

The evaluation framework, including pillars, criteria and indicators, was approved by the Steering Committee on March 8, 2024 during a regularly scheduled meeting. Following the same process, the weighted scoring was later approved on March 22, 2024.

2024 Catalyst 2.0 Evaluation Criteria

The evaluation criteria below is based on the Bay Area Jobs First Collaborative's guiding principles:

1. Climate Resilience Led by Frontline Communities and Workers
2. Lift Up Job Quality, Grow High-Road Jobs, Elevate Racial Equity and Worker Voice
3. Honor Local Without Losing the Power of the Region
4. Inclusive, Democratic, Grassroots Governance
5. Take Action Towards Transformational Change

The evaluation criteria relies on the following seven pillars as an overarching framework:

- **Feasibility**- can the initiative get done? Does it have buy-in and commitment from key stakeholders, including non-traditional community & labor partners?
- **Multi-stakeholder collaboration**- will the proposal's momentum be sustained in the medium/long-term? Does the initiative have broad support from stakeholders we are aiming to serve?
- **Equity**- centering disinvested or otherwise marginalized communities
- **Job quality**- lift up job quality, grow high-road jobs, elevate equity and worker voice
- **Sustainability and climate resilience**- Is the initiative designed, implemented, and managed in a way that balances environmental, social, and economic considerations to meet the needs of the present without compromising the ability of future generations to meet their own needs.
- **Impact**- will the proposal "move the needle" in one or more areas?
- **Systemic change**- will it effectively shift the conditions that are holding a problem in place?

Lastly, the Collaborative decided to take a portfolio approach—i.e., a group of projects that will be proposed to the Steering Committee, who can then advise on changes and/or what's missing from the portfolio in addressing our goals for the Collaborative. As a portfolio, these are the goals the Collaborative coalesced around:

- Geographic inclusion and equity
- 3-pronged goal on high road jobs
- Jobs for which we aim to "raise the floor"
- High-road job creation to "expand the middle"
- Inclusion of excluded workers to "open the door".
- Address climate transition (both mitigation and resilience)

Scoring:

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|----------------------------------|------------------------|-------------------------|
| - Feasibility - 10% | - Job Quality - 15% | - Systemic change - 15% |
| - Multi-stakeholder collab - 15% | - Sustainability - 15% | |
| - Equity- 15% | - Impact - 15% | |

Pillars	Criteria for Evaluating Initiatives	Evaluation Criteria	Indicators
Feasibility: can it get done?	<p>Likelihood of an initiative succeeding</p> <p>Committed "backbone" organization with proven capacity to carry out fiscal & admin requirements</p> <p>Stakeholders are committed to partnering with & championing the backbone org</p> <p>Clear roles, responsibilities, and explicit decision-making structure</p>	<ul style="list-style-type: none"> • Will the funding requested be enough to move the proposal forward and/or will it leverage other committed funding/resources? • Is there a high/low/medium level of support from influential stakeholders? / champion • Does the proposal have clear goals and a workplan defining roles, responsibilities, budget, risk assessment, desired outcomes, success metrics & timeline? 	<p>A document that includes roles, responsibilities, including financial and management capacity, decision-making structure, budget needed and committed stakeholders and organizations have been identified, confirmed and documented (e.g., letters of commitment)</p>
Multi-stakeholder collaboration	<p>New or existing multi-stakeholder collaboratives are forming to develop the initiatives</p>	<ul style="list-style-type: none"> • Does the initiative have formal commitments & defined roles for key stakeholders from impacted BIPOC communities, labor, business, and any other directly affected stakeholder groups? • Does the initiative have commitments from key institutional partners such as LWDBs, cities, counties, post secondary education, or others as appropriate? • Is there broad buy-in from the community and/or other stakeholders to keep the momentum going for the proposal? Does the proposal reflect the needs that the community has expressed? • What are the dependencies that might affect the longevity of the proposal, (ex: is this a part of a larger State, regional, Federal, or other initiative?) • Have strong partnerships been established as a result of this proposal? • Do the initiatives' actions cross various sectors, such as water resources, agriculture, energy, transportation, health, and urban planning, to increase collaboration, break down silos and minimize conflicts. 	<p>New or existing diverse, multi-sector, multi-stakeholder partnerships or collaborations that align with the Collaborative's principles as evidenced by partnership agreements, MOUs, etc.</p>

Pillars	Criteria for Evaluating Initiatives	Evaluation Criteria	Indicators
Equity	<p>Alignment with Bay Area Jobs First Collaborative's values</p> <p>Concrete mechanisms to ensure underserved/economically challenged Black, Indigenous, People of Color (BIPOC) and immigrant workers & community members move towards economic empowerment, and are not harmed or exploited</p> <p>Remove barriers (e.g., childcare, transportation) especially for low wage workers or marginalized communities</p>	<ul style="list-style-type: none"> • How is equity centered throughout the proposal? For instance, how does the initiative emphasize grassroots leadership of workers and historically disinvested communities to shape the proposal's structure, decision-making processes, and outcomes? • How does the proposal benefit/respond to disinvested communities and their needs? • How does the proposal center and prioritize participation of communities who are often excluded from publicly funded workforce and economic opportunities, such as undocumented immigrants? • Does the proposal consider potential harm to disinvested communities or to underserved workers? How does it propose to ensure those communities are not harmed or exploited? • Does the project address social inequalities and prioritize the needs of those most at risk of climate change impacts? 	<p>Disadvantaged communities have a leadership role in shaping the proposal's structure, decision-making processes, and outcomes and will benefit from the initiative</p> <p>Communities this proposal aims to serve are explicitly named</p>
Job Quality	<p>Alignment with Bay Area Jobs First Collaborative's values</p> <p>Concrete mechanisms to ensure job quality, including explicit standards for wages & worker voice</p> <p>Remove barriers (e.g., childcare, transportation) especially for low wage workers or marginalized communities</p>	<ul style="list-style-type: none"> • How does the initiative commit to livable wages, wage equity, and worker voice as core principles? • Does the initiative address at least 1 of the 3 prongs toward high-road jobs? <ul style="list-style-type: none"> a. Low-wage jobs for which we aim to "raise the floor": how does it raise wages/benefits/quality in those jobs? Is there a tangible commitment to higher job quality in existing jobs? -or- b. High-road job creation to "expand the middle": how does it lead to job creation? What is the mechanism to ensure those jobs will be living-wage or above? -or- c. Inclusion of excluded workers to "open the door": how does it remove barriers, on both the worker and employer side? How does it ensure that the jobs for excluded workers are good-quality, livable-wage jobs? • If workforce development is part of the proposal, how does the initiative adopt a systems change approach to workforce development, moving towards equity and job quality goals? • How does the proposal follow the High Road Workforce Partnerships framework to build worker-industry partnerships that elevate worker voices, and identify demand-side strategies to set industry standards that improve job quality, equity, and climate resilience? 	<p>Pay a living wage in the county as defined by the MIT calculator for 2 working adults and one child -or- substantively increases wages in a lower-wage sector</p> <p>Does not reduce wages in any given sector</p> <p>Mechanism to ensure job quality like collective bargaining agreements, prevailing wage, project labor agreements, community workforce agreements, comprehensive benefits, employer provided defined benefit pensions, healthcare for the entire family and in construction pay prevailing wages, etc.</p>

Pillars	Criteria for Evaluating Initiatives	Evaluation Criteria	Indicators
<p>Sustainability and Climate Resilience</p>	<p>Alignment with Bay Area Jobs First Collaborative's values</p> <p>Prioritizes actions that reduce the risks associated with climate change impacts, such as flooding, extreme weather events, sea-level rise, droughts, and heatwaves. Risk reduction measures are incorporated into project design to minimize potential damages and losses.</p> <p>Prioritize projects that provide training, education, and technical assistance to empower communities and institutions to implement climate resilience-building measures independently.</p> <p>Integrates principles of environmental stewardship, social equity, and economic viability to create long-lasting positive impacts while being able to withstand and adapt to various challenges and changes.</p>	<ul style="list-style-type: none"> Does the proposal demonstrate how the project supports the Bay Area's transition towards a regenerative economy? As defined by Movement Generation, a "regenerative economy" is one in which: 1) resources are acquired through regeneration rather than extraction; 2) culture is based on caring and relationships to each other and to the world; 3) governance is based on deep democracy; 4) work is organized through democratic and voluntary cooperation; and 5) the purpose of the economy is ecological restoration, community resilience and social equity. This is not limited to only energy-related or "environmental" jobs, but extends across all aspects of our region's economy. For further exploration of the "regenerative economy" concept, see https://movementgeneration.org/justtransition/ Will this project increase the resilience of communities to climate change impacts and how are these improvements measured? Does this project build local capacity to understand, manage, and respond to climate change impacts effectively? Prioritize projects that provide training, education, and technical assistance to empower communities and institutions to implement resilience-building measures independently. 	<p>Aligns with Restorative Economics Principles and regenerative economy (see definition in the evaluation criteria)</p> <p>Works towards a carbon-neutral economy and provides health, environmental and/or economic benefits to the community</p> <p>Ask: how will this project increase the resilience of communities to climate change impacts and how will this progress be measured?</p> <p>Ask: How does this project build local capacity to understand, manage, and respond to climate change impacts effectively?</p>
<p>Impact</p>	<p>Remove barriers (e.g., childcare, transportation) especially for low wage workers or marginalized communities</p> <p>Strong potential to be transformative</p> <p>Reward regional coordination</p>	<ul style="list-style-type: none"> Impact measures to consider: may be quantitative or qualitative. <ul style="list-style-type: none"> Quantitative examples: Overall # of people positively impacted, # of POC or marginalized communities positively impacted, # of strong partnerships developed as a result of the proposal, # & wage of jobs created or impacted, amount of public or private funding leveraged/influenced? Qualitative examples: new policy passed that will be a catalyst for a new form of equitable econ dev; first-of-its kind program created that models a new approach driven by Bay Area Collaborative's values & goals; new social infrastructure created that will empower disinvested community members to create high-road careers; modeling transformative impact in a specific community or neighborhood; etc? Could this proposal be a catalyst for another project or endeavor, additional benefit for underserved groups or other positive societal outcome? Can it help build momentum for future endeavors that benefit the communities we aim to serve? Would Catalyst funding enable work to move forward that would not otherwise happen? (as opposed to, would Catalyst just be substituting for existing funding that this project already has?) Does this proposal have a regional focus and/or contribute to a larger regional strategy? Does the proposal consider essential services and infrastructure (e.g., childcare, transportation, etc) in a sustainable, pro-worker, supportive of underserved communities way? 	<p>Collective impact: multiple entities working together with a common goal/agenda to achieve population and systemic change</p> <p>Identifies specific quantitative OR qualitative impacts, and how the project will measure whether or not it achieve that impact</p> <p>Note: Adding a new component to an existing project would be considered</p>

Pillars	Criteria for Evaluating Initiatives (WIP)	Evaluation Criteria	Indicators
Systemic Change	<p>Alignment with Bay Area Jobs First Collaborative's values</p> <p>Understanding of the structural problem being addressed, its root causes and how this initiative seeks to disrupt the root causes or systemic issues that perpetuate the current conditions</p> <p>Strong potential to be transformative</p>	<ul style="list-style-type: none"> • Does this proposal create a stepping stone on a path towards a Bay Area economy rooted in equity, high-road employment, sustainability and climate resilience, and shaped by workers and impacted community members themselves? • Does the proposal demonstrate an understanding of the underlying structures that perpetuate or exacerbate the issue at hand and at least a general sense of how to address the problem at a systemic level? • Does the initiative support a collaborative governance of sustainability and workforce development efforts with broader inclusion of workers, underserved communities and other impacted stakeholders in the development and implementation of the program? • Does it deliver a creative/transformational change in its approach, leadership model, way to address an issue or other aspect of the work that meaningfully disrupts the status quo? 	<p>it has to have an explicit theory of change & be able to articulate how this initiative will contribute to moving that larger systems change strategy forward?</p> <p>Clear statement addressing the 5 Ws –i.e., what, who, when, where and why–, the impact this problem has on communities –e.g., significance and magnitude– and a working hypothesis or strategy for how the problem can be solved at a systemic level</p>