Building Investment-Ready Projects

Expert Session for Economic Development & Finance Working Group

October 1, 2025 | Virtual Session

Session Agenda Overview

1. **Welcome & Framing**
   10 minutes - Opening remarks and session objectives
2. **Context Setting**
   10 minutes - Investment-readiness importance
3. **Expert Presentations**
   20 minutes - Feasibility Studies, Pro Formas, and Deal Readiness
4. **Case Study Spotlight**
   10 minutes - RII project example
5. **EDFWG Interactive Discussions**
   20 minutes - Project readiness discussion
6. **Synthesis & Next Steps**
   20 minutes - Key insights and future planning

Why Investment-Readiness Matters

Capital Absorption Challenge

Rural and tribal communities face unique barriers in accessing and effectively utilizing investment capital

RISE Alignment

Supporting Redwood Region's goals of inclusive economic growth and equitable capital access

November Connection

Preparing for the November 5 Convening in Lake County

Presentation Focus Areas

Feasibility Studies

Tools and templates for comprehensive project assessment and market validation

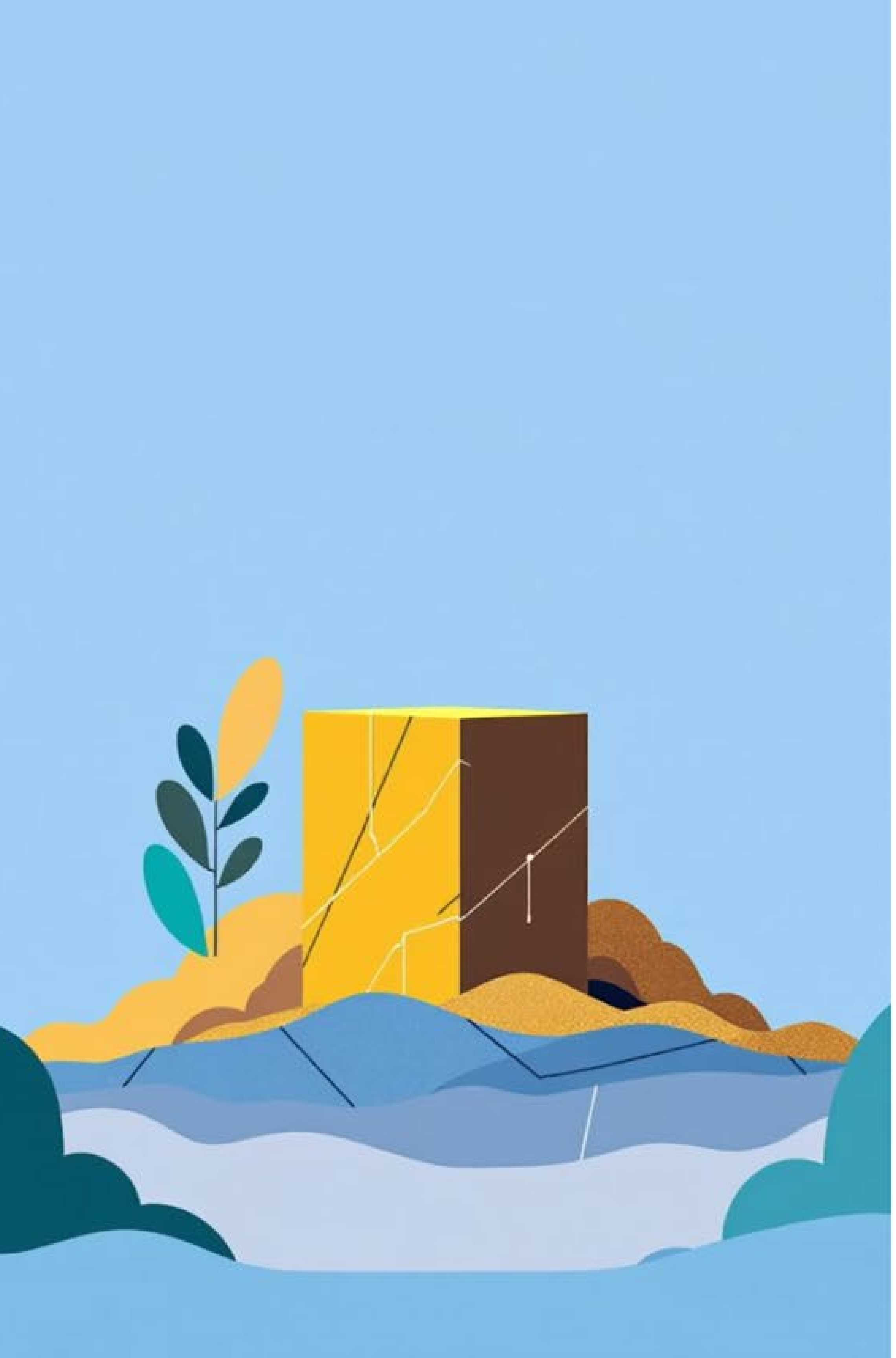
Financial Pro Formas

Developing realistic financial projections for early-stage project planning

Deal Readiness

Assessing investment readiness and identifying potential risks

Featuring project finance specialists, CDFIs, regional development consultants, and capital advisors



Nonprofit Feasibility Studies

The essential first step before launching any major project or capital campaign

Feasibility Study Framework

1

Project Overview

Name, lead organization, sector focus, and geographic scope

2

Market Analysis

Problem identification, beneficiaries, and demand evidence

3

Financial Assessment

Capital requirements, revenue model, and cost structure

4

Risk Evaluation

Top risks are identified with proposed mitigation strategies

5

Impact Measurement

Jobs created, equity outcomes, and environmental impact

The Challenge

Your organization has grown. You need a new facility to effectively operate and help beneficiaries. But before launching a capital campaign, you must determine if it's viable.

That's where a nonprofit feasibility study becomes essential - assessing your organization's readiness for projects and how to scale organization for larger projects.

What is a Nonprofit Feasibility Study?

Assessment Tool

Evaluates organization's readiness for major projects like capital campaigns

Gather Insights

Captures perceptions from key supporters through one-on-one interviews

Strategic Planning

Results determine if campaign should proceed and inform fundraising strategy

Key Benefits

Gather Feedback

Collect insights from key contributors before public launch

Build Early Support

Generate excitement and awareness among collaborators

Set Informed Goals

Determine realistic fundraising targets based on donor capacity

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Additional Strategic Advantages

Campaign Case Development

Use collaboraters feedback to create compelling case for support that demonstrates credibility and inspires donations.

Donor Stewardship

Deepen relationships with supporters by valuing their opinions and demonstrating their importance to your organization.

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When to Conduct a Feasibility Study

Feasibility studies apply to any major project requiring significant support and funding.

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Capital Campaigns

01

Most Common Use Case

Time and resource-intensive projects to raise specific amounts within defined periods

02

Major Investments

Fund construction, renovations, or equipment purchases requiring millions of dollars

03

Multi-Year Commitment

Projects typically span several years, making feasibility assessment essential

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Program Development Scenarios

New Programs

Assess fit with mission and supporter receptivity before launching new services

Program Expansion

Evaluate demand and resource availability for scaling existing programs

Major Funding Initiatives

Build donor relationships for endowment growth or major gift campaigns

Risk Mitigation

Feasibility studies assess whether projects are feasible for your nonprofit, preventing rushed decisions that risk financial well-being and reputation.

Don't rush into major endeavors without proper assessment. Protect your organization's future through informed decision-making.

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Your Next Steps

Evaluate Readiness

Determine if your organization is prepared for a major project

Engage Consultants

Work with fundraising experts to conduct unbiased collaborator's interviews

Develop Strategy

Use study results to create informed action plans and fundraising approaches

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Pro Forma Financial Planning for Non-Profits

Forward-looking financial statements that project your organization's future performance based on specific assumptions - a critical tool for securing funding and strategic planning.

What is a Pro Forma?

Planning Tool

Projects future financial performance over 3-5 years based on assumptions and estimates

Funding Support

Critical for securing grants and investments by demonstrating organizational potential

Strategic Assessment

Outlines expected revenues, expenses, and cash flows for informed decision-making

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Three Essential Statements

1

Statement of Activities

Projects revenues and expenses - similar to a for-profit income statement

2

Statement of Financial Position

Forecasts assets, liabilities, and net assets at a future point in time

3

Statement of Cash Flows

Projects cash movement and identifies potential funding gaps

Pro Forma Statement of Activities

Revenue Sources

- Contributions and grants
- Program service fees
- Special event income
- Investment income
- In-kind contributions

Expense Categories

- Program expenses (mission-based)
- Management and general
- Fundraising expenses

Goal

Effectively manage funds to support mission, not maximize profit.

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Pro Forma Statement of Activities Structure

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	$150K	$300K	$500K	$750K	$1M
Total Expenses	$200K	$250K	$400K	$600K	$800K
Net Income	-$50K	$50K	$100K	$150K	$200K

Include assumptions for growth rates, pricing, and inflation. Highlight break-even year clearly.

[Template Link]()

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Statement of Financial Position

Assets

What the nonprofit will own: cash, property, equipment, and other resources.

Liabilities

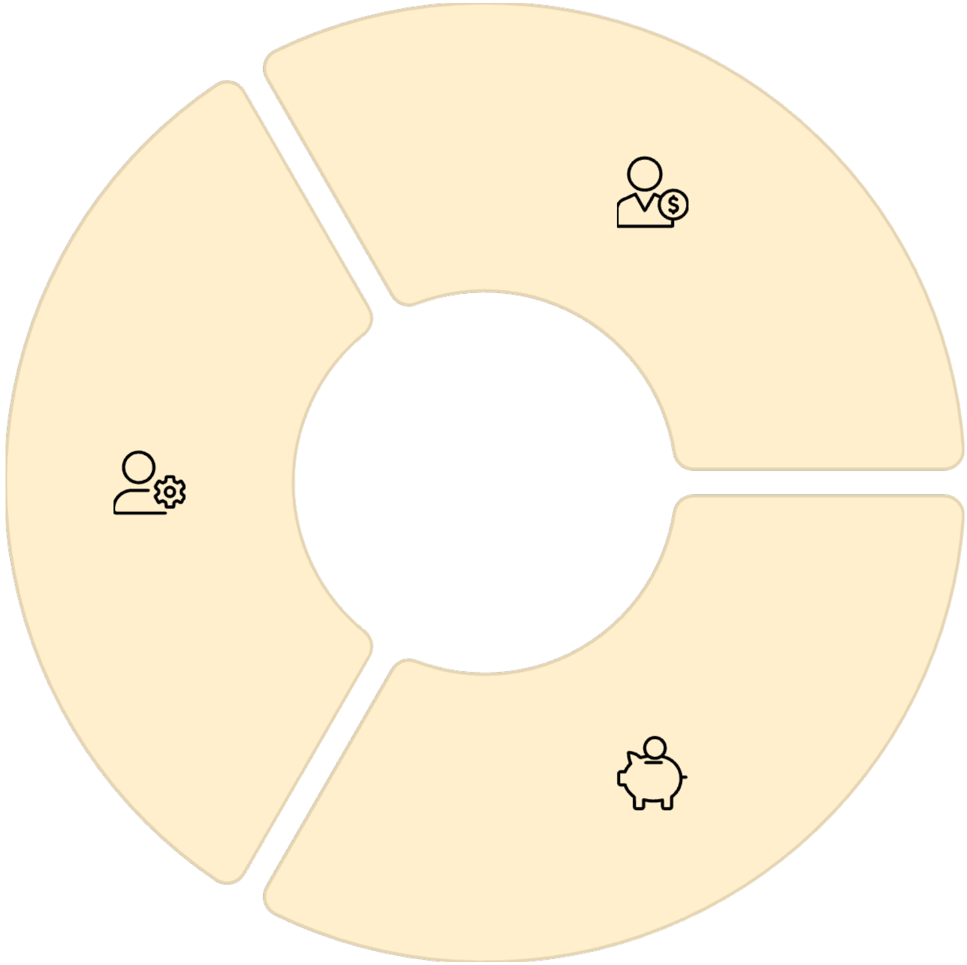
What the nonprofit will owe: accounts payable, grants payable, and any long term debts.

Net Assets

The difference between assets and liabilities, categorized by donor restrictions.

Statement of Cash Flows: Cash Flow Management

Projects cash movement to manage liquidity and identify funding gaps.



Investing Activities

Cash from purchasing or selling assets and investments

Operating Activities

Cash from mission-related and day-to-day operations

Financing Activities

Cash from debt, loans, or other financing sources

Creating Your Pro Forma

A systematic approach to developing accurate financial projections.

Review Historical Data

Analyze past performance for realistic baseline and trend identification.

Define Assumptions

State assumptions about funding, events, staffing, and economic conditions.

Project Revenue

Use giving patterns and trends to forecast donations and grants.

Forecasting and

Forecast Expenses

Project costs by distinguishing fixed expenses (salaries) from variable expenses (supplies). Categorize by function.

Develop Statements

Populate pro forma statements using revenue and expense assumptions. Spreadsheet templates are widely available.

Maintain Transparency

Review regularly with board and senior staff to track progress and adjust strategies as needed.

Key Success Factors

Realistic Assumptions

Base projections on any historical data available and current market conditions for credibility.

Regular Updates

Review and adjust projections quarterly to reflect changing circumstances.

Board Engagement

Involve leadership in the planning process for buy-in and strategic alignment.

Your Financial Future Starts Here

Secure funding with confidence

Present clear financial projections to grantors and investors

Make informed strategic decisions

Use data-driven insights to guide your organization's future

Demonstrate fiscal responsibility

Show collaborators your commitment to financial stewardship

Pro forma statements are more than numbers - they are your roadmap to sustainable impact and organizational growth.

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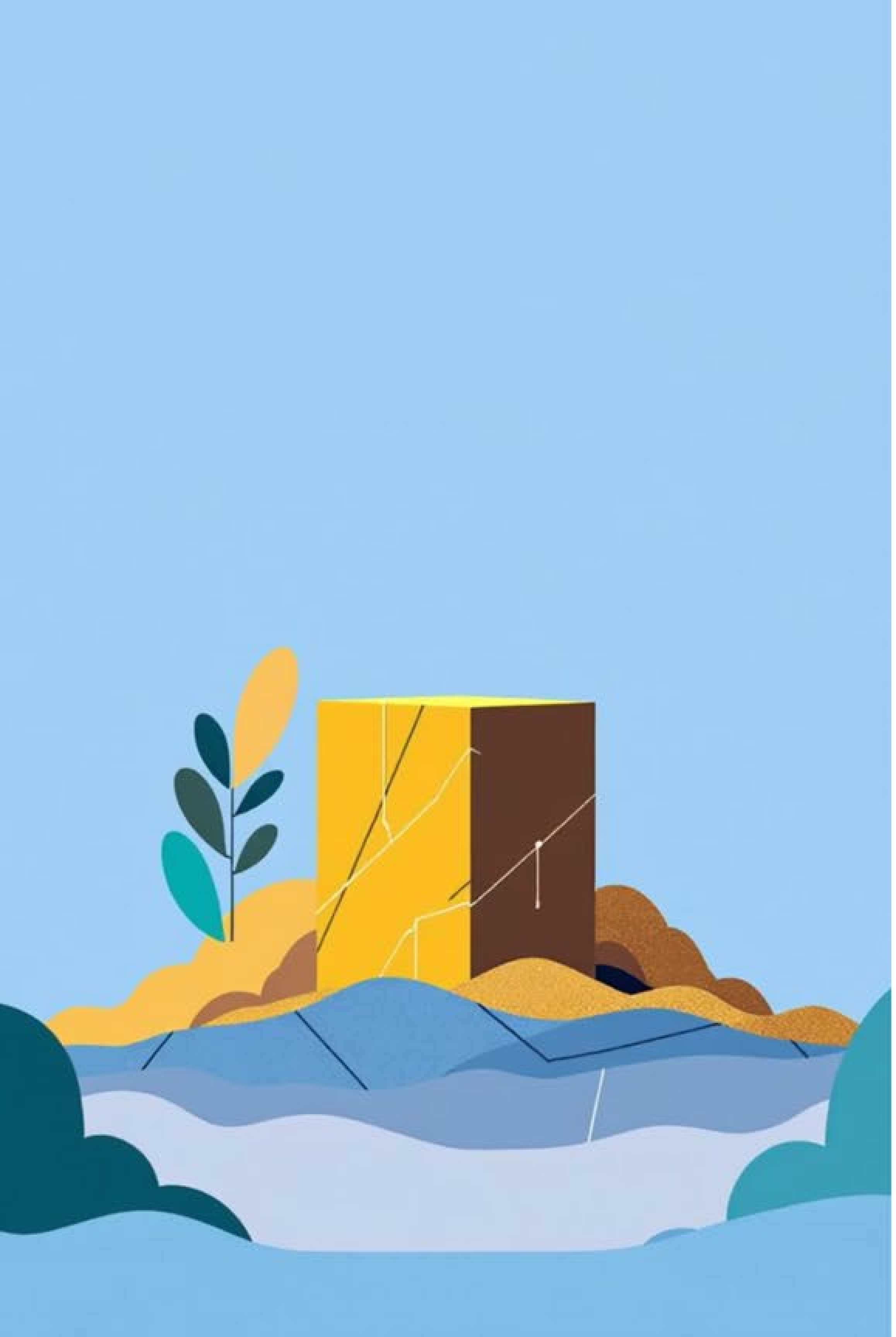


Investment - Readiness Checklist

Is your project ready for investment?

Investment-Readiness Checklist

1

Vision & Strategy

Clear mission, defined market opportunity, and target beneficiaries identified

2

Financial Readiness

Draft pro forma completed with defined capital requirements and risk profile

3

Operational Foundation

Leadership identified, key partners secured, feasibility study underway

4

Legal Compliance

Site control established, permits identified, organizational structure clarified

5

Impact Metrics

Community benefits defined with environmental and social ROI identified

6

Capital Engagement

Initial funder conversations started, appropriate capital sources understood

California Regional Investment Initiative

Implementation Phase RFP

Presented by the California Jobs First Council, Governor's Office of Business & Economic Development, and Labor & Workforce Development Agency

CALIFORNIA JOBS FIRST

Program Overview & Funding

About RII Implementation Phase Rnd 2

The Regional Investment Initiative represents California's comprehensive approach to economic development. The Implementation Phase Rnd 2 makes $53 million available for projects that create good-paying jobs and foster sustainable economic growth.

Core Pillars

- Supporting sustainable and equitable economic growth
- Investing in workforce for future sectors
- Creating attractive environments for job creators
- Strengthening California's innovation economy

$53M

Total Funding

Available through Rnd 2 RFP

$500K

Minimum Award

Per individual project

24

Months

Performance period

Application Process & Timeline

1

Phase 1: Notice of Intent

Round 1: March 26, 2025

Round 2: November 5, 2025

Lead entity submits targeted sector and regions

2

Pre-Application Questionnaire

Round 1: April 23, 2025

Round 2: December 3, 2025

Detailed project cluster evaluation (300 words per question)

3

Full Application

Round 1: May 28, 2025

Round 2: January 16, 2026

Individual project applications with interviews for qualifying projects

Key Requirements: Projects must serve disinvested communities, be ready for 24-month implementation, and include 3-8 interconnected projects in tradable sectors. Eligible applicants include nonprofits, higher education institutions, tribes, and local governments.

Three Stages of Project Readiness

Ready-to-Go

Completed all necessary steps for implementation. Includes feasibility studies, site control, and preliminary permitting for construction projects.

Last-Mile

Feasibility assessments complete with initial development steps taken. Need to clear final hurdles like site selection and environmental review.

Exploratory

Early-stage development projects that may need dedicated funding for feasibility studies and initial planning.

All projects must be completed by September 2026 and receive approval from California Jobs First Regional Collaborative.

Readiness (completed feasibility, environmental studies, permits, pre-development steps).

Essential Requirements for All Projects

Project Foundation

Overview with objectives, scope, workplan, timeline, and budget. Must identify service recipients and project sponsor.

Team & Partnerships

Defined project team including internal staff, external partners, and established community partnerships.

Strategic Alignment

Explicit alignment with Regional Plans and clear success metrics. Must address potential implementation risks.

Supporting Resources Available

Feasibility Study Template

Comprehensive framework for early-stage project assessment and market validation

Sample Project Pro Forma

Financial projection template

Investment-Readiness Checklist

Quick self-assessment tool for project teams to evaluate their preparation status

California Jobs First Implementation Funding

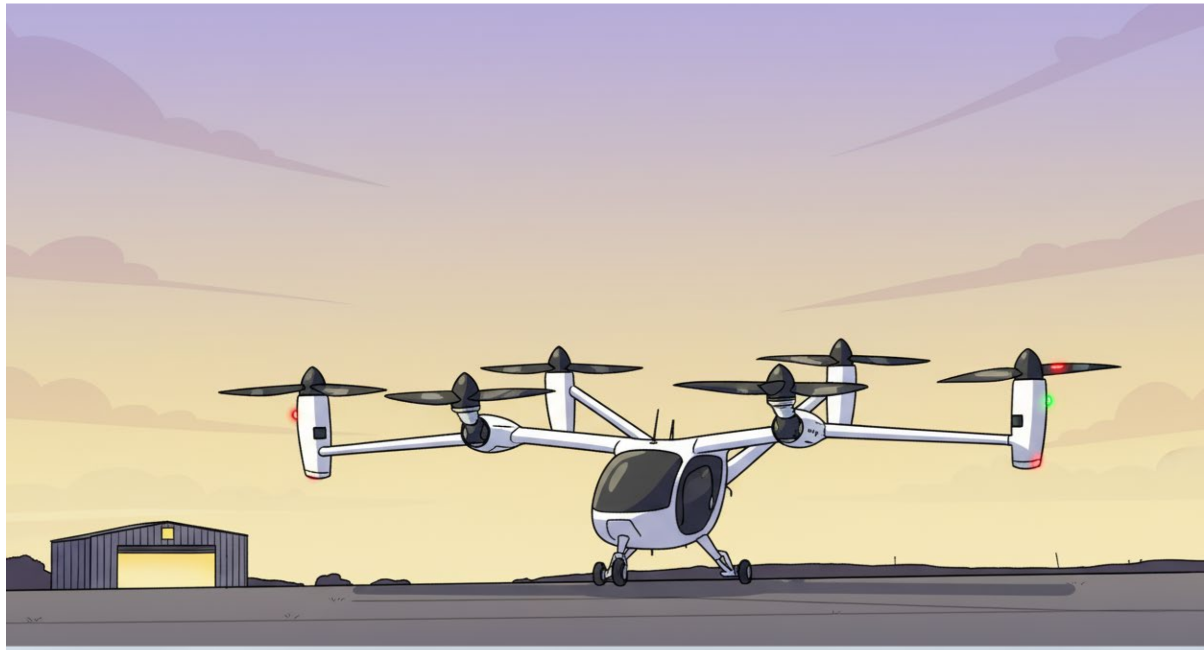
Summary of requirements for Implementation Phase 2 funding

Case Study: Round 1 RII Implementation Project

From Fort Ord to Flight

Building America's Advanced Air Mobility Corridor

Multi-Phase Development and Funding Pathways



DART

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DART's Mission & Strategic Impact

Mission

Catalyze inclusive UAS & AAM economies that drive regional prosperity and create pathways to high-quality careers

Workforce

Build skilled talent pipeline through apprenticeships and certification programs

Infrastructure

Develop testing facilities and production capabilities across the region

Ecosystem

Foster collaboration between industry, academia, and government partners

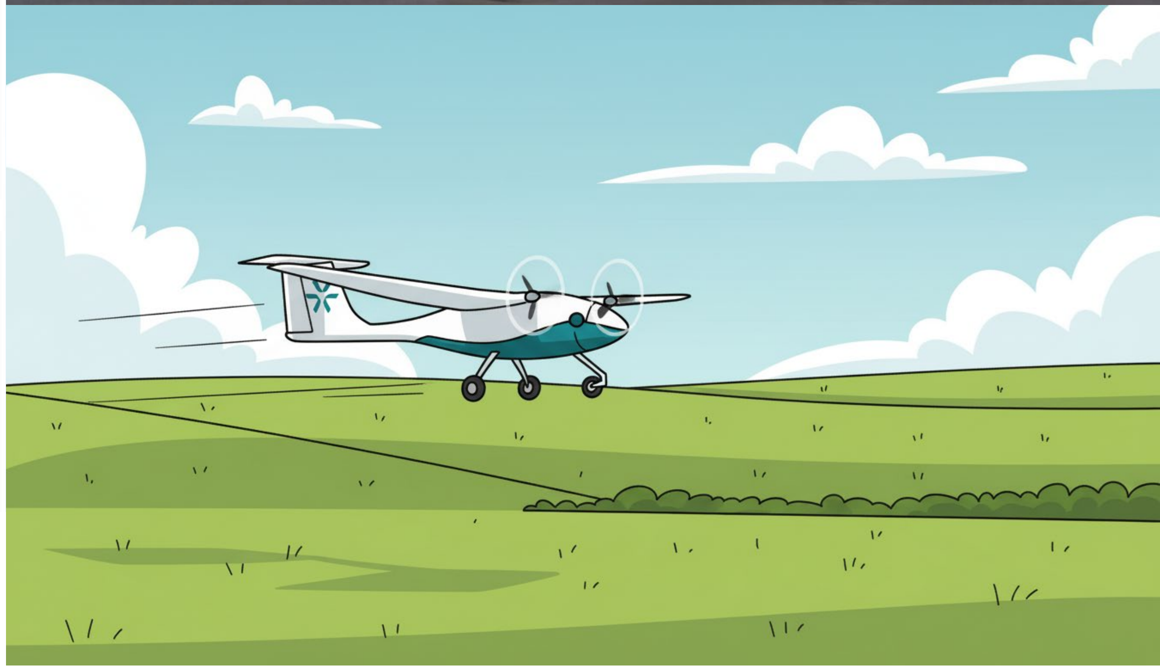
Market Opportunity

Growth Sectors

Inspection, agricultural drones, heavy-lift cargo, and passenger eVTOL aircraft represent explosive market potential

Key Drivers

Advanced battery technology, evolving FAA regulations, and sustainability mandates fuel unprecedented growth



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Phase 1: Foundation Building (1994–2020)

01

$1B Investment

Comprehensive cleanup and infrastructure development transformed former military base

02

Institution Building

CSUMB and UCSC MBEST established educational and research foundations

03

Economic Development

FORA programs attracted businesses and created economic momentum

04

Funding Sources

Public resources combined with state and federal cleanup funds

Seeds of Innovation (2009–2017)

1

2009: Joby Aviation Founded

Pioneering eVTOL development begins in the region

2

NASA Hollister Ecosystem

Federal testing infrastructure establishes credibility

3

Insight Up Solutions

FAA pilot programs demonstrate regulatory leadership

4

Partnership Foundation

Early collaborations shape ecosystem development

Phase 2: Nonprofit Innovation (2018–2025)

DART Founded

Dedicated nonprofit enables agile response to industry needs and regulatory changes

$

Diverse Funding

Philanthropy, program revenue, in-kind staff contributions, and targeted state grants

Ecosystem Anchors

Joby expansion, UC ANR Drone Camp, and DART Symposium establish regional leadership

Strategic Ecosystem Expansion

Industry Growth (2019–2021)

Wisk at Hollister, Archer at Salinas, and Joby at Marina create manufacturing cluster

UC CITRIS Program

University aviation research strengthens academic-industry partnerships

Funding Evolution

Strategic progression: local → regional → state → federal investment alignment

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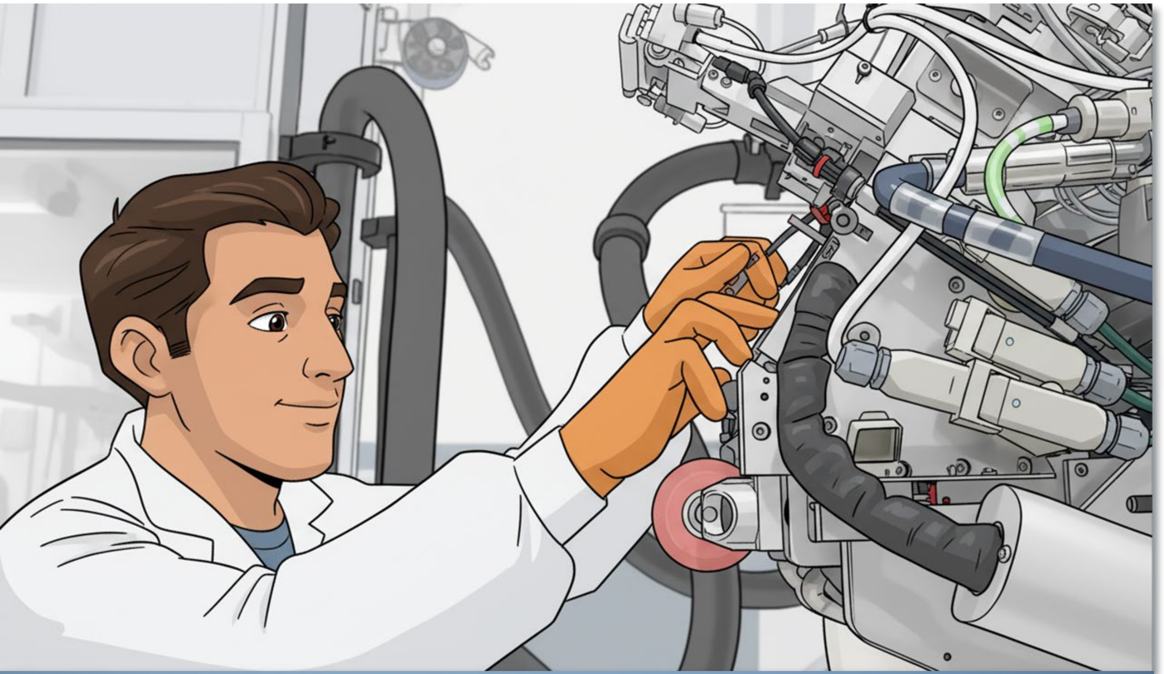

Workforce Development Breakthrough

90+

Apprenticeships

Direct pathways to high-paying aerospace careers

180

Skills Certification

Industry-recognized credentials in maintenance, assembly, and robotics

AMAP program creates comprehensive job tracks while regional workforce assessment identifies skills gaps and opportunities for targeted training investments.

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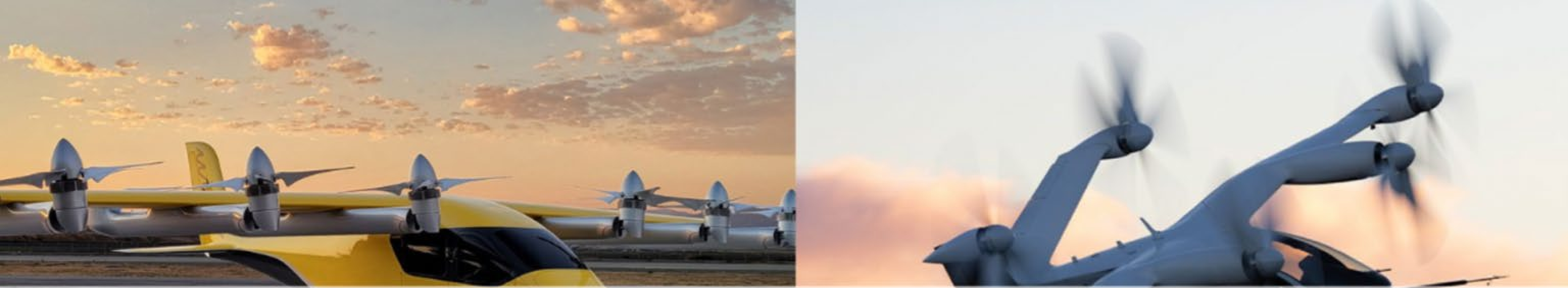


California Advanced Air Mobility Corridors Initiative (CAAMCI)

CALIFORNIA JOBS FIRST

Monterey Bay ECONOMIC PARTNERSHIP

MONTEREY BAY TECH HUB Advancing Opportunities

UC SANTA CRUZ

DART

California Air Mobility Corridors Initiative (CAAMCI)

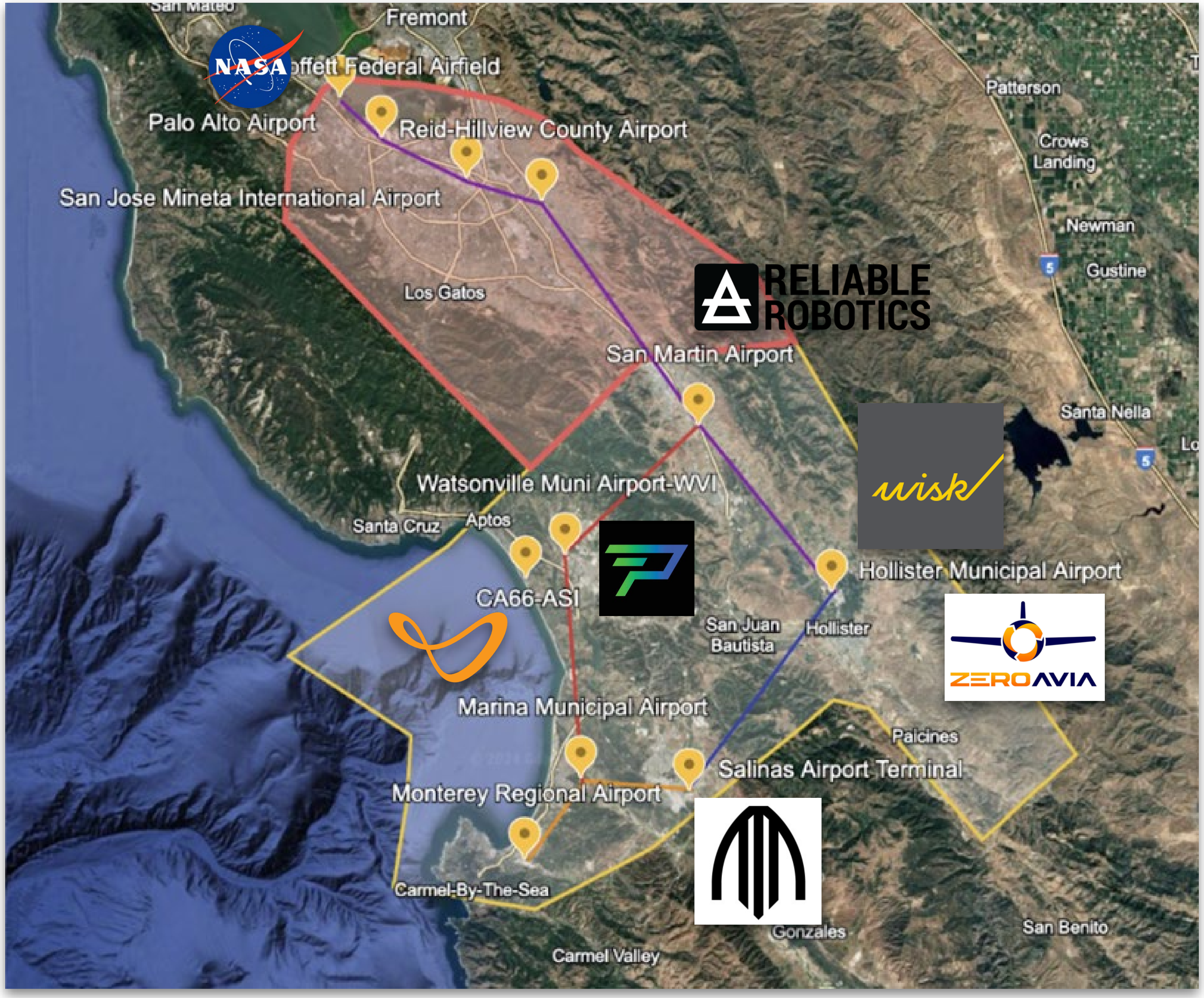
CALIFORNIA JOBS FIRST

Uplift
Central Coast

Monterey Bay
ECONOMIC PARTNERSHIP

MONTEREY BAY
TECH HUB
Advancing Opportunities

UC SANTA CRUZ



- **CA Economic Blueprint -** ***Accelerate***
- **AAM + UAS Dev Corridor(s)**
- **Support Existing & Attract New Employers**
- OEM + Supply Chain
- **Leverage Existing GA Infrastructure**
- Engaged Community & Workforce Ecosystem
- **Demonstrate to Scale**

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The Future Takes Flight

Governance Continuity

Sustained leadership drives long-term success

Nonprofit Flexibility

Agility enables rapid innovation response

Community Benefit

Workforce development ensures inclusive prosperity

Interactive Workshop Questions

Investment Readiness Assessment

What makes projects ready for investment consideration?

Gap Analysis

What tools or partnerships are currently missing from the projects?

Convening Connection

How could this project connect to November's in-person convening?

Next Steps & Upcoming Events

November 5 Regional Convening

Lake County in-person event

December 3 Expert Session

Blending Capital: Philanthropy, Government, and Private Sector

Cohort 1 Project Funding Accelerator

Prepare draft pro formas and feasibility summaries for accelerator entry

Open call for projects to develop investment-ready materials and join the accelerator program

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