



Catalyst Framework

For instructions on how to apply beginning on March 7, 2025
visit northvalleythrive.org/catalyst-fund



February 28, 2025

North San Joaquin Valley Region Catalyst Projects Framework

Summary

North Valley THRIVE is seeking original and transformative projects that have the potential to make a significant impact on the North San Joaquin Valley region. We are looking for innovative ideas that creatively address pressing regional challenges using data-driven approaches and align with the priorities outlined in the Regional Strategic Plan. North Valley THRIVE seeks early stage and near implementation-ready projects which are aligned with the North San Joaquin Valley's Collaborative goals. \$9 million dollars will be awarded to projects in the North San Joaquin Valley Region that demonstrate strong alignment, are in the correct stage of readiness, and can be feasibly completed within the period of performance (ends September 2026). The application is open to any public or private incorporated or government/Tribal entity with the capability to enter into a contract, administer funds, and ensure project compliance.

Regional Priorities

The NSJV Strategic Plan outlines a transformative vision for the region's economic future by focusing on first deploying new technologies within the region, then on translating and manufacturing of advanced products and technologies within the region, and simultaneously on nurturing home grown start-ups that take root within the region and help form distinct industries. To help realize this vision projects should align with the priority sectors and cross-cutting enabling strategies identified in the [North San Joaquin Valley's Regional Strategic Plan](#) which are:

- Advanced Manufacturing
- Bioeconomy
- Clean Energy (and Carbon Management)
- Regional Innovation Ecosystem
- Small Business/Entrepreneurship
- Catalytic Skills/Talent Development
- Climate-Smart Infrastructure
- Placemaking and Amenities
- Generational Well-being
- Regional Coordination and Alignment

Target Outcomes

- 1. Economic Competitiveness:** Strengthen the region to compete effectively in the global economy and deliver prosperity to the region. This includes leveraging a region's comparative advantage, diversifying its economy, and training its workforce to prepare for jobs in emerging industries.
- 2. Economic Resilience:** Improve the region's ability to avoid, withstand, and recover from economic shocks. This includes foreseeing, adapting to, and leveraging changing conditions to a region's economic advantage.

Catalytic Projects

North Valley THRIVE is looking for pre-development projects that will be "catalytic". A "catalytic" project for economic development means a project that acts as a catalyst, triggering significant and widespread economic growth in a region by attracting further investment, creating new businesses, and generating

jobs, often through its initial development and presence, even beyond the project's immediate scope; essentially, it sets off a chain reaction of positive economic activity. Some key points about catalytic projects:

- **Multiplier effect:** These projects often have a ripple effect, impacting surrounding areas and industries due to increased activity and demand for goods and services.
- **Attracting new jobs or businesses:** A well-designed catalytic project can draw in new businesses to the area, particularly if it creates critical infrastructure, amenities, or talent pools that are attractive to investors.

To ensure there is congruence between the NSJV residents' aspirations and the economic development plays presented in this plan, a group of over 200 organizations representing diverse constituencies crafted the following guiding principles. This set of values guides the work of North Valley THRIVE and affirms the expectation of how our region will care for the environment, measure success, and treat its residents. These values are also integrated into the framework our region will use to make funding decisions:

- **Community and People Centered:** Prioritize understanding the community's needs, histories, and strengths to create meaningful, culturally relevant solutions.
- **Transparency & Accountability:** To foster accountability and trust, decisions and processes are open and accessible to the community.
- **Feasibility:** Considers available resources, energy, and partners to make things happen in a timely manner.
- **Environmental Sustainability & Stewardship:** Focuses on the preservation, restoration and enhancement of our environmental assets while actively prioritizing the development of innovative solutions that create a healthier environment for all.
- **Impact:** Considers the balance of social, economic, and environmental benefits to ensure solutions create long-lasting positive impacts.
- **Systemic Change:** Transforms underlying social and economic systems to address root causes of inequities to create long term benefits and promote generational wellbeing.
- **Equity:** Creating solutions that break down barriers to access and opportunity for the most marginalized and disinvested communities.

Project Activities

Project activities include, but are not limited to:

- i. Feasibility studies; market analysis; environmental assessments, surveys, and remediation; site acquisition; site and development plans; project designs; permitting; establishing a regional tax increment financing district (TIF); drafting and negotiating Community Benefits Agreements and Community Workforce Agreements; establishing public-private partnerships, Community Development Corporations and Community Development Financial Institutions; revolving loan funds; joint powers authorities; financial planning (e.g., preliminary budget and construction financing); with the goal of establishing long-term funding opportunities for implementation of Planning Phase regional strategies;
- ii. Basic environmental infrastructure pre-development, construction, and development of long-term operations and maintenance plans for infrastructure such as: clean water supply systems; wastewater systems; waste disposal systems; pollution control services;
- iii. Support costs for building and sustaining the capacity of project leads and partners, such as: investments in partner and local staff development; funding new and/or critical positions; acquiring or utilizing tools and resources to increase partner capacity for project planning and implementation; organizational capacity activities such as access to

financial services or legal review; developing new pilot or demonstration projects and programs; participation and/or partnership with existing workforce programs; providing or securing technical assistance for partners.

Project Stages and Funding Ranges

The North Valley THRIVE Catalyst Fund is designed to support innovative projects at various stages of development, with funding opportunities available across three key phases: Idea Stage, Developmental Stage, and Investment Stage. The Idea Stage provides up to \$50K for early-stage projects focused on testing and refining concepts. The Developmental Stage offers up to \$500K for projects that are advancing beyond the pilot phase, aiming to optimize and scale solutions. Finally, the Investment Stage provides up to \$2MM for projects nearing full-scale implementation, ready to address any final hurdles before launch. These funding opportunities are tailored to drive impactful, scalable solutions that align with the priorities of the North San Joaquin Valley region.

Idea Support

North Valley THRIVE is committed to fostering the development of original and transformative projects that have the potential to significantly impact the North San Joaquin Valley region.

To support early-stage, promising ideas, North Valley THRIVE will select a small group of applications to work with a coach in a cohort model in an accelerated timeline. This additional support aims to help these projects refine their strategies, address key challenges, and prepare for the next stages of development. By working closely with these innovators, North Valley THRIVE will help them strengthen their proposals, ensure alignment with the priorities outlined in the Regional Strategic Plan, and better position them for additional funding. Our goal is to empower these initiatives to scale effectively, attract further investment, and ultimately contribute to long-term economic and social resilience in the region.

Funding Ranges

1. Idea Stage

Total Funding Available: \$750K

Project Size: \$30K to \$50K

Description: In this phase, the project is still in the concept and testing phase. It focuses on experimentation, gathering data, and validating core ideas. Projects could include small-scale pilots or prototype testing to identify feasibility, potential issues, and opportunities for refinement.

- **Example Activities:** Feasibility studies, pilot programs, concept testing, initial data collection, small-scale trials.
- **Goal:** To prove the viability of the idea and make informed decisions about whether to proceed to a more advanced phase.

2. Developmental Stage

Project Size: Up to \$500K

- **Description:** Projects that are beyond the pilot phase and have entered a more developed stage where most of the major uncertainties have been addressed. Projects in this phase could be focused on refining the idea, scaling the testing, and preparing for broader implementation. It's still a work-in-progress but closer to readiness for deployment.
- **Example Activities:** Prototype refinement, scaling up tests, optimization, securing additional resources, developing project plans for broader implementation, environmental inspections.
- **Goal:** To finalize the development of the project's core components and identify remaining challenges before full deployment.

3. Investment Stage

Project Size: Up to \$2MM

- **Description:** Projects in this final stage of predevelopment where the project is almost ready for full-scale rollout. It's often called the "last mile" because it's the final stretch where the project transitions from development to full operation. At this stage, all systems are being finalized, and any remaining issues are addressed to ensure smooth implementation.
- **Example Activities:** Final testing, troubleshooting, full-scale rollout preparations, stakeholder buy-in, securing funding or resources for large-scale implementation.

Goal: To complete all final adjustments and prepare for operational launch or full implementation

Evaluation Criteria

An evaluation committee composed of North Valley THRIVE Steering Committee Members will evaluate proposals based on the following criteria.

- Extent to which the project advances North Valley THRIVE's guiding principles
- **Alignment with the North San Joaquin Valley's priority sectors of Advanced Manufacturing, Carbon Management, Clean Energy/Circular Bioeconomy/Bio-Industrial or the following cross-cutting enabling strategies: Regional innovation ecosystem, Small business/entrepreneurship, Catalytic skills/talent development, Climate smart infrastructure, Placemaking & Amenities, Generational wellbeing, Regional coordination and alignment**
- Demonstrates potential to attract additional funding from state, federal, local government, philanthropy, or private investors.
- Demonstrates the use of relevant data such as the data presented in the [Baseline Report](#) to inform the design, implementation, and evaluation of the project
- Demonstrates strong partnerships and collaborations to maximize project impact
- Supports under-resourced or disadvantaged communities
- Shows responsible use of funds and reasonable costs through a detailed budget
- Demonstrates project feasibility and importance
- Aligns with State and Federal policies and climate goals

Disallowed Uses of Funds

The Project narrative and budget may not include any unauthorized uses of funds according to the state's "Catalyst Program 2023-24 Notice of Availability of Funds":

- Lobbying or advocacy work, such as direct lobbying for the passage of specific bills or local propositions.
- Commission fees.
- Ongoing costs beyond the grant term.
- Using funds for mitigation activities that are already mandated by local or state governing bodies or agencies.
- Expenses for publicity that are not directly related to project efforts.
- Bonus payments of any kind.
- The purchase of alcohol.
- Payments on existing debt or debt servicing fees.
- Damage judgments arising from the acquisition, construction, or equipping of a facility, whether determined by judicial process, arbitration, negotiation, or otherwise.
- Services, materials, or equipment obtained under any other state program.
- Stewardship of legal defense funds.
- **"Ready-to-Go" Projects – Projects that are fully prepared to start immediately (i.e., those that have completed all planning, permits, and pre-development work) are also not eligible for Catalyst funding. These projects can apply for Implementation funding.**

Who Should Apply?

We encourage collaboration across sectors and communities; however, each project will need one lead applicant or sponsor. This can be any incorporated or government/Tribal entity with the capability of entering into a contract, administering funds, submitting invoices and reports, and ensuring project compliance with the rules of a government-funded grant. Fiscal hosts are acceptable when they're willing and able to do the tasks above.

Location

Projects must benefit and support the residents of the North San Joaquin Valley region, which includes Merced, San Joaquin, and Stanislaus counties. Projects may have a local (single county) or regional (multi-county) scope. NVT will prioritize projects benefitting disadvantaged or under-resourced communities in the North San Joaquin Valley Region defined as:

- [Disadvantaged Communities according to CalEnviroScreen](#): census tracts or tribal lands identified as disadvantaged by the California Environmental Protection Agency (Health & Safety Code § 39711); or
- [AB 1550 Low Income Communities](#): census tracts or tribal lands with median household incomes at or below 80% of the statewide median income or with median household incomes at or below the threshold designated as low income by the Department of Housing and Community Development's list of state income limits adopted pursuant to Section 50093 of the California Health and Safety Code (Health & Safety Code § 39713, subd.(d)); or
- [Department of Water Resources Disadvantaged Communities](#): census tracts or tribal lands with a median household income less than 80% of the statewide average (Public Resource Code § 75005 subd.(g)).

Eligible Entities

The following is a list of entities eligible to apply for funding:

- Nonprofit organizations
- Nongovernmental organizations (NGOs)
- Academic institutions

- Local governments
- Community foundations
- Labor organizations
- Native American organizations/Tribal entities as eligible entities
- Private businesses

If the lead applicant is a private business, the lead applicant must partner with a community-based organization or Tribe that works with the community the project intends to serve.

Applicants must be able to meet insurance requirements of Merced College

Coverage Required Limits per Occurrence

- General Liability \$1,000,000.00
- Automobile Liability \$1,000,000.00
- Workers' Comp/Employers' Liability \$1,000,000.00

Reporting Requirements

Grantees must submit regular progress reports including the following:

- **Quarterly Progress Reports:** Summarize the project's progress according to the work plan including key milestones achieved, measurable objectives and performance indicators, challenges encountered, adherence to the budget, and fiscal reporting. Reports should include photos of the project's advancements whenever available along with impact stories and/or testimonials.
- **Final Project Report:** A comprehensive final report summarizing the current and anticipated impact of the project on economic conditions, disinvested communities, and climate impacts. Include the full timeline of activities highlighting project successes, measurable outcomes, challenges encountered, final budget summation. This report should also include anticipated next steps and/or actionable recommendations for transitioning to the next stage of development. Project proposals involving the development of a pilot program should indicate next steps in program expansion.

Timeline

Timeline	Activity
February 28, 2025	Webinar (Pre application then invitation to apply)
March 7, 2025	Solicitation opens
April 11, 2025	Solicitation closes
April 11 – May 27, 2025	Evaluation/ workshop period
May 29, 2025	Awards announced
June 10, 2025	Contracts approved
Fall 2025	Second round of solicitations opens

Following the submission of initial proposals, approval of funding might be subject to negotiation of revisions to enhance community benefits or maximize impact. Our goal is to ensure that funded projects align with community needs, promote equitable outcomes, and create meaningful, sustainable change.

Funding

Funds awarded will support project from the date of award through September 30, 2026. A total of \$9 million in funding is available, all funds will not be allocated in this first round of projects and a second round will be scheduled for the fall of 2025.

Submission Instructions

Merced Community College District (MCCD) serves as the Fiscal Agent for North Valley THRIVE and is responsible for the administration of Catalyst grantmaking and project contracting. Please submit applications at <https://northvalleythrive.org/catalyst-fund> or the [Merced College Website](#). Proposals must be received by April 11, 2025 at 10:00 am Pacific Standard Time (PST).

Additional Information

Selected applicates will be required to meet all MCCD vendor requirements.

Please submit questions regarding this RFP to yolanda@northvalleythrive.org before April 11, 2025 at 5:00 pm. Answers to questions will be posted on www.northvalleythrive.org and the [Merced College Website](#). Please allow a couple business days for questions to be updated on the site.

Additional Background

California Jobs First (CJF) was established under Senate Bill 162 (SB 162) in September 2021 to boost long-term economic growth and sustainability across California. This program is essential to strengthening the state's economic resilience as we transition to a carbon-neutral future. In response to the COVID-19 pandemic, CJF supports recovery efforts by helping communities diversify their economies and grow sustainable industries that provide high-quality, accessible jobs for all Californians. CJF seeks to create broadly accessible economic opportunities and address historical inequities by investing in local industries, supporting communities in the transition to a carbon-neutral future, and helping build good-paying, accessible jobs for everyone across the state. The CJF program follows a four-phase grant process designed to encourage inclusive planning and equitable outcomes for underserved communities throughout the state. The phases include the Pre-Planning Phase, the Planning Phase, the Catalyst Phase, and the Implementation Phase. This phased approach ensures intentional planning, community engagement, and effective execution, with a commitment to creating opportunities for populations that have historically been underserved. CJF aims to build strong, inclusive local economies and address long-standing inequities by making economic opportunities widely accessible.



Idea Stage Application



Application Details and Scoring Rubric

To ensure a complete and reviewable application, applicants must submit the following information and will be rated according to the following criteria:

Identifying Information

- Organization's name
- Project name
- Total funding requested
- Organization Federal Employer Identification Number (FEIN)
- Organization address
- Primary contact information (name, position, email, and phone number)

***Please limit this grant application to a maximum of five pages.**

Geographical Impact (10 points)

- **Which counties are you targeting for this project?**
 - Merced, San Joaquin, Stanislaus
- **Is the project focused on a specific neighborhood, city, or county?** (Answer as applicable)
- **Does this project focus on providing benefits to under-resourced and disadvantaged communities?** Identify the project area

Tell Us About Your Project.

Provide a concise overview of the project, including:

Problem Identification and Project Proposal (20 points)

- **What is the problem this project is trying to solve?**
- **What data informed this strategy?**
- **Primary Purpose and Intended Outcomes:**
Describe the early-stage or pilot nature of the project. Focus on exploration, testing, or validating an idea that will contribute to the community or sector.

Development Stage and Progress

- Where are you in the project's development? Describe the research, partnerships, or pilots already completed, if applicable.
- How is your project informed by and responsive to the needs of the community?
- **How is this project different from others?** Explain any unique approach or innovation that will lead to greater impact and outcomes and sets this project apart from similar initiatives in the area.

Impact and Outcomes (20 points)

- **Growth and Development of Quality Jobs:**
Discuss how the project, even in its early stage, aims to impact job creation, skill development, or local economic growth.
- **Intended Beneficiaries:**
Who will benefit from this project? Consider both direct and indirect beneficiaries.

- What are the intended tangible outcomes and benefits for these beneficiaries?
- **Value Proposition:**
What indicators suggest that this project is worth pursuing? This might include early data, community interest, or research findings.
- **Use of Catalyst Funding:**
Specify how the requested funding will help move the project forward—whether for feasibility studies, community outreach, pilot testing, or planning.
- **Secured Investments (Cash/In-Kind):**
Highlight any early-stage investments or in-kind support already received.

Sector Alignment (20 points)

- **Key Partners and Their Roles:**
Identify partners who will help you develop and test this project. Discuss any nontraditional or unexpected partnerships that might enhance the project's success.
- **How does your project align with one or more of the priority sectors or cross-cutting enabling strategies?**
Describe how your project fits into the designated priority sectors (e.g., workforce development, sustainable agriculture, etc.) or enabling strategies (e.g., infrastructure, community development).
- **How will you ensure that your project is informed and guided by community interests and needs?**

Work Plan and Budget (10 points)

Provide a timeline of key activities and budget associated with these activities and overall project.

Provide a **high-level timeline** for the first 6–12 months, with key milestones:

- **Milestones and Key Activities:**
Identify critical early-stage activities like research, community consultations, feasibility studies, and partnership-building.
- **Measurable Objectives:**
Outline objectives that can measure the success of your early-stage activities

Provide a **detailed budget** for the first 6–12 months, broken down into relevant categories like:

- Personnel costs
- Supplies/materials
- Community outreach
- Pilot testing costs

Note: **No more than 10% of the total budget can be allocated to administrative costs.**

Include the **name and contact information** for your fiscal contact person.

Qualifications (10 points)

- **Lead Organization's Mission and Capacity:**
Briefly describe your organization, its mission, and why it is well-suited to lead this project, especially in its early stages.
- **Relevant Experience and Past Projects:**
Highlight your organization's past experience with similar projects, especially any work that involved piloting new ideas or community-based efforts.
- **Methods for Reporting and Compliance:**
How does your organization ensure effective project management, reporting, and compliance with funders?
- **Key Personnel and Partners:**
List the key people involved and their roles in this early-stage project. Identify any relevant expertise or experience.

Community / Partner Support (10 points)

- **Letters of Support:**
Attach letters from partners, stakeholders, or community members supporting your pilot or exploratory project. The letters should explain their role and commitment to the project.

Documentation for Contracting

The following documentation does not need to be submitted with the proposal package, but will be necessary to finalize a contract:

- Evidence of eligibility to conduct business in California
- Insurance Certificates (demonstrating coverage for general liability, workers' compensation, etc.)
- Other information or documentation as required or requested by the state of California

Applications that do not include all required documents or fail to follow submission instructions will be considered incomplete and will not be reviewed.



Developmental Stage Application



Application Details and Scoring Rubric

To ensure a complete and reviewable application, applicants must submit the following information and will be rated according to the following criteria:

Identifying Information

- Organization's name
- Project name
- Total funding requested
- Organization Federal Employer Identification Number (FEIN)
- Organization address
- Primary contact information (name, position, email, and phone number)

***Please limit this grant application to a maximum of 10 pages.**

Geographical Impact (10 points)

- Identify the county or counties where this project will take place (Merced, San Joaquin, Stanislaus). Is this project focused on a specific neighborhood, city, county? If the direct impact of the project is regional in nature, please explain how.
- **Does this project focus on providing benefits to under-resourced and disadvantaged communities?** Identify the project area

Tell Us About Your Project

Project Overview (10 points)

Provide a concise overview of the project, including its primary purpose and intended outcomes.

- Where are you in the development of this project and how did you get here?
- What indicators do you have that affirm the value proposition of this project?
- What kind of restrictions (regulatory or other) would you have to overcome or consider for this Project?
- What have you learned from other ideas that have failed?
- How is your project informed by and responsive to the needs of the community?
- Explain any unique approach or innovation that will lead to greater impact and outcomes and sets this project apart from similar initiatives in the area.

Impact and Outcomes (15 points)

- Describe how the project contributes to the growth and development of quality jobs.
- What will the Catalyst funding be used for; what will it purchase or pay for?
- Who are the intended beneficiaries of this project?
- What are the intended tangible outcomes and benefits for these beneficiaries?
- How will this project center historically marginalized populations in the region

Sustainability and Future Funding (15 points)

- What is the financial sustainability model for your project?
- What is the business plan?
- What investments (cash or in kind) have you secured up to this point?
- How much investment will you be able to secure from other sources of funding and why?
- How much additional funding do you anticipate to bring within the next 24 months?

Sector Alignment (20 points maximum)

Project must align with one of the Priority Industry Sectors or Cross-Cutting Enabling Strategies.

- Describe how your project aligns with the Priority Industry Sectors and/or the Cross-Cutting En-

abling Strategies.

Work Plan (10 points)

- Provide a timeline with specific dates for project milestones, key activities, and deliverables including assigned roles for key staff and project partners.
- Detail existing community engagement and/or plans to conduct outreach and inclusion activities with historically marginalized and disinvested populations within the project area.
- Provide measurable objectives and performance indicators to evaluate the project's pre-development activities. The following are provided as examples and are not an exhaustive list.
 - Completion of Key Pre-Development Milestones: Examples include securing necessary permits or approvals, completing site assessments, feasibility studies, or environmental reviews.
 - Stakeholder Engagement and support: Examples include conducting community engagement sessions with measurable participation rates, establishing formal agreements or partnerships with key stakeholders.
 - Detailed Project Planning: Examples include finalizing architectural or engineering designs, preparing a comprehensive project timeline and risk assessment.
 - Project Advancement and Development: Examples include submitting grant applications or other funding proposals, receiving funding commitments from external sources.
 - Data Collection and Analysis: Examples include gathering and analyzing baseline data to inform project planning, completing demographic, market, or environmental analyses.

Qualifications (10 points)

- Describe the lead applicant organization, including mission, history, relevant experience, and capacity to manage the project
- Describe the organization's capacity to execute similar projects, outlining specific past projects and outcomes
- Describe the organization's process and methods to ensure effective reporting and compliance with this project.
- State names and roles of key personnel and partners involved in the project.

Budget and Budget Narrative (10 points)

- Utilize the provided template to provide a detailed budget that itemizes costs by category (e.g., personnel, materials, travel, subcontractors)
- Fiscal contact name and contact information

Note: A maximum of 10% of the budget might be allocated to administrative costs.

Community / Partner Support (10 points)

- Letters of Support

Community/Partner Support (10 points)

Applicants are required to develop and submit a community engagement plan in quarter or develop a partnership agreement/MOU

- Who are your partners and what role do they play?
- What unlikely partnerships are you bringing together in support of this project?

References

Include the following details from two organizations that have or are currently funding your organization:

- Name, email, and phone number of the primary contact.
- A brief summary (one paragraph) of the project associated with each reference.

References should be able to speak to:

- Your capacity to deliver the type of work outlined in your proposal
- Your ability to meet reporting requirements and adhere to the approved budget.

Additional Documentation (Optional)

- Additional supporting documents, such as resumes of key staff, case studies, or past project summaries, if relevant to the application.

Documentation for Contracting

The following documentation does not need to be submitted with the proposal package, but will be necessary to finalize a contract:

- Evidence of eligibility to conduct business in California
- List of Board of Directors or governing body
- Most recent audited financial statements or financial statements covering the previous twelve months
- Insurance Certificates (demonstrating coverage for general liability, workers' compensation, etc.)
- Other information or documentation as required or requested by the state of California

Applications that do not include all required documents or fail to follow submission instructions will be considered incomplete and will not be reviewed.



Investment Stage Application



Application Details and Scoring Rubric

*Please limit your application to a maximum of 20 pages

To ensure a complete and reviewable application, applicants must submit the following information and will be rated according to the following criteria:

Identifying Information

- Organization's name
- Project name
- Total funding requested
- Organization Federal Employer Identification Number (FEIN)
- Organization address
- Primary contact information (name, position, email, and phone number)

Geographical Impact (10 points)

- Identify the county or counties where this project will take place (Merced, San Joaquin, Stanislaus).
- Is this project focused on a specific neighborhood, city, county? If the direct impact of the project is regional in nature, please explain how.
- Does this project focus on providing benefits to under-resourced and disadvantaged communities? Identify the project area

Project Overview (15 points)

- Provide a concise overview of the project, including its primary purpose and intended outcomes.
- Explain any unique approach or innovation that will lead to greater impact and outcomes and sets this project apart from similar initiatives in the area.
- What have you learned from similarly-aimed projects that have failed?
- What indicators do you have that affirm the value proposition of this project?
- What kind of restrictions (regulatory or other) have you had to overcome to-date?

Community Impact (15 points)

- Who are the intended beneficiaries of this project?
- What are the intended tangible outcomes and benefits for these beneficiaries?
- How will this project center historically marginalized populations in the region?
- What efforts have you made to ensure this project upholds [Justice 40 principles](#)?
- What is the anticipated number of quality jobs (see definition in Appendix) to be directly created by this investment by the following benchmarks: December 2026; December 2029; December 2031? Describe how you arrived at these estimates.
- What effort is your project undertaking to ensure quality jobs created by this investment will be accessed by historically marginalized populations?

Sustainability and Future Funding (10 points)

- What investments (cash or in kind) have you secured up to this point?
- What specific sources of funding (private, State, Federal, or philanthropic) have you identified to support the project beyond Catalyst funding?
- Detail the financial sustainability model for your project. If applicable, please attach your project's Business Plan.

Partnerships (10 points)

- Who are your partners and what role do they play?
- What unlikely partnerships are you bringing together in support of this project?
- Please attach Letters of Support

Sector Alignment (20 points)

Project must align with one of the Priority Industry Sectors or Cross-Cutting Enabling Strategies.

- Describe how your project aligns with the Priority Industry Sectors and at least one of the Cross-Cutting Enabling Strategies.

Work Plan and Budget (10 points)

- Provide a timeline with specific dates for project milestones, key activities, and deliverables including assigned roles for key staff and project partners.
- Detail existing community engagement and/or plans to conduct outreach and inclusion activities with historically marginalized and disinvested populations within the project area.
- Provide measurable objectives and performance indicators to evaluate the project's pre-development activities. The following are provided as examples and are not an exhaustive list.
 - Completion of Key Pre-Development Milestones: Examples include securing necessary permits or approvals, completing site assessments, feasibility studies, or environmental reviews.
 - Stakeholder Engagement and support: Examples include conducting community engagement sessions with measurable participation rates, establishing formal agreements or partnerships with key stakeholders.
 - Detailed Project Planning: Examples include finalizing architectural or engineering designs, preparing a comprehensive project timeline and risk assessment.
 - Project Advancement and Development: Examples include submitting grant applications or other funding proposals, receiving funding commitments from external sources.
 - Data Collection and Analysis: Examples include gathering and analyzing baseline data to inform project planning, completing demographic, market, or environmental analyses.
 - Provide a detailed budget that itemizes costs by category
 - Fiscal contact name and contact information

Note: A maximum of 10% of the budget might be allocated to administrative costs.

Qualifications (10 points)

- Describe the lead applicant organization, including mission, history, relevant experience, and capacity to manage the project
- Describe the organization's capacity to execute similar projects, outlining specific past projects and outcomes
- Describe the organization's process and methods to ensure effective reporting and compliance with this project.
- State names and roles of key personnel and partners involved in the project.

References

Include the following details from two organizations that have or are currently funding your organization:

- Name, email, and phone number of the primary contact.
- A brief summary (one paragraph) of the project associated with each reference.

References should be able to speak to:

- Your capacity to deliver the type of work outlined in your proposal
- Your ability to meet reporting requirements and adhere to the approved budget.

Additional Documentation (Optional)

- Additional supporting documents, such as resumes of key staff, case studies, or past project summaries, if relevant to the application.

Documentation for Contracting

The following documentation does not need to be submitted with the proposal package, but will be necessary to finalize a contract:

- Evidence of eligibility to conduct business in California
- List of Board of Directors or governing body
- Most recent audited financial statements or financial statements covering the previous twelve months
- Insurance Certificates (demonstrating coverage for general liability, workers' compensation, etc.)
- Other information or documentation as required or requested by the state of California

Applications that do not include all required documents or fail to follow submission instructions will be considered incomplete and will not be reviewed.