Redwood Region RISE
Catalyst Pre-development Funds
Request for Proposal (RFP)

Submission Deadline: Wednesday, January 15, 2025, 5:00 p.m.
Contact Information: The California Center for Rural Policy (CCRP)
Phone Number: 707-826-3400
Email Address: ccrp@humboldt.edu
Award Information: $9 million dollars in total for up to 10 projects in the Redwood Region

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Summary

Redwood Region Resilient Inclusive Sustainable Economy (RRRISE) seeks "exploratory" (early stage or pilot) and last-mile (near implementation-ready) phase projects which are aligned with the RISE Roadmap and Collaborative goals.

$9 million dollars will be awarded to up to 10 projects in the Redwood 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 incorporated or government/Tribal entity with the capability to enter into a contract, administer funds, and ensure project compliance. Projects should focus on areas such as innovation and value chain infrastructure, entrepreneurship and access to capital, social infrastructure, and workforce development. Applicants are encouraged to collaborate across sectors and communities. **The grant aims to prepare projects to successfully pursue implementation funding.**

Introduction

California Jobs First (formerly California Economic Resilience Fund – CERF), established by SB162, is a statewide grant program aimed at fostering a sustainable and equitable economic recovery from COVID-19. It supports the creation of local economic diversification strategies, high-quality jobs, and a transition to a carbon-neutral economy. The fund is allocated across 13 regions, with a set-aside funding opportunity for California Native American Tribes.

California Jobs First has four main components:

1. **Planning Phase**: $5 million awarded to each region to form High Road Transition Collaboratives and develop a Regional Roadmap for implementation (ended September 30, 2024).
2. **Catalyst Fund**: $14 million in non-competitive funding to support pre-development activities and key sector investments (ends September 30, 2026). This fund is administered by each region's convening bodies.
3. **Implementation Funding**: $150 million in competitive funding for shovel-ready projects that align with California Jobs First goals, distributed over three fiscal

years starting in 2024/2025. This fund is administered at the state level.
4. **Tribal Funding Opportunity**: $15 million in competitive funding for California's federally recognized Tribes, with an option for a Tribal-serving organization to act as an intermediary.

The California Center for Rural Policy (CCRP) and North Edge Financing are convening the initiative and administering funds for the Redwood Region, which comprises 33 federally and non-federally recognized Tribal Nations, Del Norte, Humboldt, Lake, and Mendocino Counties.

Catalyst Fund

The Redwood Region RISE Catalyst Fund will invest $9 million to help prepare local projects for further funding and investment. The funding will be used to assist projects to align with the State's Implementation Fund priorities to create high quality jobs, meet community support needs, adhere to labor standards, and align with climate goals, as well as Redwood Region RISE's regional goals outlined in the RRRISE Regional Roadmap.

- You can view these goals and the roadmap at: Redwood Region RISE
- You can find the Scoring Rubric for this fund in *Appendix B: Scoring Rubric*.

Our region's goals and Catalyst Fund priorities have been assembled based on the guidance of dozens of members of the various Redwood Region RISE governance bodies.

Sector Alignment: Projects that fall within a particular industry sector will be evaluated and scored based on how well they express or align with the RRRISE Sector Strategies. See *Appendix G: Overview of Regional Strategies from Regional Roadmap Part 2* for quick-reference of Sector Strategies, and review the Regional Roadmap, Part 2 for detailed descriptions:
- For *Arts, Culture, and Tourism* Sector Strategies, start on page 22
- For *Health and Caregiving* Sector Strategies, start on page 42
- For *Renewable and Resilient Energy* Sector Strategies, start on page 60
- For *Working Lands and Blue Economy* Sector Strategies, start on page 75

Balance: The RRRISE Voting Block will strive to approve an overall portfolio of projects that provides balanced investment in or across:
- Industry Sector: each of the Collaborative's four priority sectors: Arts, Culture,

and Tourism; Health and Caregiving; Renewable and Resilient Energy; and Working Lands and Blue Economy;

- Geography: the region: Tribal Lands, and Del Norte, Humboldt, Lake, and Mendocino Counties;
- Pre-development Phase: both Exploratory and Last-mile projects.

Priorities: The RRRISE Voting Block will also make final project selections and funding allocations according to whether the projects align with one or more of the Funding Priority areas below.

1. Industry Leadership: Projects seeking economic diversification, growth, and sustainability that include substantial and direct participation from industry leaders and employers in one of the four sectors.

2. Leadership from Priority Communities: Projects that build capacity of collaboratives and organizations that serve Priority Communities through robust leadership from and with substantial benefit to Priority Communities. Project outcomes include building capacity within organizations led by and for Priority Communities to participate in future economic development and workforce initiatives. See *Appendix E: RRRISE Priority Communities*.

3. Native American Tribal Projects: Project lead must be (a) Tribal Nation (whether federally recognized or not), or (b) Tribal-led and serving organization, or (c) consortium of Tribes who's ancestral and present-day lands are in the Redwood Region.

*The Voting Block will aim to direct up to 20% of Catalyst Fund to projects in this category, in recognition that the state-level competitive Tribal Funding Opportunity pool has been sharply reduced.

Eligible Applicants & Use of Funds

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.

What Kinds of Projects and Activities Are Eligible?
- Project Categories: The Catalyst Fund provides flexible "pre-development" funding for projects that fall into one or more of the following categories:
  - Innovation & Value Chain Infrastructure: Projects address gaps in an industry that create barriers to growth, thriving jobs, and equity.
  - Entrepreneurship and Access to Capital: Projects that help small businesses grow to the next level of success.
  - Social Infrastructure: Projects that remove barriers and support access to economic and workforce opportunities for communities historically excluded from economic well-being and opportunity, and economic development decision-making.
  - Workforce Development: Projects that support workforce training and/or supportive services that help workers access good jobs.

Pre-development Phase
The Catalyst Fund is intended to help projects get ready to secure full funding and start implementation. During the pre-development phase the vision and goals are defined, and there is a rough project plan showing what needs to be done. There remain significant steps ahead to get ready for a major financial investment and launch. Your project should fit in—or somewhere between—these two phases:

- **Exploratory projects** are in the early stages of development. There is a core group committed to the project, and they have agreed to a vision and very general plan to reach that vision. The project needs funding to, for example: conduct a feasibility study, perform intensive community engagement, build a detailed business plan, develop detailed design elements like a curriculum, engineering or architecture plans, funding, and financing strategy, etc.

- **Last-mile projects** are considered feasible (possible to accomplish) and viable (possible to fund or finance). The project designs, plans, and budget clearly demonstrate how the collaborators will achieve their stated objectives. Significant funding is needed to launch, for example: site selection, permitting, environmental review, certifications, etc.

See *Appendix F: Project Readiness Assessment* for the statewide California Jobs First explanation of "exploratory," "last-mile," and "ready-to-go" project phases.

Excluded Phases of Development
- Projects will be disqualified that are considered too preliminary/early stage to count as being "in pre-development" according to criteria described above.
- Funds may not be used to finance "ready-to-go" projects. These will be directed to the California Jobs First implementation funding process and/or to Redwood Region RISE technical assistance providers.

Restricted Activities
- Funds may not be used to finance expansion of fossil fuels extraction and use. See *Appendix H: Climate and Environmental Guidelines* for more detail.
- Funds may not be used to pay for activities taking place outside the Redwood Region RISE geographic area, comprising our four counties and 33 Tribal Lands.

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.

Application

Pre-Application Questionnaire (This information is voluntary and will not be scored. It will help RRRISE understand the needs of project applicants and provide additional support when possible).

→ **Please access the digital version of the Application here**
→ **Please download the fillable PDF Application here**

1. Do you, the project lead, identify as a member of one of RISE's Priority Communities? Check all that apply in the list below:
   - Advocates for People of Color (e.g., Black Lives Matter, Asian Americans Advancing Justice, New Hmong Rising Association, etc.)

   - Caretakers
   - Communities of Color
   - Farm Workers
   - Immigrants with Documentation (e.g. work visas)
   - Individuals experiencing Mental Illness
   - Individuals in Rent-Burdened households
   - Individuals that are Deaf or Hard of Hearing (HoH)
   - Individuals that live in extremely remote/rural areas of the Redwood Coast Region (Redwood Region RISE)

   - Individuals who are Unemployed/Laid off/Seeking Employment
   - Individuals who were Formerly Incarcerated
   - Individuals with Intellectual Developmental Disabilities
   - Individuals with Learning Disabilities
   - Individuals with Physical Disabilities
   - Individuals with Vision Impairment
   - Individuals without Broadband Access
   - Individuals without Documentation
   - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and two-spirit+ (LGBTQIA2S+)
   - Limited English proficiency (non-English speakers or English as a Second Language)

- Low Income households
- Members of religions and ethnic minority communities
- Monolingual Hmong Speakers
- Monolingual Spanish Speakers
- New Citizens
- Non-federally Recognized Tribal Nations
- Senior Citizens
- Single parent household
- Tribal Citizens
- Tribal Governments
- Unhoused individuals
- Unions
- Veterans
- Workers
- Youth
- Zero-vehicle households
- None of the above
- Prefer not to disclose

2. Were you able to receive technical assistance or other support from RRRISE during your project planning and application preparation process? This includes attending an informational meeting; drop-in Q&A session; meetings with RISE Technical Assistance Providers and grant writing mentors; sessions with the Equity Council, Tribal Table, and/or Sector Investment Coordinators.
    - Yes
    - No
    - I'm not sure

3. If so, which forms of support were you able to access through RRRISE?
    - Informational Meeting
    - Drop-in Zoom Question and Answer Session(s)
    - Grant writing or project development assistance
    - Technical assistance from Sector Investment Coordinators
    - Assistance from the Tribal Table or Equity Council Facilitators

4. If awarded these funds, would you be able to submit for cost-reimbursement? (Cost reimbursement means that your project can pay for work yourselves upfront. This is a refund process for work and expenses *already* completed)
    - Yes

- No, I will need $ .... of the project cost in advance
- Please have CCRP contact me to discuss this

5. Would you be willing to either connect with other applicants in the Collaborative to partner or combine projects for regional impact goals?
   - Yes
   - No
   - If yes, please share any ideas you may have:

Application Submission

All applications must be received by January 15, 2025, at 5:00 pm. Applications may be submitted electronically via this form, or in hard copy to:

<div align="center">

California Center for Rural Policy

1 Harpst Street

Arcata, CA 95521

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We recommend that you review the RRRISE Catalyst Fund Application Scoring Rubric (*Appendix B: Scoring Rubric*) to understand what will be considered as a clear, feasible, strongly aligned proposal.

Please Note: If you've already submitted information via the Redwood Region RISE Project Inventory Google form, **email rc411@humboldt.edu with your project name and contact person.** We'll send you a copy of your prior submission so you can transfer that data directly into the Catalyst Fund application, updating as needed.

Catalyst Pre-Development Funds RFP Questions
→ **Digital format here**
→ **Fillable PDF format here**

Contacts (Required)
- Project Contact (who can we come to with detailed questions about the project, budget, etc.?)
   - Contact First Name:
   - Contact Last Name:
   - Title:
   - Organization:
   - Email:

- o Phone Number:
- Sponsor (who will sign the contract and administer the funds?)
    - ▪ Sponsor First Name:
    - ▪ Sponsor Last Name:
    - ▪ Title:
    - ▪ Organization:
    - ▪ Email:
    - ▪ Phone Number:
    - ▪ Website:
    - ▪ Organization/Incorporation type (nonprofit, Tribal Nation, county or city, special district, school or university, business, etc.):
    - ▪ Tax ID/EIN or other official registration number:
    - ▪ Are there additional organizations who are co-applicants in this RFP? Please name them below and provide MOU's, contracts, signed letters, and/or other evidence of co-leadership in the project.

Project Collaborators (Required): What organizations, agencies, or groups are committed to actively work on the project together? Please upload in PDF format a letter or email provided by each Collaborator, signed by the group or organization's leader (volunteer or staff), that (a) describes the organization's purpose, and (b) explains what role they expect to play in the project. Note: These are NOT "letters of support" from outsiders who are generally supportive of the proposed project, but rather verification of an organization or group's active commitment to and participation in the project.

Project Information (Required)
- Project Name:
- Duration of Pre-development Phase of Project (enter your best estimated start & end date for the pre-development phase, not the whole project):
- Project Readiness (pick whichever phase fits best)
    - o Exploratory
    - o Last-mile
- Geographic Area Served by or Through Project (specify county/ies, municipalities, and/or Tribal Lands)
- Most Relevant RISE Sector Strategy or key enabler (see *Appendix G: Overview of Regional Strategies from Regional Roadmap Part 2*):
    - o Arts, Culture, and Tourism
    - o Health and Caregiving

- o Renewable and Resilient Energy
- o Working Lands and Blue Economy
- o Broadband
- o Entrepreneurship
- o Food Security and Access
- o Housing
- o Infrastructure and Transportation
- o Workforce Development
- Most Relevant Project Category (pick whichever fits best)
  - o **Innovation & Value Chain Infrastructure:** Projects address gaps in an industry that create barriers to growth, thriving jobs, and equity.
  - o **Entrepreneurship and Access to Capital:** Projects help individual businesses grow to the next level of success.
  - o **Social Infrastructure:** Projects remove barriers and facilitate access to economic and workforce opportunities for communities historically excluded from economic well-being and opportunity, and economic development decision-making.
  - o **Workforce Development:** Projects support workforce training and/or supportive/wrap-around services that help workers access good jobs.

Project Narrative (Required)
Concise answers (a few paragraphs or bullets) are preferred.

1. **Project Description (500 words maximum):** Please give a short description of this project that will inspire a potential supporter or collaborator. Be specific: describe the approach you're taking and the results you want to accomplish. Specify here which of the Sector Strategies outlined in the Regional Roadmap, part 2 document your project aligns with most closely.

2. **Success (300 words maximum):** How will you know your project is successful? What will be measured to demonstrate impact? (e.g., Numbers of participants, completed infrastructure, jobs created or saved, family or business income growth, etc.)

3. **Who Benefits (300 words maximum)?** When the project is fully implemented, who / what will benefit most? You can discuss geography, specific Priority Communities, industry sectors, workers or entrepreneurs, age ranges, etc.

4. **Pre-development Phase Workplan (300 words maximum):** What tasks or

activities do you need to accomplish, and on what schedule, to get through the pre-development phase and become ready for implementation dollars and project launch? Feel free to attach a separate workplan or business plan instead of entering content here. Address how you will raise additional funds or secure other resources needed to complete the pre-development phase.

5. **Pre-development Phase Risks & Barriers (300 words maximum):** What could, or does, stand in the way of successful implementation during your pre-development phase? How will you anticipate risks and overcome barriers?

6. **Equity (300 words maximum):** How does your project demonstrate a commitment to equity when it comes to the region's Priority Communities, for example through trauma-informed and culturally sensitive decision-making, community participation/consultation, internal processes, and outcomes?

Goals Alignment

This section helps applicants emphasize the connection between their project and the Redwood Region RISE goals and Catalyst Fund priorities. **If you have addressed these priorities completely in the Project Narrative above, you do not have to explain anything separately below, and will not lose points; just enter "answered above."** However, we recommend completing the sections below that are not fully explained in the Project Narrative above. **(100 words maximum for each section)**

- How does this project help create thriving-wage opportunities for workers in our region ("quality jobs")?

- How does this project pursue sustainable economic growth by diversifying our local and regional economies?

- How does this project advance California's goals for a climate-forward future (carbon-neutrality and beyond)?

- How does the project empower communities that don't always participate in or benefit from economic development planning processes?

Attachments:

- Budget and Budget Narrative (Required): See *Appendix A: Budget and Budget Narrative.* Please upload in PDF format.
- Project Team Lead(s) (Required): Please upload in PDF format. List the names and/or roles/titles for lead staff, consultants, or volunteers who will be primarily responsible for directing the pre-development phase, and their qualifications. Provide contracts, MOUs, and/or letters of support from co-leads.
- Workplan/Business Plan with Timeline (Optional): Please upload in PDF format.

Award Selection

- A committee of 30 project evaluators will be recruited from across the Collaborative and trained to use the Scoring Rubric. Each project will be scored by three independent scorers. The 20 highest scoring projects will be sent to the Voting Member Block for consideration. Finalists will be invited to participate in a short pitch session with the Voting Members, and final decisions will be made at the RISE in-person meeting in the first quarter of 2025.
- Voting members will be responsible for ensuring the overall portfolio of projects selected for Catalyst funding align with RRRISE goals and funding priorities, and achieve some degree of balance across sectors, geographies, and development phases.
- Voting members and the selection process will adhere to the Conflict of Interest Statement outlined in *Appendix J: RRRISE Conflict of Interest Policy*.
- Voting members are not obligated to grant out the full $9 million in awards if applications do not meet the criteria and goals of the RRRISE Collaborative and subsequent calls for applications may open in that event.

Timeline

Request for Proposals launched	**11/18/24**
Information Session (During RRRISE Quarterly Collaborative Meeting)	November 21, 2024, 11:00-12:30 [Zoom Link] Meeting ID: 870 2144 7956 Passcode: 263656
Drop-in Question & Answer Sessions for applicants	• December 5, 2024, 12pm-1pm [Zoom Link] Meeting ID: 871 9790 9638 Passcode: 232014 • January 6, 2025, 12pm-1pm [Zoom Link] Meeting ID: 865 8421 2792 Passcode: 453084
Applications due by 5:00 pm	**1/15/2025**
Eligible applications scored by trained volunteers using Redwood Region RISE Catalyst Fund Scoring Rubric	1/17/2025-2/14/2025
20 grant finalists sent to Voting Block for review and consideration	2/17/2025
Project mini-interviews (in person or via Zoom). Voting members approve 5-10 projects and funding levels. Applicants notified.	**2/27/2025, at in-person meeting location TBD, northern Mendocino**
Catalyst Fund contracts signed	TBD
Redwood Region RISE announces Catalyst Fund recipients – Press Release	TBD

Initial Catalyst Fund disbursements begin	TBD
Catalyst Fund dollars are fully expended	9/30/2026

Reporting Requirements

Project Sponsors (contract and fiscal administrators) will be asked to supply monthly narrative and financial reports to the RRRISE Fiscal Agent, North Edge Financing. A simple form will be provided to report expenditure to date and key progress on project goals including partnerships, program, or site development, etc.

Project representatives will be asked to attend a quarterly Redwood Region RISE Collaborative meeting to provide progress updates and exchange ideas. If that meeting is being held in person, within-region travel, and accommodation will be covered by RRRISE.

Technical Assistance

Grant writing Mentors: Applicants who don't have experience writing grant proposals are invited to contact RRRISE at ccrp@humboldt.edu to request a mentor. This mentor will provide advice on preparing a complete and compelling proposal, and will review and offer suggestions to your draft. You will agree together how much time you will spend together for this purpose. The mentor will not write your grant proposal for you or provide consultation on the design of your project.

Drop-in Q&A Sessions: In addition to the informational Collaborative Meeting, applicants with questions for RRRISE may join an informal drop-in question and answer sessions in the months leading up to the deadline.

Technical Assistance and Access to Capital Support: Redwood Region RISE Sector Investment Coordinators will provide ongoing technical assistance to select projects and collaborate with the Economic Development Finance (EDF) Working Group to help projects build comprehensive access-to-capital strategies, where appropriate. This assistance is available to projects that show promise regardless of whether or

not they are awarded Catalyst Funding via this RFP.

Contact RISE Leadership Team: If you have any concerns about the granting process and fulfillment of the obligations laid out in this RFP, please contact RRRISE Fiscal Agent North Edge Financing at pam@northedgefinancing.org, who can forward concerns to the RISE Leadership Team for resolution.

Appendix A: Budget and Budget Narrative

Budget Template

Line Item	Expense Item	Administrative Cost	Program Cost	Total Project Budget
A.	Staff Salaries			
1	*Number of full-time equivalents*			
2	*Staff Benefit Cost*			
B.	Operating Costs (includes travel)			
C.	Subcontracts and Subawards			
D.	Research and Communication Tools			
E.	**Furniture and Equipment**			
1	*Small Purchase (unit cost of under $5,000)*			
2	*Large Purchase (unit cost of over $5,000)*			
3	*Equipment Lease*			
F.	Other (describe):			
	TOTAL FUNDING REQUIRED**	$0	$0	$0
	TOTAL FUNDS RAISED TO DATE			
	ADDITIONAL MATCH EXPECTED			
	TOTAL AWARD REQUESTED	$0	$0	$0

Budget Narrative

Pre-development Phase: Please provide a brief explanation of:
- Total projected cost for pre-development phase (to the best of your knowledge)
- Total amount of pre-development phase funding already secured
- Amount requested from Redwood Region RISE Catalyst Fund
- Funding strategy for pre-development phase (list funders or prospects, amounts, and types – e.g., loan, grant, individual contributions, etc. – and indicate for each whether you are "seeking funding" or have "secured funding or written funding commitment")

Please provide a narrative detail for all grant-funded line items listed in your budget template. This Budget Narrative does not have a page limit.

A. Staff Salaries: Total Salaries Paid + Benefits

Organization	Position	FTE x Monthly Salary x Time	Benefits	Total (FTE x Salary x Time) + Benefits

B. Operating Costs
C. Subcontracts and Subawards
D. Research and Communications Tools
E. Furniture and Equipment
F. Other

Implementation Phase: Please provide a brief explanation of:
- Total estimated project implementation cost (to the best of your knowledge)
- Funding strategy for implementation phase (Where will/might you seek funding or financing to implement this project? Specify sources, amounts, and types—grant, loan, etc.)

Appendix B: Scoring Rubric

Feasibility and Budget Section
The project is located in the region.
The project can be categorized as exploratory or last-mile.
The project proposes only allowable uses of funds.
The proposal is complete and includes all required components.
Applicants are verified partners (MOU/letter of support provided), can administer the funds, provided key personnel resumes and examples of past successes.
The proposed activities can be completed in the allotted time.
The budget includes detailed expenses for activities and feasible financial projections, and is at or below the threshold.

> Please note: All Feasibility and Budget criteria must be met to proceed to scoring. CCRP will contact the project initiators if there is concern that items are missing.

Scored Criteria

Each of the criteria below will be scored from 0-4 points:

- 0. Absent (I don't see it)
1. Inadequate (unclear)
2. Developing (room for improvement)
3. Good (promising)
4. Excellent (very well done)

Equity Criteria
See Appendix I: Equity Considerations for Project Design
The application clearly explains how at least 60% of project funding directly benefits priority communities.

The project has a plan for creating meaningful partnerships that empowers priority communities to lead. The project directly involves priority communities in the decision-making process and provides a structure for accountability.

The project demonstrates specific and ongoing community engagement and feedback strategies.

The project contracts with, recruits, trains, or employs priority communities. It actively addresses barriers to inclusive employment and economic opportunity.

The project describes how it will positively affect priority community health, wealth, and safety.

Economic Development Criteria

The project creates pathways to living wage, high quality jobs with healthcare and retirement benefits.

The project provides employment with clear career pathways and training opportunities.

The project enhances a broader range of economic activities and aligns with at least one of the sector strategies.

The project is majority-led (51% or more) and managed by entities in the Redwood Region.

The project clearly advances one of the strategies described in Regional Plan Part 2 (see *Appendix G: Overview of Regional Strategies from Regional Roadmap Part 2*).

Environmental Criteria

See Appendix H: Climate and Environmental Guidelines

The project has a reasonable plan for minimizing pollution and energy use and is in line with RISE climate goals.

The proposal describes possible negative and positive indirect environmental impacts of the project, for example- commute distance of employees, consumption of goods or services, etc. The project's indirect impacts are reasonable and in line with RISE climate goals.

The project describes its direct environmental impacts. There is a plan for minimizing: use of water; emission of wastewater; generation of solid waste going to landfill; generation of hazardous waste; or a good explanation why the project cannot meet one or more of these requirements.

The project contributes to California's climate goals by promoting low carbon development.

The project clearly explains how it contributes to climate adaptation or resilience for the region.

Extra Point Opportunities

The Project Lead and/or Co-Applicant(s) are members of Priority Communities (See *Appendix E: RRRISE Priority Communities*)

The project involves brownfield remediation, or landscape restoration or regenerative environmental practices.

The project creates a cooperative, cooperative economics for priority communities, a worker or employee-owned and led venture.

The project is physically located in a disinvested census tract (see *Appendix D: California Jobs First "Disinvested" Communities*).

The project drives innovation and brings new business types into one of RISE's priority sectors.

The project advances goals in more than one RISE priority sector.

The project advances housing, broadband, transportation, food security, social determinants of health, and/or entrepreneurship education in the region.

The project improves the climate resilience or disaster preparedness of the region.

The project promotes entrepreneurship and small business creation.

The project is a California Native American-led or co-led initiative: i.e., Tribal/intertribal-serving non-profit, Tribal government, Tribal community leadership.

Appendix C: RRRISE Voting Member Roster

Partner Group	Del Norte	Humboldt	Lake	Mendocino
Business Organization	Cindy Vosburg (Del Norte Chamber of Commerce & Visitor Bureau)	Wil Franklin (North Coast Small Business Development Center)	TBD	Mary Anne Petrillo (West Business Center)
Community-based Organization	Terry Supahan (True North Community Organizing)	Madison Flynn (Northern California Indian Development Council)	TBD	TBD
Economic Development	Kasey Bell (Del Norte Economic Development Corporation)	Gregg Foster (Redwood Region Economic Development Commission)	Nicole Flora (Lake County Economic Development Corporation)	Anna Macken (County of Mendocino Economic Development Lead)
Education/ Training	Shauna Burdick (College of the Redwoods)	Cal Poly Humboldt	Matt Russell, Jill Ruzicka (Lake County Office of Education)	Tim Karas (Mendocino Community College)
Government	Eric Wier (City of Crescent City)	Beth Burks (Humboldt County Association of Governments)	TBD	Nephele Barrett (Mendocino County Council of Governments)
Environmental Justice	Sal Munoz (Redwood Parks Conservancy)	Caroline Griffith (Northcoast Environmental Center)	TeMashio Anderson (Tribal EcoRestoration Alliance)	Peter McNamee (GrassRoots Institute)
Philanthropy	David Finigan (Wild Rivers Community Foundation)	Leila Roberts (Humboldt Area Foundation)	TBD (two CBO's)	Jim Mayfield (Community Foundation of Mendocino)
Priority	Amber Wier (Resilient DNATL)	Brenda Perez (Centro del Pueblo)	TBD	TBD
Workforce Development	Wendy Zanotelli	Kerry Venegas	Sita Williams	Stacey Caico

Workforce Development (Continued)	(NoRTEC/SMART Workforce Center)	(Humboldt County Workforce Development Board)	(Workforce Alliance of the North Bay)	(Economic Development & Financing Corporation)
Labor	Treston Shull (LiUNA)	TBD	Treston Shull (LiUNA)	Jeff Hunnerlach (Operators 3)
Tribal	Kevin Mealue (Elk Valley Rancheria)	Josefina Frank (Bear River Band of the Rohnerville Rancheria)	Larry Galupe (Middletown Rancheria of the Pomo Indians)	Michelle Downey, Julia Russ (Round Valley Reservation)
	Raymond Bacon (Yurok Tribe)	Heidi Moore-Guynup (Blue Lake Rancheria)		
	Asa Mattice (Tolowa Nation)	Walter Gray III (Hoopa Valley Tribe)		

Appendix D: California Jobs First "Disinvested" Communities

One of the interests of the state of California in fielding the California Jobs First initiative was to ensure resources and attention flowed to communities that qualify as technically "disinvested" according to the criteria below:

- Census tracts that meet the following definitions: Census tracts with median household incomes at or below 80 percent of the statewide median income or at or below the threshold designated as low income by the Department of Housing and Community Development's list of state income limits adopted under Health and Safety Code section 50093, and/or
- Census tracts receiving the highest 25 percent of overall scores in CalEnviroScreen 4.0 or census tracts lacking overall scores in CalEnviroScreen 4.0 due to data gaps, but receiving the highest 5 percent of CalEnviroScreen 4.0 cumulative population burden scores, or
- Census tracts identified in the 2017 DAC designation as disadvantaged, regardless of their scores in CalEnviroScreen 4.0 or Lands under the control of federally recognized Tribes.

For a map of official Disinvested Communities, according to the state-level California Jobs First data points, see pages 27-29 of the Regional Roadmap, Part 1. Data sourced from the California Energy Commission via the California Open Data Portal.

To find out if your project's proposed Census tract qualifies as Disinvested according to these criteria, please contact the RRRISE team directly at ccrp@humboldt.edu

Appendix E: RRRISE Priority Communities

Redwood Region RISE strives to center the voices of and seeks input and participation from community members representing or advocating for the following Priority Communities:

- Advocates for People of Color (e.g., Black Lives Matter, Asian Americans Advancing Justice, New Hmong Rising Association, etc.)
- Communities of Color
- Immigrants with Documentation (e.g., work visas)
- Individuals that live in extremely remote/rural areas of the Redwood Coast Region (Redwood Region RISE)
- Individuals who were Formerly Incarcerated
- Individuals that are Deaf or Hard of Hearing (HoH)
- Individuals with Intellectual Developmental Disabilities
- Individuals with Learning Disabilities
- Individuals with Physical Disabilities
- Individuals with Vision Impairment
- Individuals without Broadband Access
- Individuals without Documentation
- Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and two-spirit+ (LGBTQIA2S+)
- Members of religions and ethnic minority communities
- Monolingual Hmong Speakers
- Monolingual Spanish Speakers
- New Citizens
- Senior Citizens
- Unions
- Workers
- Youth
- Veterans
- Unhoused individuals
- Farm Workers
- Low Income households
- Individuals in Rent-Burdened households
- Single parent household
- Zero-vehicle households
- Limited English proficiency (non-English speakers or English as a Second

Language)
- Individuals experiencing Mental Illness
- Caretakers
- Non-federally Recognized Tribal Nations
- Tribal Citizens
- Tribal Governments

Appendix F: Project Readiness Assessment

Detailed Explanation From California Jobs First:

California Jobs First will invest up to $450 million statewide ($162M in the Pre-development Phase and $268M in the Implementation Phase) in projects that support a community-led, climate-forward economy. Through the Pre-development Phase, each region will develop a portfolio of projects designed to attract additional federal, state, and private investment while building the economy envisioned by each California Jobs First Regional Collaborative (formerly HRTC). Implementation Phase investments will fund projects that directly support the investment strategies identified in each Regional Plan.

Stages of Project Readiness:

Projects are divided into stages of readiness. Criteria for each stage are defined below.

Regional Collaboratives may direct Pre-development Phase funding to projects meeting the criteria of 'exploratory' or 'last-mile' with the intention of developing them towards 'ready-to-go.' All projects identified as 'ready-to-go' by June 2024 will be eligible to submit proposals for California Jobs First Implementation Phase funds or other relevant funding sources. Since all California Jobs First contracts must be completed by September 2026, the scope of the deliverables and outputs for each phase must be based on what is feasible to complete within the period of performance.

At all stages of readiness, **Pre-development** and **Implementation project proposals** will need the following to be considered eligible:
- Project overview, with objectives, scope, work plan with timeline, and budget

- Identified service or benefits recipients
- Project sponsor
- Project team (internal staff and external partners)
- Community partnerships
- Potential risks to project's implementation or delivery of successful outcomes
- Approval by California Jobs First Regional Collaborative (formerly HRTC)
- Explicit alignment with California Jobs First Regional Plans
- Clear explanation of what grantee will deliver by end of grant, and clear explanation of what project success looks like and how success will be measured
- Be able to be completed within the expenditure deadline of September 2026, or have phases that are able to be completed within this timeframe

Ready-to-go projects have completed all necessary and possible steps to be ready for implementation upon receiving funding. To be considered ready-to-go, projects should have:
- Completed necessary plans or studies such as but not limited to: needs assessment, business plan, feasibility study, environmental assessment, site plan, preliminary engineering report, management plan, community outreach and engagement plan, or other plan or study necessary for the success of the project. The required plans or studies will depend in part on whether the project is a capital (construction) project or not.
- Additional funding sources secured or soon-to-be secured, if applicable
- Construction projects must include the following:
  - Proof of site control
  - Preliminary permitting and approvals: list of required permits, approvals, etc. to build the project and timeline of when they have been acquired or expect to be acquired
  - Additional criteria as defined by the Interagency Team (anticipated release in Winter 2024)

Last-mile projects have completed feasibility assessments and are considered feasible and viable projects to achieve their stated objectives. These projects have undergone initial steps towards development and must clear a few additional hurdles (e.g., site selection, permitting, environmental review) before being considered ready-to-go. Last-mile projects should have:
- Completed feasibility study if applicable
- Some necessary plans or studies completed such as but not limited to: needs assessment, business plan, environmental assessment, site plan, preliminary

engineering report, management plan, community outreach and engagement plan, or other plan or study necessary for the success of the project
- Potential funding sources identified

Exploratory projects are in the early stages of development. They may be an idea or a back-of-the- envelope plan and may need dedicated funding to study and develop into potential projects and conduct feasibility assessments. There are no additional requirements of exploratory projects other than the basic requirements for all projects described above.

Appendix G: Overview of Regional Strategies from Regional Roadmap Part 2

Find full Regional Roadmap Part 2 here

Sector/Enabler	Strategy	Short Description
Arts, Culture, and Tourism	Regional Networking and Resource Sharing	Establish a network for sharing resources, building partnerships, and enhancing advocacy to boost the sector's reach and connectivity.
	Training and Skill Development	Provide sector-specific training to support entrepreneurship, certification programs, and skill-building for sector workers.
	Creative Placemaking/ Placekeeping	Develop community hubs and creative spaces that attract tourism while supporting local identity and cultural preservation.
	Community Integration and Equity	Ensure strategies are inclusive, prioritizing rural and underserved areas, and aligning with local economic and social needs.
Health and Caregiving	Expand Workforce Pipeline	Strengthen workforce programs to attract and retain healthcare providers, focusing on career pathways and equitable access for underserved communities.

	Enhance Telehealth Access	Increase telehealth availability, especially in rural areas, to improve healthcare accessibility and continuity of care.
	Develop Community Health Hubs	Establish shared infrastructure hubs to provide efficient, centralized services for training, support, and collaborative care delivery.
	Address Health Inequities	Invest in community-led solutions that tackle social determinants of health, such as housing and childcare, to promote health equity across the region.
Renewable and Resilient Energy	Build a Skilled Clean Energy Workforce	Develop workforce training programs, such as the "Clean Energy Corps," to equip diverse communities with the skills needed in solar, wind, and energy efficiency fields.
	Enhance Community Energy Resilience	Establish community microgrids, energy efficiency programs, and renewable backup power systems for critical facilities to ensure local energy stability.
	Promote Local Energy Innovation Hubs	Set up Clean Energy Hubs and mobile units for public education, clean energy demonstrations, and support for local clean energy projects in rural areas.
	Foster Equitable Energy Access and Ownership	Support Tribal- and worker-owned clean energy projects and implement programs that reduce energy costs for low-income households.
Working Lands	Expand & Integrate Markets	Develop facilities for processing wood, biomass, and food products to enhance market access.
	Build Collective Capacity for Impact	Establish programs for grants, business development, and cooperative networks to support local enterprises.
	Enhance Workforce & Community Resilience	Implement training programs and community initiatives to strengthen workforce skills and disaster preparedness.

Blue Economy	Champion Advocacy	Advocate for policy changes and streamlined permitting processes to support blue economy initiatives.
	Expand Markets	Develop partnerships and marketing strategies to increase the reach and recognition of local seafood and produce.
	Advance Ocean/Water Research	Collaborate with research institutions to enhance understanding of ocean ecosystems and local waterways, and support sustainable practices.
	Drive Innovation	Promote the adoption of new technologies and practices to improve efficiency and competitiveness in the blue economy.
Broadband	Establish a regional broadband coalition, implement a "dig once" policy, deploy innovative connectivity solutions, create a digital equity fund, foster public-private partnerships for broadband development.	
Entrepreneurship	Cultivate entrepreneurial culture, enhance entrepreneurship education, optimize entrepreneur support infrastructure, improve capital access, and resource allocation.	
Food Security and Access	Support ongoing policy advocacy and community outreach, expand supply chain infrastructure for local and emergency food, reduce incidence and severity of cultural food insecurity, build capacity for community ownership of small-scale food outlets, and expand partnerships for institutional purchasing and food-as-medicine programs.	
Housing	Address rural housing challenges through comprehensive assessment, asset mapping, and innovative solutions to overcome barriers to construction, reduce costs, rehabilitate existing housing, and expand affordable housing across income levels.	
Infrastructure and Transportation	- Advance inclusive, sustainable transportation by promoting multimodal strategies that enhance pedestrian accessibility, road safety, and connectivity across communities. - Regional coordination to enhance supply chain efficiency and market access for producers by identifying infrastructure gaps, optimizing transportation networks, and leveraging shared resources like distribution hubs and port facilities. - Develop resilient, renewable energy infrastructure through strategic asset mapping, disaster preparedness training, and	

	mobility hubs that provide multi-purpose support for rural communities during emergencies.
Workforce Development	• Create and align training resources specific to rural areas and priority communities to support comprehensive workforce development, and support coordination of "grow your own" workforce approaches. • Foster regional coordination, cultivate strategic partnerships among and between governments, public workforce actors, private businesses, and other actors to align workforce development and skills training for thriving wage careers.

Appendix H: Climate and Environmental Guidelines

Some considerations when assessing climate & environmental impacts of projects are listed below. These potential impacts may not apply to all project models and are offered to guide applicants when describing their project's potential impacts. They do not have to be comprehensively addressed in every application and what to include is at the project initiator's discretion.

- Energy Use Impacts
  - What types of fuels will be used and what are the annualized estimated amounts over the life cycle of the project (construction, maintenance, and operation)?
    - Gasoline
    - Diesel
    - Natural Gas
    - Propane
    - Electricity (fossil fuel) watt/hours
    - Electricity Renewable (nuclear) watt/hours
    - Electricity Renewable Green (solar, wind, geothermal) watt/hours
    - Electric Vehicle charging watt/hours
    - Hydrogen
    - Other - provide a description of the fuel/energy and the amounts used to support the construction and operation of the project.

- Input Material Environmental Impacts
  - What types of input materials and what are the annualized estimated amounts over the life cycle of the project required for construction, maintenance, and operation?
    - Fossil fuel oil, coal, gasoline, or other petroleum material
    - Forest materials sourced from outside the RISE region
    - Forest materials sourced from within the RISE region
    - Plastic materials
    - Other synthetic materials
    - Recycled materials. – specify the types and anticipated amounts annualized amounts to be utilized
    - Metal materials - specify the types and anticipated annualized amounts to be utilized
    - Chemicals - describe the chemicals and the anticipated annualized amounts to be utilized
    - Water - describe the anticipated annualized amounts to be utilized and the source (i.e., municipal, private wells, surface water source, etc.)

- Output Environmental Impacts
  - What types of outputs will be generated by the project and what are the annualized estimated amounts over the life cycle of the project required for construction, maintenance, and operation?
    - Wastewater - describe the anticipated annualized amounts to be disposed of and how the wastewater will be disposed of (how much will be recycled, treated, and disposed of by the project without recycling, disposed of in a public wastewater sewer system, hauled to a treatment facility for disposal, etc.)
    - Hazardous materials - describe the anticipated annualized types and amounts to be disposed of and where the hazardous materials will be disposed of (how much will be recycled on site by the project, recycled by a licensed hazardous chemical recycling contractor, disposed of at a waste landfill licensed to accept such materials, etc.)
    - Garbage waste - describe the anticipated annualized amounts of garbage waste that will be disposed of and how the waste will be disposed of (how much will be recycled by the project; how much will be hauled to waste landfills)
    - Products & Services - what are the anticipated annualized

amounts of products and/or services the project will produce?
- How many of these products/services will be marketed and consumed within the RISE region?
- How many of these products/services will be marketed and consumed outside the RISE region?

- Greenhouse Gas Emissions
  - What are the anticipated annualized amounts of CO_2 emissions the project will emit into the atmosphere?
  - What are the anticipated annualized amounts of methane emissions the project will emit into the atmosphere?
  - What other greenhouse gas emissions are anticipated to be emitted into the atmosphere and what are the anticipated annualized amounts of these emissions?

- Indirect Environmental Impacts
  - How many full-time equivalent workers will be employed by project annualized over its anticipated life cycle?
  - How many full-time equivalent workers will be employed by project within the RISE region annualized over its anticipated life cycle?
    - How many of these employees will live within 2 miles of the project?
    - How many of these employees will live more than 2 miles from the project but less than 20 miles?
    - How many of these employees will live more than 20 miles from the project?
    - How many of these employees will work at home full-time?
  - What employment multiplier effect will this have on the RISE region? Describe the types and number of new employers that will start businesses in the RISE region as a result of this project.
  - Will this project reduce the consumption of products or services generated outside the RISE region? Outside California? How much reduced consumption will there be, annualized over the course of the project's life cycle?
  - Will this project contribute to other businesses in the region failing or laying off employees? If so, how many businesses and employees in the RISE region, and how many in California?

Appendix I: Equity Considerations for Project Design

RRRISE Project Planning Tool

These questions are intended to help project initiators integrate equity considerations in all phases of their project design.

1. Statement of Need
- What is your project going to create?
- What is the central issue/need motivating this project?
- How is it defined (i.e., what experiences or data (evidence) support your definition)?
- Who has defined it? How / have those affected been included in defining the need?
- How do we know the scope/parameters/duration of the need - what is the evidence?
- Who gathered and who is included in the evidence? How / have those affected been included in gathering / developing the evidence?
- How current is the evidence?

2. Project Concept
- What is the proposed solution – high level vision, goals, outcomes, impact
- How was the proposed solution developed? Who was involved? How were they involved?
- How / have those most adversely affected by this need been included in developing the proposed project concept?
- What community outreach and engagement process informed development of the project – who did you reach, who have you not reached, what are your plans?
- Who are the named project partners? How have project partners been included in the development of the project concept?
- How does the project relate to the process from which it emerged? Is the solution an outgrowth of an ongoing process? Will there be community oversight of the project?
- Why is the proposed solution a good idea? What is the evidence?
- How does it relate to California Jobs First requirements/priorities/outcomes?
- How will the project provide direct, long-term benefits to RRRISE priority

communities, including building capacity in priority communities, the percentage of funds expended in a priority community or the number/percentage of project beneficiaries from priority communities?

- How will the project deliver on state climate policy and goals?

3. Project Design
- What are the component parts of the proposed project?
- What are the specific project goals, objectives, inputs, outputs, and outcomes?
- Who will perform them/how/when (your work plan)?
- What roles will project partners and affected community members/particularly priority communities play in the project?
- How will impacts on climate and the environment be assessed and addressed? Who will be involved and what role will priority communities have?
- What are the short-, mid-term and long-term benefits/impacts of the project on priority communities? On the environment?
- What activities, timelines, and milestones in the proposed work plan demonstrate how the goals of the project will be achieved?
- What other state or federal policies and programs are aligned with the project? Explain how the project complements, but does not supplant, other investments.
- Are there complementary workforce development programs or other programs or plans that advance high quality jobs related to the project? Explain how the project aligns with these programs, if applicable.

4. Project Implementation
- How will the project be implemented - who, when, specific strategies – for example, procurement of priority communities and local workforce.
- What role(s) will priority communities have in project implementation?
- What is your organizational capacity to manage and implement the project, including key personnel?
- How have you identified project risks, community and environmental impacts/community benefits and environmental mitigation strategies?
  - Describe all materials risks and potential implementation challenges to the project, as well as possible solutions or mitigation plans.
  - Identify potential for community or worker displacement and describe strategies that applicant and partners have undertaken or will undertake to mitigate those risks.
  - Identify community health impacts and strategies that applicant and partners have undertaken or will undertake to eliminate or mitigate

those risks.

5. <u>Project Results</u>
   - What clear and measurable indicators and metrics will the project use to track success in achieving anticipated outcomes?
   - What are projected long-term impacts - who will benefit, how and when? What environmental impacts – positive and negative – will result?
   - How will data be gathered? Who will participate? What role(s) will priority communities play?
   - How will results be communicated?

Example Project Outcomes - Direct Benefit for Priority Communities

Inclusive Economic Planning	Compensated participation in project: • Building capacity of priority communities • Planning and design • Oversight/advisory • Implementation • Evaluation
Education and Skills Attainment	Enrollment, continuation, and completion of: • Adult English language, digital literacy classes • A high school degree or equivalent • A-G college entry requirements • A post-secondary credential or degree • A training program in growth industry • An on-the-job training program in a growth industry Employment advancement or job promotion in a growth industry Wrap-around support to enable participation in education and skill development programs
Family and Community Wealth	Direct and paid participation in project employment • Planning and design • Oversight/advisory • Implementation • Evaluation Direct access to affordable housing Direct access to transportation Direct access to affordable child care Direct procurement opportunities for local businesses

	Jobs that provide: • Stability of employment • Diversification of the region's economic base
Health and Wellness	Direct access to affordable individual and/or family healthcare: • Primary • Specialty • Dental • Mental and behavioral Direct access to wellness and addiction treatment programs: • Smoking cessation • Drug and alcohol addiction recovery • Violence prevention programs • Mental health promotion programs Direct access to: • Fresh, healthy, and affordable food • Drinking water free of contaminants Reduction of exposure to pollutants • Fire smoke • Toxic substances
Climate Neutrality	Reduced Greenhouse emissions and pollutants Reduced power outages Access to affordable electric transportation, tools, and appliances Access to affordable renewable energy sources for personal use Access to emergency and disaster preparedness services
Environmental Health and Justice	Brownfield cleanup of developed, abandoned and/or polluted sites Neighborhood access to community multi-purpose green spaces Fire mitigation: • Decreased fire risk • Improved fire safety Protection, rehabilitation, and restoration of culturally significant places, lands, and waters Return of land and stewardship to Indigenous peoples

Indirect or Systems Benefits (can format as table as well)

- Increased access to educational programming/educational attainment
- Increased employment opportunities in growth sectors
- Employment in quality job in growth industry
- Available, affordable childcare near home/work
- Local business involvement in growth industry supply chain
- Increased availability of affordable housing for all families, easing housing access
- Home ownership for lower- and moderate-income families
- Increased economic growth/diversification in priority sectors across the region
- Increased access to healthcare/improved health outcomes (e.g. better emergency health care access for all resulting from project developing services for homeless or those with mental illness who were high users of ER, reductions in delayed access to care due to impacted systems)
- Improved environment - e.g., public use park in prior brownfield in distressed neighborhoods; improved community safety due to poverty reduction; improved fire safety/reduction in wildfire risk
- Increased access to affordable renewable energy solutions

Appendix J: RRRISE Conflict of Interest Policy

Section 1 - Purpose

1. This policy provides conflict-of-interest standards and procedures for all members of the RRRISE Collaborative, and specifically governs the conduct of:
   a. The staff of the RRRISE Fiscal Agent and Regional Convener.
   b. Seated Collaborative Members: individuals and organizations who sign a Partnership Agreement Letter and serve as regional representatives to the RRRISE Collaborative Governance Structure.
   c. Seated Collaborative Members who are Tribal citizens and Tribal government representatives who consent to be governed by this policy.
   d. Collaborative Participants: individuals and organizations who sign a Partnership Agreement Letter or contract and conduct activities on behalf of the RRRISE Collaborative, Regional Convener or Fiscal Agent.

2. This policy acknowledges RRRISE Seated Collaborative Members have been appointed because of their local and regional expertise as business,

economic and community leaders, and this may give rise to present or perceived conflicts of interest in fulfilling their responsibilities.

3. This policy acknowledges Collaborative Participants have local and regional expertise as business, economic and community leaders, and this may give rise to present or perceived conflicts of interest in fulfilling their responsibilities.

4. The purpose of this policy is to ensure that such people make decisions relative to RRRISE which are aligned with and advance the principles and provisions of the RRRISE Collaborative bylaws, the Partnership Agreement Letter, and RRRISE Regional Roadmap.

Section 2 – Definitions

1. Business, Entity, or Organization means any individual, business venture, or state or local governmental entity from whom/which the Regional Convener, Fiscal Agent, Seated Collaborative Member or Collaborative Participant contracts, purchases, obtains, or secures goods or services.

2. Decision-Making or Policy-Making Authority means the authority an individual possesses whenever the individual:
   a. Exercises discretion or judgment in advising, recommending, or deciding; or
   b. Can compel or prevent a decision either by an exclusive power to initiate the decision or because of a veto which may or may not be overridden; or
   c. Makes substantive recommendations which are, and over time have been, regularly approved without significant amendment or modification by another business, entity, or organization; or
   d. Votes on or has authority to obligate or commit their business, entity, or organization to any course of action or contractual agreement; or
   e. Votes to or approves, appoints, elects, selects, designates, names, creates, confirms, contracts, or hires any director, trustee, member of the board or board committee, officer, agent, employee, contractor, or consultant for their entity or any other business entity or provider.

Decision or policy-making authority does not include actions of individuals which are solely ministerial, secretarial, or clerical.

f.   Family members include an individual's spouse, domestic partner, parents, stepparents, grandparents, siblings, stepsiblings, children, stepchildren, grandchildren, parents-in-law, brothers-in-law, sisters-in-law, sons-in-law, and daughters-in-law.

g.   Participation in making a decision includes any act involving first consideration, preliminary discussions, development, negotiations, compromises, reasoning, planning, solicitation for bids, approval of funding awards or contracts and execution of legal agreements.

h.   The Partnership Agreement Letter is the agreement signed by Seated Collaborative Members and Collaborative Participants attesting a commitment to uphold the principles and values of the RRRISE Collaborative.

i.   Potential Conflict of Interest means a situation which, given circumstances reasonably expected to occur in the future, may result in a conflict of interest, as defined in this policy.

j.   Present Conflict of Interest means a conflict of interest, as defined in this policy, which currently exists.

k.   Project Initiator/Applicant – an individual, business, entity, or organization who/which submits a letter of intent or project proposal responding to a funding opportunity from any source that must first be approved by the RRRISE Collaborative to apply.

l.   RRRISE – Redwood Region RISE (Resilient Inclusive Sustainable Economy) means the regional community coalition of Seated Collaborative Members, Collaborative Participants and engaged community residents supported by a Regional Convener and Fiscal Agent working together to develop and implement a 10-year regional plan to bring good, sustainable jobs to Tribal Lands, Del Norte, Humboldt, Lake, and Mendocino Counties.

Section 3 – Positions and Relationships Creating a Conflict of Interest

A conflict of interest exists when staff of the RRRISE Regional Convener or Fiscal Agent, or a Seated Collaborative Member, Collaborative Participant, or their family member

is any of the following for a business, entity, organization, or project initiator/applicant:

1. an employee;
2. a contractor;
3. a consultant;
4. a person who holds any position of management; or
5. a person who has decision or policy making authority.

Section 4 – Financial Interests in Decisions Creating a Conflict of Interest

1. The purpose of this section is to make certain that all people covered by this policy (covered person) who have relationships outlined in Section 3 above are guided solely by the interests of the RRRISE Collaborative and not by their personal financial interests when participating in making decisions concerning financial plans and strategy, budgets, contracts, grants, loans or other forms of financial benefit when acting in their official capacity.

   a. A person covered by this policy (covered person) shall not make, participate in making, or in any way try to use their position to influence a decision in which they know or have reason to know they or a family member have a financial interest.

   b. Financial interest means any financial interest regardless of the dollar amount and includes aiming to achieve a financial gain or avoid a financial loss.

   c. The financial interest may be direct or indirect and includes any monetary or proprietary benefit or gain, or the possibility of monetary or proprietary benefits, and includes expectations of economic benefit. Certainty of financial gain is not necessary to create a conflict of interest.
      i. The financial interest is direct when the covered person, in their official capacity, does business with themselves in their private capacity.
      ii. The financial interest is indirect if the covered person participates in a decision concerning an individual, business, entity, or organization and because of the relationship between them, the individual, business, entity, or organization is in a position to render actual or potential monetary or proprietary benefits to the covered person based on that decision.

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Section 5 – Disclosure, Early Correction, Decisions and Voting

1. If a person covered by this policy (covered person) or their family member has a financial interest in a decision that creates a present or potential conflict of interest, the covered person shall do all of the following prior to the first consideration of the decision:
    a. Fully disclose the existence and nature of the conflicting financial interest to the RRRISE planning table on which they participate and the Regional Convener and have it noted in official meeting minutes and RRRISE Collaborative records;
    b. Recuse themselves from making, participating in making, or in any way attempting to use their position to influence a decision on the matter;
    c. Physically leave the meeting during any discussion or deliberations of the matter and not return until disposition of the matter is concluded; and
    d. Not cast a vote upon any matter concerning the financial interest or be counted for purposes of a quorum.

2. People covered by this policy shall not make any decision which is financially beneficial to their family members, unless the benefits associated with the decision are available to the public generally.

3. People covered by this policy may not avoid a conflicting financial interest by delegating decision-making authority to another individual, business, entity, or organization.

Section 6 - Conflict of Interest Reporting, Correction, and Management

1. When a present or potential conflict of interest is identified, it must be either eliminated or mitigated and managed, or the person must resign their position with the RRRISE Collaborative.

2. When a present or potential conflict of interest has been identified, disclosed, and recorded in meeting minutes and recorded by the Regional Convener, the person with the conflict shall do all of the following.
    a. Consult with the Regional Convener to determine whether a conflict exists.
    b. If a conflict exists, agree to a Conflict Resolution Plan for eliminating or

mitigating and managing the present or potential conflict.

    c.   The plan should, at a minimum, include all activities listed in Section 5(1 b-d) above.

3.   When a present or potential conflict of interest has been independently identified by any person engaging in RRRISE activities, it must be reported to the Regional Convener, which shall determine whether a conflict exists as provided in section 6.2 above.

4.   To promote transparency, the RRRISE Regional Convener shall ensure the leaders of all RRRISE Planning Tables are provided with a current list identifying all active Conflict Resolution plans.

5.   When determining whether a present or perceived conflict of interest exists, the covered person shall disclose, and the Regional Convener shall consider:

    a.   A full description of the precise nature of the present or potential conflict of interest or activity including:

        i.   The type of financial interest creating the present or potential conflict; and

        ii.   The identity and relationship between the person/people and/or entity(ies) involved; and

        iii.   The roles and duties of each person and/or entity that gives rise to the present or potential conflict of interest.

    b.   The action(s) that the covered person and RRRISE Planning Table(s) will take to eliminate or mitigate and manage the present or potential conflict of interest. Actions to eliminate, or mitigate and manage, the present or potential conflict of interest may include, but are not limited to, one or more of the following:

        i.   Those listed in Section 5(1 b-d) above.

        ii.   Refraining from participation in activities, or changing assignments, duties, or the position creating the conflict of interest.

        iii.   Divestiture of financial interests that give rise to the conflict of interest.

        iv.   Terminating or refraining from relationships that give rise to conflicts of interest.

6.   In reaching agreement on the actions that will eliminate, mitigate and manage the conflict of interest, the Regional Convener and covered person

will provide the name, position and duties of the individual(s) who will be responsible for ensuring that the Conflict Resolution Plan will be followed and monitored when these involve actions listed in Section 5 above.

7. A Conflict Resolution Plan shall be signed by the covered person, the Regional Convener staff, and any individuals responsible for ensuring the plan is followed and monitored. The plan is effective immediately on signing.

Section 7 – Conflict of Interest Plan Compliance, Revocation, Sanctions

1. People covered by this policy shall not engage in activities in which there is a present or potential conflict of interest except in accordance with the terms of an approved Conflict Resolution Plan.

2. Regional Convener approval of a proposed Conflict Resolution Plan is not valid unless it is based upon full disclosure of all relevant information by the covered person(s). Nondisclosure or misrepresentation of present or potential conflicts of interest or of material information bearing on a Conflict Resolution Plan decision shall result in revocation of its approval.

3. The covered person(s) shall fully comply with all elements set forth in the approved Conflict Resolution Plan. When requested by the Regional Convener, the individual(s) shall provide documentation demonstrating compliance with the approved Plan to the Regional Convener.

4. A person bound by a Conflict Resolution Plan must disclose to the RRRISE Planning Table on which they participate and notify the Regional Convener of any change in status that eliminates or changes an existing conflict or that creates a new potential or present conflict of interest.

5. If the Regional Convener finds a covered person or individual subject to a Conflict Resolution Plan in violation of any of the provisions of this policy, it shall:
   a. Immediately inform the party or parties in writing of such violation, including the supporting facts or information upon which determination of violation was made; and
   b. Require that the party or parties take appropriate action, within seven (7) calendar days of the notice of violation, to resolve the conflict of interest or otherwise eliminate the violation. The Regional Convener

may extend this 7-day period only once and for a period not to exceed 30 calendar days.

6. If the violation is not resolved or eliminated, the Regional Convener may take immediate action to terminate the covered person's appointment or agreement and other sanctions as it deems appropriate and necessary, including revocation of stipends, grants, and contracts.

Appendix K: Glossary

1. **Broadband Coalition**
   A partnership aimed at expanding internet access and digital equity across rural and underserved areas.
2. **Brownfield Remediation**
   The process of cleaning up and repurposing previously contaminated industrial or commercial sites.
3. **California Jobs First**
   A statewide initiative aimed at fostering economic recovery through equitable job creation and support for transitioning to a carbon-neutral economy.
4. **Carbon-neutral Economy**
   An economic model focused on achieving net-zero greenhouse gas emissions through renewable energy, efficiency, and carbon offset projects.
5. **Catalyst Pre-development Funds**
   Grants supporting early-stage (exploratory) or near-ready (last-mile) projects to prepare them for future funding and implementation.
6. **Census Tract**
   A geographic region defined by the .S. Census Bureau, often used to analyze demographic and economic data.
7. **Climate Adaptation**
   Climate adaptation is the process of adjusting to the current and future effects of climate change. It involves actions that reduce vulnerability to the impacts of climate change, such as: Weather extremes and hazards, Sea-level rise, Biodiversity loss, Food and water insecurity.
8. **Climate-forward Future**
   An approach to development that prioritizes reducing carbon emissions and adapting to climate change impacts.
9. **Climate Resilience**
   The ability to prepare for, adapt to, and recover from the effects of climate change. It involves assessing how climate change may create new or alter current risks, and then taking steps to reduce the damage to the economy, environment, and society.

11. **Community Hubs**
    Multi-purpose facilities that provide centralized access to services, resources, and community activities.

12. **Conflict of Interest (RRRISE)**
    A situation where personal or financial interests may interfere with a participant's impartiality in decision-making within the RRRISE initiative.

12. **Creative Placemaking/Placekeeping**
    Efforts to enhance community identity and attract tourism while preserving cultural and historical heritage.

13. **Disinvested Communities**
    Geographic areas identified by the State of California as under-resourced, with significant social, economic, or environmental disparities.

14. **Environmental Impact Assessment**
    An evaluation of the potential environmental consequences of a project, including greenhouse gas emissions, water usage, and waste management.

15. **Exploratory Projects**
    Projects in the idea or conceptual stage, needing resources for feasibility studies, community engagement, or initial planning to establish viability.

16. **Feasibility Study**
    An analysis to determine the practicality and viability of a proposed project or initiative.

17. **Fiscal Host**
    An entity responsible for managing grant funds, ensuring compliance with financial and reporting requirements.

18. **High Road Transition Collaboratives (HRTC)**
    Regional groups tasked with developing strategic plans to support equitable economic growth and job creation.

19. **Implementation Funding**
    Financial resources allocated to projects that are ready to begin construction or operations, following the pre-development phase.

20. **Last-mile Projects**
    Projects nearly ready for implementation, requiring final steps such as permitting, environmental reviews, or site preparation.

21. **Microgrid**
    A localized energy network that can operate independently or with the main grid, providing energy resilience and reliability.

22. **Pre-development Phase**
    The stage where project goals and initial plans are established, requiring further work to secure full funding or move to the implementation phase.

23. **Priority Communities**
Groups who have faced barriers in the workforce and are identified for enhanced support, including historically marginalized populations like communities of color, Tribal Nations, rural residents, and other underserved groups. More information to be found in *Appendix E: Priority Communities*

24. **Regional Roadmap**
A strategic plan outlining goals, priorities, and action steps for economic development in the Redwood Region. Find the Roadmap here: https://ccrp.humboldt.edu/regional-roadmap

25. **RRRISE (Redwood Region Resilient Inclusive Sustainable Economy)**
A collaborative network comprising Tribal Lands, Del Norte, Humboldt, Lake, and Mendocino Counties promoting sustainable development, focusing on inclusivity, resilience, and economic diversification.

26. **RISE Priority Sectors**
Industry groupings identified by the RISE Collaborative as important drivers of the region's economy: 1. Arts, Culture, Tourism, 2. Health and Caregiving, 3. Renewable and Resilient Energy, and 4. Working Lands and Blue Economy.

27. **Scoring Rubric**
A standardized evaluation tool used to assess project proposals based on criteria like feasibility, equity, and alignment with regional goals.

28. **Sector Strategies**
Targeted approaches for economic development in key industries, such as Arts, Culture, and Tourism; Health and Caregiving; Renewable and Resilient Energy; and Working Lands and Blue Economy.

29. **Shovel-ready Projects**
Projects fully planned and prepared to begin construction or implementation immediately upon receiving funding.

29. **Social Infrastructure**
Investments in facilities and programs that promote social inclusion, equity, and access to essential services for underserved communities.

30. **Trauma-informed Decision-making**
Approaches that account for the psychological impact of past experiences on individuals and communities when planning and implementing projects.

31. **Value Chain Infrastructure**
Systems and facilities that enhance the efficiency of industries by connecting production, distribution, and consumption processes.

32. **Wrap-around Services**
Comprehensive support services that address multiple needs of workers or community members, such as childcare, transportation, or healthcare.