



Sacramento Urban Technology Lab (SUTL) Innovation Grant: Ecosystem Building Grant Guidelines

Guiding Principles

The City of Sacramento's SUTL Innovation Grants are designed to catalyze innovation in the startup community and prepare Sacramento for the industries of the future.

Background

1. Introduction

The SUTL Innovation Grant Program (previously RAILS Grant Program¹) offers up to \$1 million in grants annually to **support the development of Sacramento's entrepreneurial and innovation ecosystem** through "startup enablers" – community-based initiatives and programs that help entrepreneurs take their startup from initial idea to viable company.

Each cycle has built on feedback from the last and has shaped the way the third cycle of this grant program will operate. Beginning in the 2018 application cycle, startups focused on advancing key industry verticals through the SUTL framework were eligible to apply to the program. Concurrent with the 2018/19 grant cycle, an evaluator was brought on to provide key recommendations in how the program should operate going forward. From these recommendations, the grant program was renamed the SUTL Grant Program and application categories were separated out into 3 distinct processes.

- Ecosystem Building Grants - designed to **build workforce pipelines to specific industries for startups and individuals in Sacramento**. Grants awarded in will go toward **establishing or expanding programming to build or strengthen these pipelines**.
- SUTL Ecosystem Marketing - consists of three discrete solicitations along with their respective scopes of work - SUTL Grant Program Documentation, National Marketing Strategy for Startup Growth Competition, Co-Working Marketing Grants
- Startup Growth Competition - designed to **help high-growth scale-ups locate and grow in Sacramento**. Grants awarded will go toward **determining a startup's fit in the Sacramento startup community**.

Objectives of the SUTL Innovation Grant Program are:

- Expand the reach of entrepreneurial support organizations
- Increase opportunities for startups to grow
- Increase the number and viability of startups
- Increase VC investment in Sacramento
- Marketing broadly to change the perception of the ecosystem

¹ On June 21, 2016, the Sacramento City Council adopted the Innovation and Growth Fund Policy and Guidelines to create new programs that expand the startup pipeline and engage the innovation ecosystem. In doing so, the council unanimously approved a framework for the Rapid Acceleration, Innovation, and Leadership in Sacramento (RAILS) Program.



- Foster and facilitate high-growth startups
- Encourage targeted collaborations
- Build key industry verticals

2. Sacramento Urban Technology Lab (SUTL)

SUTL embodies the “Triple Helix” model of economic innovation, where government, academia, and industry collaborate to transform Sacramento into a “living laboratory” for entrepreneurs, advanced technology businesses, and academic institutions to test, develop, and scale their ideas, products, and services. By actively supporting technology development and demonstration throughout Sacramento, SUTL will help grow the City’s existing base of high-tech workers, business incubators, and early-stage technology businesses, and encourage established technology firms and research partners to test new technologies in a live city environment. Just as important, the SUTL framework aligns the City’s innovation and economic development efforts with the imperative to accelerate quality of life improvements for all residents.

3. Industry Focus

For the next three annual grant cycles (beginning in 2020 and ending in 2022), the SUTL Innovation Grant program will focus on building out the Internet of Things (IoT) and Cybersecurity, Mobility, and Health IT and Life Sciences verticals in the SUTL framework. This includes direct financial support from the City toward programming, training, and infrastructure needs for the startup community within these verticals.

4. Innovation & Growth Fund Policy Guidelines

Funds awarded must advance economic development projects and programs that result in at least one of the following:

1. **Create Jobs:** Projects and programs that create or retain permanent jobs
2. **Make it Easier to Conduct Business:** Projects and programs that decrease or eliminate barriers for businesses to operate in the City
3. **Leverage Funds with other Private or Public Funds:** The Fund will fill financial gaps in projects and programs
4. **Increase Revenue to the City:** Projects and programs using Fund resources that directly or indirectly increase short-term City revenue or long-term revenue potential
5. **Accelerate Growth:** Projects and programs that promote the formation and growth of businesses that engage in the commercialization of innovative research and products, or promote emerging industries
6. **Encourage Diversity:** Projects and programs that encourage diversity and inclusion in the innovation community

Program Structure

Ecosystem Building Grants are designed to build workforce pipelines to the IoT, cybersecurity, mobility, health IT, and life science industries for startups and individuals in Sacramento. Grants awarded will go toward establishing or expanding infrastructure and programming to build or strengthen these pipelines.



1. Grant amounts

No grant request may exceed \$100,000 and there is no minimum grant request. The amount requested must be justified in the project budget portion of the application.

2. Eligible projects

Eligible projects for Ecosystem Building Grant funding include:

- Physical space, staffing, curriculum development, market research, or marketing
- Technology, entrepreneurship, or business development training programs (if completely executed within 12 months)
 - For training programs, partnership must include working with an employer (formally or informally) to create a pathway to jobs or internships for individuals participating in the program; alternatively, training programs may include entrepreneurial skill development to support the launch of successful new businesses
 - Primarily youth-serving programming is ineligible for funding unless explicitly connected to internship opportunities² or accredited certificate, badging, or certification program³

Projects may be new undertakings for the applicant or represent further development of a recent innovative direction. However, as a competitive application process, grantees must have a track record that demonstrates their commitment to advancing in their field and ability to execute.

3. Fundable/Ineligible Activities

Fundable activities

Examples of what expenditures this grant may be used for include:

- Salaries for staff
- Stipends for volunteers
- Equipment and supplies
- Office space
- Co-working membership fees not covered by vouchers
- Marketing/ public relations
- Food and beverage
- Program development and delivery
- Scholarships for program participants
- Furniture
- Subscription fees
- Professional services
- Travel expenses

² Preference will be given to organizations that can show a track record of connecting students to internships

³ Accredited programs include, but are not limited to: university and community college certificate programs, CompTIA Certification, (ISC)² certifications, GIAC Certifications, etc.



- General operating expenses

Ineligible uses

This grant may not be used for:

- Projects restricted to private or exclusive participation, including restriction of access to programs on the basis of sex, race, color, religion, ancestry, national origin, disability, medical condition, genetic information, marital status, or sexual orientation
- Registration fees to attend classes, workshops, or conferences
- Fundraising activities
- Capital campaigns or endowments
- Consultation or facilitation related to capital projects
- General operating expenses that are not specific to the project
- Costs associated with proposal or grant application preparation
- Costs incurred or obligated outside of the grant period
- Costs for lobbying
- Costs for entertainment
- Re-granting, contributions to other organizations and donations except if grant is explicitly received on behalf of a fiscally sponsored organization
- Reimbursement of costs that are paid prior to the execution of the grant award agreement or outside the dates stated in the grant agreement
- Public works as defined in the California Labor Code

4. Additional Project Information

All project activities funded through this program must be open and advertised to the general public and include publicity that recognizes the funding received from the City of Sacramento's SUTL Innovation Grant Program.

Expected project outcomes must be stated and assessed in the application. Participant and audience numbers must be tracked and the project must be documented (e.g. video/ audio recording, collateral materials such as flyers, postcards, and programs, or use of a social media hashtag, etc.).

5. Goals/Benchmarks

Successful applicants must articulate and identify the goals to be achieved, steps to reach goals, deadline for goals, and measures or benchmarks whereby those goals can be determined. Progress toward the achievement of these goals will be documented in quarterly reports.

The Process

1. Eligible organizations

- Co-working spaces
- Accelerator programs
- Incubator programs
- Private Companies



- Makerspaces
- Community-based Organizations (CBOs) - nonprofit entities whose primary mission is to improve quality of life at the neighborhood level

2. Minimum Eligibility

- Public agencies (including public educational institutions) are ineligible for funding under this program
- Projects must be located in the City of Sacramento
 - Organizations with a domicile outside city limits are eligible if grant-supported programming is located within the city
- Previous RAILS grant recipients are eligible for funding under this program
- Applicants must have the capacity to implement the funded activities
- Applicants must meet City insurance requirements (see Appendix A)
- Applications will not be accepted from Individuals or Organizations that are not in compliance with current or past City grants. Funding will be withheld from grantees that become non-compliant during the course of a RAILS grant contract

3. Ineligible organizations

- Property Business Improvement Districts
- Chambers of commerce
- Public agencies
- K-12 schools, vocational or trade schools, and higher education institutions
- Organizations represented by Mayor's Tech Council members

4. Timeline

This schedule may be altered at any time at the discretion of the City of Sacramento. All times stated are based on Pacific Standard Time unless otherwise noted.

- **Application Open: October 14, 2019, 11:00am PDT**
- Questions accepted until: November 18, 2019, 11:30pm PST
- **Application Close: November 25, 2019, 3:00pm PST (No exceptions)**
- Pre-Screening Complete: December 6, 2019
- Judging Complete: January 13, 2020
- Awardees notified: January 13 – 17, 2020
- Council Approval: February 4, 2020 *tentative*
- Projects begin: February 2020

5. Technical Assistance

City staff will conduct technical assistance workshops to provide applicants with an overview of the application process and answer questions. Two in-person workshops will be held and two online workshops will be live-streamed on YouTube, with the videos available for later viewing.

City Hall Workshop – New City Hall, Room 1119



Tuesday, October 15, 6pm – 8pm

Online Workshop #1

Wednesday, October 23, 10:30am – 12:30pm

In-Person Workshop #2 (Location TBD)

Thursday, November 7, 6pm – 8pm

Online Workshop #2

Thursday, November 13, 11:30am – 1pm

City Staff will work with local organizations to arrange additional in-person workshops as availability permits. Please email team@innovatesac.org to volunteer to host an in-person workshop.

6. Questions?

City staff can provide general technical assistance to interested applicants. To ensure open and equitable access to grant information, all questions must be posted at: <https://cityofsac.forms.fm/sutl-innovation-grants-ecosystem-building-grants/questions/questions>.

7. Submission Requirements

The City will only accept applications submitted on [Screendoor](#) by 3:00pm on or before the date indicated in the timeline above. An email will be returned to verify the receipt of your application.

All applicants are required to submit the following information:

1. **Application Form:** Applicants must complete all questions included in the online application.
2. **Project Budget:** Applicants applying for grant must submit a proposed budget detailing how the award funds will be used to accomplish the proposed activity.

8. Selection Process

The City anticipates implementing the following process for reviewing and evaluating proposals:

1. City staff will review grant applications for completeness and minimum criteria (See Appendix B). When necessary, applicants may be asked to revise proposals or supply additional information
2. The Mayor's Tech Council will review and score all eligible applications using Ecosystem Building Grant Scoring Criteria (See Appendix C) and designate the top applications as finalists
3. If additional information is required, interviews may be requested by Mayor's Tech Council judges
4. The Mayor's Tech Council will conduct a final review to nominate top projects and recommend preliminary awards and amounts to the City Council and City Manager
5. The City Manager and City Council will amend or adopt preliminary awards and amounts

Projects that have a 1:1 cash grant match will receive 10 bonus points in the application process. The match must comprise direct cash investment from the grantee or a third party. Any contribution other than cash, for example, in-kind support, does not count toward the cash grant match requirement.



The City may modify this process in its sole discretion if the City determines that another process is more appropriate. The City Council's decisions about awards and amounts are final and not subject to appeal.

9. Conflicts of Interest

Application reviewers will comprise both City staff and the Mayor's Tech Council. No reviewer may be financially interested in a grant.

10. Debriefings

Written debriefings of the evaluation results will not be provided to unsuccessful proposals. Oral debriefings may be provided at the City's discretion.

Application Format

1. Basic Information

- Name
- Email
- Phone number
- Organization/Company Name
- Applying as (options):
 - Incubator, accelerator, or technology commercialization program
 - Co-working or makerspace
 - Education or training program
 - Community-based organization
 - Other

2. Project Description

- Website -where can we find more details on your project⁴
- Project short description - enter up to 280 characters
- Industry focus(es)(options):
 - Internet-of-things (IoT)
 - Cybersecurity
 - Mobility (transportation)
 - Health IT
 - Life science
 - Other
- Project long description – Please describe your project and what you expect to accomplish in 12 months. Enter up to 300 words
- Where will most of your project activities take place? - Enter up to 150 characters

3. In-Depth Project Details

- Will your project be prepared to begin in February? (yes/no)

⁴ optional



- (Conditional, if not prepared) If not, when do you plan to start grant activities? (date)
- What industry gap or need does your project address? – enter up to 100 words
- What are the long-term and short-term (12 months) goals and objectives of your project? – enter up to 200 words
- Please list the metrics that will be used to measure the project’s success – enter up to 200 words
- Please indicate how you will measure these metrics – enter up to 200 words
- Please list some key project dates and milestones that need to be met to reach project objectives
- How many participants will your project serve?
- What organizations will you be partnering with and what will their roles be? – Please distinguish which partnerships have been confirmed and which are currently anticipated
- How do you plan to address equity, diversity, and inclusion in or with your project? – Please see guidelines for Statement of Inclusion. Enter up to 300 words
- Will your project be located or primarily serve a priority neighborhood? – A priority neighborhood map can be found at innovatesac.org/pdf/priority-neighborhoods.pdf
 - (Conditional, if yes) Please list the neighborhood(s) and describe how you will be located in or serving the neighborhood(s) – Enter up to 100 words
- Does your project primarily target/serve youth? (yes/no)
 - (Conditional, if youth-serving) Are participants in your project guaranteed internships upon completion? (yes/no)
 - (Conditional, if yes) What company(s)/organization(s) will participants be placed with? – Please note, we may reach out to the companies for confirmation
 - (Conditional, if youth-serving) Do participants in your project earn an accredited certificate, badge, or certification? (yes/no) – If you are not sure, please email us at sacmofie@gmail.com to confirm
 - (Conditional, if yes) Please list the name(s) of the certificate, badging, or certification program(s)
- Please describe projects you've worked on that make you qualified to execute this project. – If need be, include how you will offset lack of relevant experience. Enter up to 300 words.

4. Finance and Budget

- Requested Grant Amount (dollar amount entry)
- Budget for requested funding (file upload)
- Does the requested grant amount cover the cost of the project? (yes/no)
- (Conditional, if no) If not, how much of the cost is unmet and how does your organization plan to fund the unmet cost?
- What is the estimated cost per participant for your project?
- Please list the sources and amounts of any additional funds that will be provided to the project – Please include any funding your organization plans to contribute to the project. Enter up to 200 words
- Will in-kind services or supplies be provided to the project? Please include any contributions from your organization to the project. Enter up to 200 words



- How will your project be financially sustainable after the grant period? If this is a one-time project, please specify. Enter up to 200 words

5. Other

- Please list the total amount of City funds awarded or received in the last 36 months – Please count all sources of City funds, including grants and contracts not related to innovation and economic development
- Is there anything else we should know? – Enter up to 50 words

Inclusive Economic Development Statement

The City of Sacramento is committed to ensuring fair and just treatment, access, opportunity, and advancement for all people, while identifying and eliminating barriers that have prevented the full participation of some groups. In alignment with the City's [Inclusive Economic Development](#) priorities, SUTL aims to expand economic opportunities that benefit underserved and underrepresented communities, thereby reducing social, racial, health, and economic disparities in these communities

As program run through the City's Office of Innovation and Economic Development, the SUTL Grant Program aligns with the City's inclusive economic development investment funding priorities.

1. **PURPOSE** – The purpose of Inclusive Economic Development Investments is to foster economic and community development and job growth within the City of Sacramento that create opportunities for all of Sacramento's residents, while at the same time prioritizing strategic investments for people of color, low-income individuals, and underinvested communities. The City will make Inclusive Economic Development Investments in projects and programs that advance inclusive economic development and reduce inequities by improving the health, stability, and economic security of residents and neighborhoods; fostering business and job growth; increasing household wealth; encouraging productivity; and supporting people, places, and actions that promote economic growth throughout the City's diverse communities.
2. **DEFINITIONS:**
 - a. **Inclusive Economic Development Investments or Investments:** Investments that expand economic opportunities that benefit underserved and underrepresented communities, thereby reducing social, racial, health, and economic disparities in these communities. Through public and private actions that are responsive to community need and builds on resident assets, these investments foster small business growth, increase quality jobs, stabilizes people in safe and affordable homes, prepare residents of all ages to fill those jobs, improve neighborhoods, and increase household wealth.
 - b. **Equity:** Fair and just treatment, access, opportunities, and advancement for all people, while identifying and eliminating barriers that have prevented the full participation of some groups.
 - c. **Racial and gender equity:** The development of policies, practices, and strategic investments to reverse racial disparity trends, eliminate institutional racism, and ensure that outcomes and opportunities for all people are no longer predictable by race and gender.



- d. **Priority Neighborhoods:** Neighborhoods already having a federal, state, or local designation (could include city Priority Neighborhoods, federal Promise Zone, federal Opportunity Zone, Health Need Assessment Focus Communities, etc.) or neighborhoods experiencing a cost of living that outpaces the incomes of the residents, lagging commercial and residential investment, increased poverty and gentrification pressures; limited access to services and amenities, substantial change due to major development and/or public infrastructure improvements and local business displacement.
- 3. **OBJECTIVES** – Investments must seek to advance economic growth and development by achieving the following objectives:
 - a. **Catalyze Inclusive Economic Development:** Investments must help to further develop and/or grow targeted industry clusters, tradable sectors, and university-industry innovation districts. Investments must catalyze economic development and community revitalization in targeted geographic areas that increase the economic security and mobility of vulnerable families and workers.
 - b. **Stimulate Job Growth:** Investments must help retain and grow job opportunities by cultivating the entrepreneurial ecosystem, attracting new businesses that create a range of quality jobs, and supporting the growth and advancement of existing businesses. Investments must also support hiring and retaining of low income and historically underserved and underrepresented residents.
 - c. **Create Experiential and Educational Opportunities:** Investments must expand access to experiential and educational opportunities that lead to career pathways that lead to the middle class. Investments must also cultivate homegrown talent through strong cradle-to-career pipelines that increase economic security and access to job opportunities and residents that have been historically underserved and underrepresented.
 - d. **Create Vibrant, Healthy, Opportunity-Rich Neighborhoods:** With the goal of reducing racial, social, health, and economic disparities, Investments must increase the supply and access to safe and affordable housing, transit, and transportation options, promote clean and safe neighborhoods, create positive youth development experiences, and remove barriers to future economic development, particularly in distressed and disadvantaged neighborhoods that have not benefited from previous economic growth. Investments must ensure all communities have access to services and amenities that support healthy and vibrant neighborhoods.
 - e. **Increase Revenue and Other Social and Economic Benefits to the City:** Investments must directly or indirectly increase City revenue and/or generate other significant public benefits (as outlined in Section 5F – Public Benefit) that provide a return on investment to the City.

Read the full [Inclusive Economic Development Investment Guidelines](#) approved by the City Council for more information on Guiding Principles for equity-focused investments and criteria for significant economic impact.



Appendix A – City Insurance Requirements

Insurance. During the term of this agreement, Grantee shall maintain insurance coverage as follows:

- (a) Commercial General Liability Insurance providing coverage at least as broad as ISO CGL Form 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, arising out of activities performed by or on behalf of Grantee, its subcontractors, products and completed operations of Grantee, its subcontractors, and premises owned, leased, or used by Grantee, its subcontractors, with limits of not less than one million dollars (\$1,000,000) in aggregate⁵. The policy must provide contractual liability and products and completed operations coverage for the term of the policy.
- (b) The minimum limits of insurance required by section 12(a) may be satisfied by a combination of primary and umbrella or excess insurance coverage; provided that any umbrella or excess insurance must contain, or be endorsed to contain, a provision that it applies on a primary basis for the benefit of the City, and any insurance or self-insurance maintained by the City, its officials, employees, or volunteers is in excess of such umbrella or excess coverage and does not contribute with it.
- (c) The City, its officials, employees, and volunteers must be covered by policy terms or endorsement as additional insureds as respects general liability arising out of: activities performed by or on behalf of Grantee and its subcontractors; products and completed operations of Grantee and its subcontractors; and premises owned, leased, or used by Grantee and its subcontractors.
- (d) The policies must contain, or be endorsed to contain, the following provisions:
 - (1) Grantee's insurance coverage, including excess insurance, is primary insurance as respects the City, its officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officials, employees, or volunteers is in excess of Grantee's insurance and does not contribute with it.
 - (2) Any failure to comply with reporting provisions of the policies does not affect coverage provided to the City, its officials, employees, or volunteers.
 - (3) Coverage must state that Grantee's insurance applies separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
 - (4) The City must be provided with 30 days' written notice of cancellation or material change in the policy language or terms.
- (e) Insurance must be placed with insurers with a Bests' rating of not less than A:VI. Self-insured retentions, policy terms, or other variations that do not comply with the requirements of this section 12 must be declared to and approved by the City in writing prior to execution of this agreement.



- (f) Grantee shall furnish the City with certificates and required endorsements evidencing the insurance required. The certificates and endorsements must be forwarded to the City representative named in section 9. Copies of policies must be delivered to the City on demand. Certificates of insurance must be signed by an authorized representative of the insurance carrier.
- (g) For all insurance policy renewals during the term of this agreement, Grantee shall send insurance certificates reflecting the policy renewals directly to Exigis LLC
- (h) The City may withdraw its offer of contract or terminate this agreement if the certificates of insurance and endorsements required have not been provided prior to execution of this agreement. The City may withhold payments to Grantee or terminate the agreement if the insurance is canceled or Grantee otherwise ceases to be insured as required by this section 12.
- (i) Any available insurance proceeds in excess of the specified minimum limits and coverages must be made available to the City.
- (j) Grantee's liability to the City is not in any way be limited to or affected by the amount of insurance coverage required or carried by Grantee in connection with this agreement.

⁵ Youth-serving organizations will need not less than two million dollars (\$2,000,000) in aggregate, and one million dollars (\$1,000,000) per occurrence



Appendix B – Pre-Screening Minimum Criteria

Applications that do not meet the minimum criteria will be screened out by City Staff. Minimum criteria are:

- Proven track record
- Clear actionable plans that achieve program objectives
- Fills an industry gap or local market need
- City funds would be “catalytic” to project implementation
- Stated, realistic program deliverables and metrics
- Application Completeness

Appendix C – Ecosystem Building Grant Scoring Criteria

	5 points	3 points	1 point	0 points
Potential Impact: 20%				
How well does the project meet vision and goals of the grant program?	Meets vision and multiple goals	Meets vision and one goal	Tangibly, but not directly related	Not related
Clearly documented need	Application strongly supports the need for this project	Need exists in most, but not all areas addressed by grant	Partial evidence exists that grant is needed	No or weak evidence
Metrics & Data	Application clearly outlines plan to achieve meaningful, measurable metrics that completely align with program goals	Application outlines plan to achieve measurable metrics that align with program goals	Application outlines plan to achieve metrics that are either difficult to measure or do not align well with program goals	Metrics are not meaningful or measurable or do not align with program goals
Capacity: 20%				
Financial	Grant (and additional resources) provide sufficient resources to achieve project goals	Grant activities would need minimal downsizing	Major modifications needed	Insufficient



Personnel	Does not overextend existing personnel, new positions funded	Would require additional commitment of personnel	Would require a major commitment of personnel	Does not support personnel requirements to be successful
Expertise & credentials	Project manager and personnel possess high-level of grant-related expertise or have addressed knowledge gaps in application	Personnel possess most, but not all grant-required expertise, some training needed	Personnel lack expertise in most grant-related areas, difficulties exist in identifying content experts	Personnel lack expertise to successfully manage grant opportunity
Sufficient lead time	Sufficient time to execute project within grant period	Timeframe to execute project tight, but manageable	Timeframe to execute project challenging, may compromise quality	Insufficient time exists to execute project
Financial Sustainability: 30%				
Sustainability	Clear plan exists to fund all activities after grant award period ends or no post-award impact	Most grant activities supported post-award or activities developed do not require post-award funding	Some aspects of grant will be sustained post-award or most activities not supported/funded	Significant commitment with no plan for post-award sustainability
Budget	Budget is complete and contains all required information, budget is cost effective and linked to activities and outcomes	Budget is complete and contains required information, budget is mostly cost effective and mostly linked to activities and outcomes	Budget is complete, but is not cost efficient and/or related to activities and outcomes	Budget lacks required information or includes unallowable expenditures
Equity & Inclusion: 20%				
Potential population served	Sufficiently large population served to result in meaningful benefits, promotes program goals	Meaningful benefits and meets program goals, but only a small population and/or select area affected	Unclear whether population affected would result in meaningful benefit	Meaningful benefits cannot be ascertained
Equitable or Targeted Outreach	Outreach plans take into account reaching	Outreach plans are thorough, but may miss	Outreach plans are not thorough enough to	Outreach plans do not take into account



	underserved audiences or are targeted enough to reach intended audience	underserved audiences or do not demonstrate knowledge of effective ways to reach intended audience	indicate knowledge of effective ways to reach intended or underserved audience	reaching underserved audiences or do not demonstrate they will reach intended audience
Community Partnerships & Collaboration: 10%				
External Partners	Strong commitment exists from appropriate collaborative partners, deliverables from partners and roles clearly identified	Support from appropriate collaborative partners exists, some clarification of roles or commitment of resources needs to occur	Support from external partners exists but is weak or poorly defined, significant clarification and/or commitment needed	Role of external partners and deliverables not identified, commitment is weak or non-existent
100% Cash Match Funding⁶: +10 points				

⁶ The match must comprise direct cash investment from the grantee or a third party. Any contribution other than cash, for example, in-kind support does not count toward the cash grant match bonus.