CERF Objectives. Some of these procedures will include:

1. Breaking down the Coalition's long-term goals into smaller measurable goals that produce quantifiable outcomes that can be tracked and used to maintain directional integrity or used to redirect efforts towards ultimate objectives throughout implementation.
2. Process accountability will be a key strategy that the Coalition will implement into the framework of the proposal.

Through monthly meetings of both the broader Coalition Community and the HRTC, the Coalition looks to maintain its vision and goals throughout the Implementation Phase by creating a level of accountability to which all members will be held. Monthly and quarterly reports detailing each organization's progress in the implementation of their programs will be mandatory. This reporting will hold all organizations accountable and, as a result, the Coalition. All reports will be made available to the State to ensure that the Coalition aligns with CERF objectives, as well as the regional community via the Coalition website.

The Coalition will embrace the values and goals of the CERF program and will focus on creating a genuinely open, inclusive, and transparent process for Regional Plan development to ensure that community voices are centered in the process from the start and that there is a clear structure for deep community engagement throughout the process. The Coalition will commit to an equitable community development framework for developing a shared vision and taking collective action through the CERF Planning and Implementation Phases. This framework contains three main elements:

1. *Listening for core needs* via broad and sustained outreach and engagement in both counties.
2. *Elevating promising ideas* from all corners of the region and aligning complementary programs and initiatives for greater impact.
3. *Advancing community-supported projects* through a transparent structure for investing in capacity building, supporting strategic, predevelopment, and setting the stage for community-centered implementation in Phase 2.

By ensuring that the Regional Plan and proposed projects are clearly connected to community identified needs, the Coalition will create a structural system of checks and balances to ensure all efforts are focused on building an inclusive space for shared decision-making to promote equitable representation in the HRTC and equitable distribution of resources across the Region.

## **I.2. Proposed Work Plan**

*Describe and justify proposed activities that reflect CERF Objectives. Include target timelines and descriptions of potential challenges and proposed solutions to developing the HRTC.*

## **Critical Milestone**

The main objective of the Coalition during the first quarter of 2023 will be to transition key stakeholders to co-conveners to facilitate the Work Plan described below. The Regional Convener and co-conveners will develop an agreed upon governance structure and identify the HRTC members from San Diego and Imperial Counties. The HRTC will be tasked with developing a Regional Plan that reflects the Coalitions five critical tenets: Equity, Sustainability, Job Quality, Economic Competitiveness, and Economic Resilience.

## **Program Objectives and Implementation Plan**

Details of the quarterly objectives and activities of the Coalition, crafted to achieve its overarching goals, are described in this section. Activities will be described along 5 key categories – Organizational, Community Participation, Research, Regional Plan Development, Accountability.

### Quarter 1: January - March 2023

**Objective:** Work with key stakeholders to bring co-conveners to the table to develop an agreed upon governance structure and plan for developing the Coalition Regional Plan.

#### **Activities**

*Organizational:* Initiate the Coalition CERF Regional Planning process by instituting grant administrative and fiscal processes, onboarding partners, formalizing the Governing Structure, and standing up the HRTC. Coalition will hold meetings for team partners to meet in person, hear from the State CERF representatives, and learn about project procedures, schedules, and tasking. Develop Coalition Website. Post monthly progress report on website.

*Community Participation:* Identification target communities for participation. The Community Outreach Plan will be developed.

*Research:* Review data from existing regional planning efforts.

*Regional Plan Development:* Outline Regional Plan and necessary components. The Coalition will design and implement procurement processes for selecting and funding Coalition partners (or third-party contractors) to stated project functions.

*Accountability:* Monthly reports from the HRTC and co-conveners will be coordinated into a Q1 Report.

### Quarter 2: April - June 2023

**Objective:** Design and initiate the research component for the Regional Plan, Part 1 including Stakeholder Mapping, Regional Summary, Labor Market Analysis, Industry Cluster Analysis, Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, with guidance and direction from the co-convener input, the implementers of the research functions will be performed by qualified, experience partners from the larger Coalition Community.

#### **Activities**

*Organizational:* Launch monthly HRTC meetings. Post monthly progress report on website.

*Community Participation:* Identification target communities for participation. Coalition presentations to Community Groups and Stakeholders as needed. Participation in public outreach events as needed. Hold the Q2 Meeting -- Full HRTC and Coalition Community. Collect and incorporate feedback on the draft RFP. Refine Community Outreach Plan. Launch Community Survey.

*Research:* Review existing data. Identify new data that needs to be collected and analyzed. Design a draft RFP for the Research Partner tasked with conducting the Regional Plan components. Release the RFP and select the Research Lead(s) from either Coalition Community partners or third-party contractor. Execute the Research Lead contract.

*Regional Plan Development:* Finalize outline of Regional Plan and necessary components.

*Accountability:* Deliver the Q1 Report. Prepare the Q2 Report.

#### Quarter 3: July - September 2023

**Objective:** Conduct collaborative research for initial components of Regional Plan, Part 1 and publish a draft for review.

#### **Activities**

*Organizational:* Continue monthly HRTC meetings specifically to guide the research process and provide input from community sector organizations. Post monthly progress report on website.

*Community Participation:* Complete Community Survey. Coalition presentations to Community Groups and Stakeholders as needed. Participation in public outreach events as needed. Hold the Q3 Meeting -- Full HRTC and Coalition Community.

*Research:* Review existing data. Identify new data that needs to be collected and analyzed. Receive and review responses from contracted entities. Conduct interviews with informants and stakeholders as needed.

*Regional Plan Development:* Publish the draft Regional Plan, Part 1 for review and comment.

*Accountability:* Deliver the Q2 Report. Prepare the Q3 Report.

#### Quarter 4: October - December 2023

**Objective:** Ensure wide Coalition review and feedback on the draft Regional Plan, Part 1. Publish the final plan.

#### **Activities**

*Organizational:* Continue monthly HRTC meetings specifically to review the draft Regional Plan, Part 1 and provide feedback and ensure community-sector buy-in. Post monthly progress report on website.

*Community Participation:* Coalition presentations to Community Groups and Stakeholders as needed. Participation in public outreach events as needed. Hold the Q4 Meeting -- Full HRTC and Coalition Community.

*Research:* Review existing data. Identify new data that needs to be collected and analyzed. Conduct interviews with informants and stakeholders as needed. Request updates from contracted entities as needed.

*Regional Plan Development:* Publish on website the final Regional Plan, Part 1 to deliver to the State. Present Regional Plan, Part 1 finding to stakeholders as needed.

*Accountability:* Deliver the Q3 Report. Prepare the Q4 Report.

#### Quarter 5: January - March 2024

**Objective:** Design and initiate the Coalition Regional Plan, Part 2 via the established Coalition HRTC collaborative process. Publish a draft Regional Plan, Part 2 for review and feedback

#### **Activities**

*Organizational:* Continue monthly HRTC meetings specifically to guide the Regional Plan, Part 2 development process, including projects to be considered for implementation that will improve the economic resiliency of the Coalition region. Post monthly progress report on website.

*Community Participation:* Coalition presentations to Community Groups and Stakeholders as needed. Participation in public outreach events as needed. Hold the Q5 Meeting -- Full HRTC and Coalition Community.

*Research:*

*Regional Plan Development:* Publish the draft Regional Plan, Part 2 for review.

*Accountability:* Deliver the Q4 Report. Prepare the Q5 Report.

#### Quarter 6: April - June 2024

**Objective:** Ensure wide Coalition review and feedback on the draft Regional Plan, Part 2 and publish the final plan. Initiate the collaborative Strategic Investment and Projects Process.

#### **Activities**

*Organizational:* Continue monthly HRTC meetings specifically to review the draft Regional Plan, Part 2, provide feedback and ensure community-sector buy-in. Engage the HRTC in the Strategic Investment and Projects Process that includes assessment of the Proposed Impact on Communities/Industry, Proposed Project Feasibility, Commitments, Community Support; Support to State Climate Goals; Support to Labor Standards and Job Quality; Demonstrated Clear Community Role in Regional Strategy.

Post monthly progress report on website.

*Community Participation:* Hold the Q6 Meeting -- Full HRTC and Coalition Community. Participation in public outreach events as needed.

*Research:*

*Regional Plan Development:* Publish the final Regional Plan, Part 2 to deliver to the State.

Publish the draft Strategic Investment and Project Plan for review.

*Accountability:* Deliver the Q5 Report. Prepare the Q6 Report.

#### Quarter 7: July - September 2024

**Objective:** Ensure wide Coalition review and feedback on the draft Strategic Investment and Project Plan and revise, publish the final plan. Reveal the Coalition Regional Plan's components to the wider, two-county community. Prepare for the Implementation Phase (Project Proposals).

#### **Activities**

*Organizational:* Continue monthly HRTC meetings specifically to review the draft Strategic Investment and Project Plan, provide feedback and ensure community-sector buy-in. Post monthly progress report on website.

*Community Participation:* Hold the Q7 Meeting -- Full HRTC and Coalition Community.

*Research:*

*Regional Plan Development:* Publish the final Strategic Investment and Project Plan and deliver to the State. Hold a public reveal of the Coalition CERF Regional Plan.

*Accountability:* Deliver the Q6 Report. Prepare the Q7 Report.

#### Quarter 8: October - December 2024

**Objective:** Ensure rigorous and widespread community review of the final Coalition CERF Regional Plan for delivery to the State. Submit CERF Phase 2 Project Implementation Proposals to the State.

#### **Activities**

*Organizational:* Continue monthly HRTC meetings. Support the development of CERF Phase 2 Project Implementation Proposals and deliver them to the State. Post monthly progress report on website.

*Community Participation:* Hold the Q8 Meeting -- Full HRTC and Coalition Community. After widespread community review and public comment, a revised full Coalition CERF Regional Plan will be delivered to the State.

*Research:*

*Regional Plan Development:* Support Project Implementation proposals in line with final Regional Plan.

*Accountability:* Deliver the Q7 Report. Complete CERF grant close-out process.

#### *Identifying Barriers and Overcoming Community Constraints*

The Coalition has identified a list of potential barriers and will offer possible strategies for overcoming these constraints to ensure the CERF overarching program goals are maintained. Some identified barrier categories -- and responsive strategies -- include, but are not limited to:

- 1) The need to ensure culturally inclusive engagement and provide resources and support to address these cultural challenges
- 2) Overcoming varied digital technology access and literacy by leveraging mobile devices and highlighting where community-developed technologies are most needed,
- 3) Addressing financial and practical barriers to individuals and organizations by leveraging funding and providing practical resources (meals, childcare) to foster wide community participation in the planning process.

## **Section II: Community Engagement and Governance Structure**

### **II.1. Outreach and Engagement Plan (Score range 0-20 points)**

*Describe the outreach and engagement strategy, including specific methods and means that will be utilized to solicit, receive, and incorporate community feedback and describe ways for the public to remain informed and engaged. Include detailed descriptions and timelines of a diverse set of community activities. The plan must include strategies for removing barriers to participation and have a strong connection to the CERF Objectives and vision of the program.*

**To be developed.**

**II.2. Collective Partnership Agreement Letter** (Score range 0-30 points)

*Describe the relationships between all of the partners to demonstrate, anticipated success, commitment to the partnerships, support to the policies and deliverables in this proposal, and demonstrate a decision-making process that is democratic, transparent, equitable, and centered around disinvested communities.*

**To be developed.**

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

Community Economic Resilience Fund Program  
(CERF) PY 22-24  
Proposed Budget Narrative

<b>Applicant:</b> San Diego State University Foundation
<b>Project Name:</b> CERF Southern Border Coalition

*Please provide a narrative detail for all grant-funded budget line items listed on Exhibit B - Budget Summary. Budget Summary must include details for Advance Pay if applicable.*

**A. (A-D) Staff Salaries:** Total Salaries Paid + Benefits (CERF) **\$282,402**

Position	FTE x Monthly Salary x Time	Benefits	Total (FTE X Salary X Time) + Benefits
Principal Investigator	\$50,760	\$22,842	\$73,602
Program Manager (Imperial County)	\$144,000	\$64,800	\$208,800

**E. Staff Travel \$6053**

- \$3,600: Monthly trips between Imperial and San Diego.
  - Estimated at 240 Miles Round Trip. Billed at current federal mileage rate of 62.5 cents per mile. \$150 per trip. 24 trips
- \$2,453: Additional local travel
  - Estimated at 102 miles per month. Billed at current federal mileage rate of 62.5 cents per mile. 24 months

**F. Operating Expenses \$0**

The following are some of the major line items included:

Expense	Cost
Rent*	\$
Insurance	\$
Accounting (payroll services) and Audits	\$
Consumable office supplies*	\$
Printing	\$



Communications (phones, web services, etc.)*	\$
Mailing and Delivery	\$
Dues and Memberships*	\$
Outreach	\$

\*(based on FTE for program staff)

**G. Events/Conferences \$0**

*Explain purpose and planned use.*

**H. Research \$0**

*Describe and explain planned use.*

**I. Data, Planning and Communication Tools \$0**

*Describe details and explain purpose and planned use.*

**J. Community Engagement \$0**

*Describe details and explain planned use.*

**K. Participant Compensation \$0**

*Describe details and explain planned use.*

**L. Furniture and Equipment \$0**

1. Small Amount of Equipment and Furniture	\$0
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*Pooled items less than \$5,000 per unit, lease or purchase, include a cost allocation - List name of item, cost, and quantity.*

2. Large Amount of Equipment and Furniture	\$0
--	-----

*Greater than \$5,000: List name of item, cost, and quantity to be purchased - prior approval required and added to Exhibit G, Supplemental Budget*

3. Equipment Lease	\$0
--------------------	-----

*Describe the calculation.*

**M. Contractual Services \$4,257,000**

**1. Co-conveners - \$1,400,000**

- a. \$100,000 per year for 2 years, Organization to be named – The co-convener will provide staff and outreach support to convene networks of partners, work with HRTC members on planning and project activities, and ensure an equitable CERF

effort in the CERF Southern Border Region Coalition. Further details will be included in the MOU between the fiscal agent and regional conveners.

2. *Equity Consultant - \$30,000*

- a. To meet the Critical Milestone, described in the Proposal Narrative, the Coalition will hire an Equity Consultant to help define common language, serve as a mediator between co-conveners, and support the development of a governance structure during Q1 of 2023.

3. *HRTC Members - \$702,000*

- a. 27 organization representatives will serve on the HRTC providing an estimated 8 - 12 hours per month of engagement in CERF. This represents 13 members from San Diego County and 13 members from Imperial Valley, plus 1 at large member. They will provide oversight and decision making throughout the CERF process. They will be compensated for their time at \$13,000 per organization per year.

4. *Regional Plan Development - \$450,000*

- a. To develop the CERF regional plan, the HRTC will select qualified organizations to develop a suite of necessary items including but not limited to stakeholder maps, a regional summary, a labor market analysis, an industry cluster analysis, SWOT analysis, development of vision and goals, strategies for growth in targeted industries, increasing economic diversification, responding to economic shocks, increasing economic equality, increasing health and environmental equity, and alignment to strategies.
- b. This may represent a single contract or multiple contracts. The HRTC will recommend contracts to SDSU Foundation as the fiscal agent who will ensure grant compliance and execute contracts.

5. *Additional outreach, engagement, convening, and analysis work to support the regional planning effort - \$1,200,000*

- a. In support of the regional planning process, we have set aside these funds to be utilized by the Coalition to contract as needed with partners. This will include extensive outreach and engagement by CBOs and community partners, additional work to identify needs and ideas among our regional stakeholders, and efforts to continue to expand the broad-based inclusion of this effort. Additional work may also be funded that would enhance the delivery of the final Regional Plan.
- b. This may represent a single contract or multiple contracts. The HRTC will recommend contracts to SDSU Foundation as the fiscal agent who will ensure grant compliance and either execute contracts or assist regional co-conveners with respect to outreach agreements.

6. *Support to Indigenous and Tribal Groups in planning their regional efforts - \$225,000*

- a. To ensure that our region's indigenous and tribal groups are prepared for the Tribal set aside, and to ensure that our regional plan lifts all voices in our

community, we have set aside a pot of funds to be guided by a regional tribe or tribal organization, in collaboration with the HRTC. These funds will be used to assess and develop strategic investments for future funding and implementation.

- b. This may represent a single contract or multiple contracts. The HRTC will recommend contracts to SDSU Foundation as the fiscal agent who will ensure grant compliance and execute contracts.

7. *Support for pre-development project and investment efforts - \$250,000*

- a. Based upon the Regional Plan, the HRTC will guide the deployment of \$250,000 for strategic investments or projects that the region would like to move forward. These funds will be used to assess efforts alignment with community and industry impact, feasibility, ability to promote state climate goals, and job quality standards.
- b. This may represent a single contract or multiple contracts. The HRTC will recommend contracts to SDSU Foundation as the fiscal agent who will ensure grant compliance and execute contracts

**N. Indirect Costs \$454,545**

A maximum of 10% of the total project budget will be allowed for Indirect Costs. SDSU Foundation will request the maximum 10% indirect rate for contract management and administration.

**O. Other \$0**

*Clearly explain these costs, which do not fit into the specific categories above.*

STATE USE ONLY	EXHIBIT B2
Subgrant Number:	
Grant Code:	
Initial Plan:	
Modification Date:	
Subrecipient Code:	

Community Economic Resilience Fund Program (CERF) PY 22-24  
Budget Summary

<b>Grantee:</b> San Diego State University Foundation
<b>Project Name:</b> CERF Southern Border Region Coalition

Advance Pay***	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Advance Pay (percent)	%
Advance Pay (amount)	\$0

Line Item	Expense Item	Administrative Cost	Program Cost	Total Project Budget	Advance Pay***
A.	Staff Salaries	\$	\$194,760	\$194,760	<input type="checkbox"/>
B.	Number of full-time equivalents		2.4 FTE		<input type="checkbox"/>
C.	Staff Benefit Cost	\$	\$87,642	\$87,642	<input type="checkbox"/>
D.	Staff Benefit Rate (percent) ( 45% )		45%		<input type="checkbox"/>
E.	Staff Travel	\$	\$6,053	\$6,053	<input type="checkbox"/>
F.	Operating Expenses	\$	\$	\$ 0.00	<input type="checkbox"/>
G.	Events/Conferences	\$	\$	\$ 0.00	<input type="checkbox"/>
H.	Research	\$	\$	\$ 0.00	<input type="checkbox"/>
I.	Data, Planning and Communication Tools	\$	\$	\$ 0.00	<input type="checkbox"/>
J.	Community Engagement	\$	\$	\$ 0.00	<input type="checkbox"/>
K.	Participant Compensation	\$	\$	\$ 0.00	<input type="checkbox"/>
L.	<b>Furniture and Equipment</b>				
1.	Small Purchase (unit cost of under \$5,000)	\$	\$	\$ 0.00	<input type="checkbox"/>

Line Item	Expense Item	Administrative Cost	Program Cost		Total Project Budget	Advance Pay***
2.	Large Purchase (unit cost of over \$5,000)	\$	\$		\$ 0.00	<input type="checkbox"/>
3.	Equipment Lease	\$	\$		\$ 0.00	<input type="checkbox"/>
M.	Contractual Services (Exhibit C)	\$	\$4,257,000		\$ 4,257,000	<input type="checkbox"/>
N.	Indirect Costs*(complete item 1 below)	\$	\$454,545		\$454,545	<input type="checkbox"/>
O.	Other (describe): Admin Cost	\$	\$		\$ 0.00	<input type="checkbox"/>
	<b>TOTAL FUNDING**</b>	\$ 0.00	\$ 5,000,000		5,000,000	
			<b>Total Award</b>		\$ 0.00	

1. Indirect Cost Rate (percent): 10% Total Direct Costs

\*\* A maximum of 10% of the total project budget will be allowed for **Administrative Costs** or **Indirect Costs (Total/Awarded Amount)**.

The definition of administrative costs is provided in Appendix F of the SFP.

\*\*\*Advance Pay column is only necessary if requesting up to 25% of the total grant request. Note that all funds under Advanced Pay must be spent prior to transitioning into reimbursables. Budget Summary Exhibit (B3) must be completed if applicable.

STATE USE ONLY	EXHIBIT B
Contract Number	
Contract Start Date	
Modification Number	
Modification Date	
Project Manager Initials	

Community Economic Resilience Fund Program  
(CERF) (PY 22-24)  
Supplemental Budget

**Applicant:** San Diego State University Foundation

**Project Name:** CERF Southern Border Region Coalition

**I. Equipment**

Item Description*	Quantity	Cost Per Item	Total Cost	Percent Charged to Project	Total Cost Charged to Project
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
			\$ 0.00	%	\$ 0.00
<b>TOTAL</b>	<b>0</b>		<b>\$ 0.00</b>		<b>\$ 0.00</b>

\*List equipment items with a useful life of more than one year with a unit acquisition cost of \$5,000 or more charged to the project. The approval of the budget plan contained in this subgrant does not constitute approval of the equipment request. **A separate request to purchase equipment must be submitted for prior approval by the State.**

## II. Contractual Services\*\*

Description - Type of Service	Cost	Service Provider If Known
Co-convener 1	\$200,000	TBD
Co-convener 2	\$200,000	TBD
Co-convener 3	\$200,000	TBD
Co-convener 4	\$200,000	TBD
Co-convener 5	\$200,000	TBD
Co-convener 6	\$200,000	TBD
Co-convener 7	\$200,000	TBD
Equity Consultant	\$30,00	TBD
HRTC Members – 27 members serving for 2 years at \$13,000 per organization	\$702,000	TBD
Regional Plan Development - Development of Stakeholder Map, Regional Summary, Labor Market Analysis, Industry Cluster Analysis, SWOT Analysis, Vision & Goals, Strategies for Growth in Targeted Industries, Increasing Economic Diversification, Responding to Economic Shocks, Increasing Economic Equality, Increasing Health and Environmental Equity, and Alignment to Strategies. One or Multiple contracts.	\$450,000	TBD among regional partners and evaluated/recommended by the HRTC
Additional outreach, engagement, convening, and analysis work to support the regional planning effort	\$1,200,000	TBD among regional partners and evaluated/recommended by the HRTC
Support to Indigenous and Tribal Groups in planning their regional efforts	\$225,000	TBD among regional partners and evaluated/recommended by the HRTC
Support for pre-development project and investment efforts as needed including Phase 2 preparation	\$250,000	TBD among regional partners and evaluated/recommended by the HRTC
<b>Total***</b>	<b>\$ 4,257,000</b>	

\*\* All contractual services must be competitively procured in accordance with state and local procurement regulations and policies.

**Please Note: We listed both sub-grantee/contractors and contracted services in the table above.**

<b>STATE USE ONLY</b>	<b>EXHIBIT C</b>
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	