

Regional Climate Collaboratives Program

**Round 1 DRAFT Program Guidelines
FY 2021 – 2022**



CALIFORNIA
STRATEGIC
G R O W T H
C O U N C I L

February 7, 2022

Program information can be accessed at: <http://sgc.ca.gov/programs/cace/>.

To sign up to receive notices, updates, and information regarding the Regional Climate Collaboratives Program (and other Strategic Growth Council (SGC) grant programs and initiatives), visit the SGC website and click on the “E-list” link at: <http://sgc.ca.gov/>.

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TABLE OF CONTENTS

SECTION I. INTRODUCTION.....1
 BACKGROUND 1
 PROGRAM SUMMARY2
 PROGRAM VISION.....3
SECTION II. ELIGIBLE ACTIVITIES.....4
 MANDATORY ACTIVITIES4
 OPTIONAL ACTIVITIES.....5
 PROJECT DELIVERABLES.....5
 CONFIDENTIALITY OF TRIBAL DATA.....7
SECTION III. ELIGIBLE COSTS8
 ELIGIBLE COSTS.....8
 INELGIBLE COSTS9
SECTION IV. REGION AND PROJECT AREA ELIGIBILITY10
 REGION AND PROJECT AREA ELIGIBILITY.....10
 COORDINATION AREA ACROSS THE REGION..... 11
SECTION V. ELIGIBILITY FOR ‘COLLECTIVE IMPACT’ COLLABORATIVES.....12
 ‘COLLECTIVE IMPACT’ COLLABORATIVES 12
SECTION VI. COLLABORATIVE STAKEHOLDER STRUCTURE13
 COLLABORATIVE STAKEHOLDER STRUCTURE 13
 ELIGIBLE APPLICANTS 14
 PARTNERSHIP AGREEMENT 16
 ASSOCIATED COSTS..... 17
 GOVERNANCE AND CONFLICT RESOLUTION..... 17
SECTION VII. GRANT ADMINISTRATION.....19
 FUNDING AVAILABILITY.....19
 AWARD AMOUNT 19
 GRANTEES AND PARTNERS.....20
 DISBURSEMENT AND REPORTING20
 TECHNICAL ASSISTANCE 22
SECTION VIII. EVALUATION22
 EVALUATION 22
SECTION XI. PROGRAM THRESHOLDS26
SECTION XI. SCORING CRITERIA27

VISION.....	27
PROJECT NEED	28
PROGRAM OBJECTIVES AND STRATEGIES.....	28
WORK PLAN.....	29
COLLABORATIVE STAKEHOLDE STRUCTURE.....	30
BUDGET TABLE.....	31
EVALUATION	31
COLLECTIVE IMPACT COLLABORATIVES.....	32
SECTION XII. GLOSSARY OF TERMS.....	33

Regional Climate Collaboratives Program At-a-Glance

ABOUT THE RCC PROGRAM

Administered by the California Strategic Growth Council (SGC), the Regional Climate Collaboratives Program:

- Funds mutually reinforcing capacity building activities to **drive and sustain equitable climate action**
- **Uplifts the deep expertise that exists** in California's diverse communities, and equips trusted and community-rooted entities to grow partnerships
- Strengthens local leadership, knowledge, skills, and expertise to **increase access to funding** and implement multi-benefit projects



ROUND ONE AWARDS

Capacity building grants in award amounts ranging between
\$500,000-\$1,000,000

CONTACT US

Program information can be accessed at: <http://sgc.ca.gov/programs/cace/>

Email inquiries can be sent to: TA@sgc.ca.gov

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SECTION I. INTRODUCTION

BACKGROUND

The Regional Climate Collaboratives (RCC) Program is part of the state's Climate Budget (Senate Bill 170), which funds ambitious measures to build climate adaptation and resilience through planning, research, capacity building, restoration, and sustainable infrastructure.

Senate Bill (SB) 1072 (Leyva, Chapter 377, Statutes of 2018)¹ established the RCC Program at the California Strategic Growth Council (SGC) to create new and support existing Regional Climate Collaboratives across the state that will assist under-resourced communities to access funding for climate change mitigation and adaptation projects. The legislation acknowledges that under-resourced communities often lack capacity and face challenges accessing statewide funding to address community priorities and recognizes the necessity of providing technical assistance resources to ensure every community has the same opportunity to achieve their climate and equity goals. As a capacity building grant program, RCC enables cross-sector partners to deepen relationships and strengthen local coordination, leadership, knowledge, skills and access to critical resources to drive and sustain climate action.

Although the enabling legislation for RCC was passed in 2018, SGC did not receive funding for the program until 2021. In the intervening years, SGC staff conducted listening sessions with organizations across the State in under-resourced communities, as well as organizations that provide technical assistance and capacity building support to gain a clearer understanding of how the RCC program could best support communities. Staff additionally implemented two capacity building pilot programs for local government and frontline community leaders, BOOST² and Partners Advancing Climate Equity³, which provided best practices and lessons learned on effective capacity building strategies that have informed this draft of the RCC guidelines.

After funding for the RCC Program was allocated to SGC, staff held an introductory webinar and a series of four listening sessions to hear from stakeholders statewide about how the program could best serve their needs. Two listening sessions were geared towards a general audience, one was intended for rural communities, and one was intended for Tribes. Over 300 stakeholders attended these listening sessions and provided crucial input that has shaped the program design proposed in these draft guidelines.

¹ https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201720180SB1072

² https://sgc.ca.gov/programs/cace/docs/20210513-BOOST_Best_Practices.pdf

³ <https://partnersadvancingclimateequity.org/>



PROGRAM SUMMARY

SGC administers the RCC Program and received a \$10 million Fiscal Year (FY) 2021-2022 budget appropriation from the General Fund to implement the program through provision of grants, staff support, and third-party technical assistance. The program will fund multiple Collaboratives in award amounts ranging from \$500,000 to \$1,000,000 for three-year grant terms.

All awarded Collaboratives will receive implementation technical assistance from both RCC program staff and third-party technical assistance providers

See *Section VIII. Grant Administration* for more information on funding amounts.

Guidelines Development Process

Once the RCC Program Draft Guidelines are published on the SGC website, staff will solicit input for a thirty-day public comment period. During the public comment period, staff will hold an overview webinar and four virtual workshops to explain the program's structure and gather feedback. Workshops will be organized by region to allow attendees to meet and connect with potential co-applicants, but attendees are encouraged to participate based on their preference.

- Overview Webinar: February 15, 11:00 a.m.-12:00 p.m. | [Register Here](#)
- Southern California Workshop: February 17, 10:00 a.m. -12:00 p.m. | [Register Here](#)
- Bay Area & Central Coast Workshop: February 23, 10:00 a.m.-12:00 p.m. | [Register Here](#)
- Inland California Workshop: February 23, 2:00 p.m. - 4:00 p.m. | [Register Here](#)
- North State Workshop: February 24, 10:00 a.m. - 12:00 p.m. | [Register Here](#)

Stakeholders can submit written feedback on the RCC Program Draft Guidelines to TA@sgc.ca.gov.

Following the incorporation of feedback and further updates to the draft, staff anticipates presenting a proposed final draft of the RCC Program Guidelines to the April 2022 Strategic Growth Council Meeting for adoption by the Council. Once Final RCC Program Guidelines are adopted, staff will release the Notice of Funding Availability and application. Staff will hold at least three Application Workshops that will provide additional information and assistance to potential Collaboratives seeking to apply to the program and will be made available using advanced forms of technology to the extent possible.

Staff will allow at least three months between the solicitation announcement and the selection of awarded Collaboratives by the Council. Application technical assistance will be available to support with the development of applications.

Following the selection of awards, staff will begin a process for revising and updating RCC Program Guidelines in preparation of the second round of funding, which SGC anticipates releasing in Spring 2023.



PROGRAM VISION

Vision for Racial Equity

SGC is committed to achieving racial equity in its operations, investments, and policy initiatives and to achieving its vision that: *All people in California live in healthy, thriving, and resilient communities regardless of race.*⁴

Program Objectives

All RCC program activities must build the capacity of selected under-resourced communities within a region to secure funding for climate change mitigation, adaptation, and resilience projects.⁵ Regardless of selected strategies and activities, Applicants must ensure they address each of the following program objectives:

- **Develop Actionable Plans and Projects:** activities conducted by applicants will lead to the development (or update) of local plans and climate change mitigation, adaptation, and resilience infrastructure projects that can be implemented if funding for the projects is secured. Activities conducted as part of the grant will build the local network capacity necessary for Collaborative members to develop competitive grant proposals.
- **Build Social Infrastructure:** applicants must demonstrate how the proposed activities will build enduring and trusting relationships across members of the Collaborative, residents, and other stakeholder groups, that will allow the region to better coordinate on the development and implementation of climate-related projects and applications.
- **Center Community Engagement & Decision Making:** applicants must work with community members and stakeholders through direct engagement. Applicants must involve residents and key stakeholders from selected under-resourced communities within the Applicant's region in all phases of project implementation, with a focus on populations that have historically been excluded from decision making and implementation processes. Applicants must also use proven methods of engagement to facilitate direct participation of community residents, including ensuring translation of meetings and materials, scheduling of meetings at times and locations that are convenient to community members, and engaging community members in information gathering as well as outreach.
- **Develop Equity-centered Processes:** applicants must demonstrate how the proposed activities will develop or improve local processes for under-resourced community residents, community-based organizations, and Tribes to co-lead decisions made about climate change-related priorities and projects at the local and/or regional level.

⁴ California Strategic Growth Council. *Updated Racial Equity Action Plan (2019-2022)*. September 2021. <<https://sgc.ca.gov/programs/healthandequity/docs/20211110-REAP.pdf>>

⁵ See *Section IV. Region and Project Area Eligibility* for additional detail on how regions and under-resourced communities can be determined.



SECTION II. ELIGIBLE ACTIVITIES

MANDATORY ACTIVITIES

The table below provides the categories and associated activities that Collaboratives should conduct.

Except if the council, in consultation with a Collaborative, determines that an activity is unnecessary, a Collaborative shall conduct all the activities listed below for the region it serves.

When building out the workplan and deciding how to implement eligible activities, Collaboratives should leverage, complement, and build on existing regional efforts and resources for capacity building and technical assistance.

Mandatory Activities: Applicants must address how they plan to address each of the following bullet points in their workplan.

Activity Type	Activities
Build relationships, identify priorities, and develop plans, policies, and projects	<ul style="list-style-type: none"> • Coordinate members of Collaboratives to build relationships across organizations and define shared values, vision, and principles of how to work together • Support the development of partnerships between stakeholders and public, private, and philanthropic funding sources • Conduct community engagement within under-resourced communities • Convene stakeholders to discuss community needs regarding potential climate change mitigation and adaptation projects eligible for statewide or other grant programs with specific allocations for under-resourced communities • Develop and align community and project plans that benefit under-resourced communities, including climate action plans, that demonstrate local needs and identify multiple-benefit projects for implementation • Assist in the development of local job training and anti-displacement policies and programs
Supplement program-specific TA and act as a local TA provider that can translate funding program requirements & frame within local context	<ul style="list-style-type: none"> • Conduct outreach and build awareness of competitive grant programs • Provide policy, program, and technical assistance advice to develop and align multi-benefit projects with potential funding supports • Support with assistance and training for grant application development, project management, implementation, and monitoring • Serve as an intermediary between stakeholders and technical expertise from agencies/outside experts



Evaluate Project Implementation	<ul style="list-style-type: none"> • Develop Project Evaluation Plans • Data collection, tracking and reporting associated with conducting evaluation of the grant
Engage in Peer-to-Peer Learning	<ul style="list-style-type: none"> • Participate in SGC facilitated peer-to-peer learning across Collaboratives. This may include both attending trainings led by SGC and Technical assistance providers for all Collaboratives, as well as contributing to peer-learning and sharing sessions. Collaboratives will be regularly surveyed on training needs and be brought together once a quarter for virtual trainings and peer-to-peer learning. Topics for quarterly peer-to-peer sessions will be determined according to regular surveys administered to Collaboratives

OPTIONAL ACTIVITIES

Optional Activities: Applicants may select any additional activities listed in the “Optional” categories. Applicants must provide additional detail on proposed activities and associated tasks in the Project Workplan and Budget components of the application.

Activity Type	Activities
Data Collection & Analysis	<ul style="list-style-type: none"> • Conduct data collection and analysis that helps identify existing conditions, identify community priorities, and identify impact of possible projects
Education & Training	<ul style="list-style-type: none"> • Education and training for entities within the Collaborative and stakeholders within under-resourced communities that build the region’s capacity to compete for grants and implement projects in the future. This includes: <ul style="list-style-type: none"> • Educational curriculum-based courses on relevant topics and issue areas • Trainings on specific tools, programs, and policy topics

PROJECT DELIVERABLES

Project activities should result in the creation of clear deliverables. Deliverables should serve as lasting resources to support ongoing capacity building in the region. Required deliverables are outlined below.

RCC Action Plan

To orient the efforts of Collaboratives, partners should use the beginning of the grant term to develop an action plan that specifies key activities, identifies roles and responsibilities, and establishes timelines. Action plans should be informed by an analysis of intended outcomes, capacity building needs, and ways to maximize the impact of activities conducted through the grant.

Action Plans should include, at minimum:

- Roles and responsibilities for different members of the Collaborative in achieving elements of the overall workplan
- Additional detail on activities conducted as part of the grant term
- Evaluation Plans created in concert with SGC and technical assistance providers
- Analysis that identifies the necessary additional inputs, such as data or other resources, to successfully implement and maximize impact of activities conducted as part of the grant. This may include:
 - An analysis used to identify the strengths, barriers, assets, relationships, and resources available to the Collaborative to accomplish the project workplan
 - A review and/or analysis of existing plans, community engagement, and needs assessments to help focus areas for additional engagement
 - An assessment of local policies to identify opportunities to facilitate implementation of community priorities.

Action plans must be developed by the Collaborative with community participation and using decision-making processes established in the governance structure detailed in the Partnership Agreement for the Collaborative Stakeholder Structure.

The RCC Action Plan should build on the activities and roles submitted as part of the workplan and Collaborative Stakeholder Structure components of the RCC application.

The Action plan will serve as a tool to guide project implementation and to hold partners accountable to one another and the community around activities and outcomes.

Capacity Building Toolbox

- Each grantee must develop a Regional Capacity Building Toolbox that compiles capacity building outputs created over the course of the RCC grant. The goal of the Toolbox is to serve as a resource to partners in the region to access capacity building resources on an ongoing basis, support efforts to pursue grant funding, and inform further capacity building work beyond the term of the grant. The following list includes examples of useful items to include within the Capacity Building Toolbox. A compilation of climate data to understand key climate change risks and vulnerabilities facing the region, including anticipated disproportionate impacts for marginalized populations
- A directory of organizations within the region that may be able to support or partner on grant applications
- A directory of State, Federal, and other grant program funding that addresses community needs
- Priority State, Federal, and other grant programs that could address priority projects of Collaboratives, that include timelines, requirements and other considerations for developing applications



- Data collected and/or analyzed that provides information on existing conditions, community needs, and any other relevant information for the purpose of developing projects.
- Description and outline of community priorities identified or expanded on during the grant term
- Plans and projects developed in concert with under-resourced community residents, Tribes, and members of the Collaborative
- Education and training materials developed through the grant
- Documentation of best practices and lessons learned for Collaborative, community-led processes to developing climate-related plans and projects

Annual Reporting

Collaboratives must submit an annual report to SGC that includes all of the following:

- The members of the Collaborative
- Populations served
- An outline of all the activities conducted as part of the project workplan
- Project and grant development, application, and completion
- Meetings and actions taken by the Collaborative
- An accounting of the administration of and expenditures made by the Collaborative.
- The outcome of each activity, including, but not limited to, all of the following:
 - Technical assistance provided
 - Success of grants applied for
 - Projects commenced and completed
- The efficacy of capacity building within the region based on outcome indicators included within the Collaborative's Evaluation Plans.

SGC anticipates that this information will be captured in the tracking of indicators and metrics as a part of the project evaluation and will work with Grantees to align interim evaluation findings with the annual reports. See *Section VII. Evaluation* for more detail on data collection and tracking.

CONFIDENTIALITY OF TRIBAL DATA

Tribal data and Tribal Ecological Knowledge may be excluded from all project deliverables to ensure confidentiality.



SECTION III. ELIGIBLE COSTS

ELIGIBLE COSTS

The list below provides eligible costs using grant funds. Applicants must ensure that costs proposed in the project budget are eligible for funding. Costs deemed ineligible in the application review process will be removed and the project's recommended total award will be adjusted accordingly.

Staff Costs

Grant recipients, subgrantees, and their contractors' staff costs, including salary at an hourly rate, benefits, taxes, and leave.

Travel Costs

Travel reimbursements must adhere to the State rates and conditions established on the CalHR website⁶, with the exception of "incidentals" and out-of-state travel, which will not be reimbursable under this grant.

Administrative Costs

Costs incurred by the recipient to administer the grant, or costs by subgrantees to perform those tasks necessary to fulfill the deliverables outlined in these guidelines. Administrative costs include, but are not necessarily limited to:

- Office space
- Supplies
- Legal or management oversight
- Prorated general liability, Workers' Compensation (may be included in payroll), and automotive insurance

Tools, Subscriptions, and Software

Subscriptions to tools and other software that will help increase capacity, facilitate communication, or otherwise facilitate implementation of the project such as project management software, video conferencing technology subscriptions, and mapping software.

⁶ <https://www.calhr.ca.gov/employees/pages/travel-reimbursements.aspx>



Engagement, Outreach, Education, and Training

Costs related to the development and administration of engagement, outreach, education, and training activities under the grant, including, but not limited to:

- Materials developed for outreach events, trainings, and other grant activities
- Access to proprietary data or research materials
- Facilitation for meetings
- Translation and interpretation for meetings and written materials
- Marketing and advertisements
- Participant compensation that is an exchange of payment for services rendered in the development of community work products, and appropriately documented with deliverables such as sign in sheets or written surveys
- Transportation stipends and provision of transportation services for community residents, such as a vanpool
- Rental costs of equipment, facilities, or venues
- Provision of childcare services for community residents at Collaborative sponsored events
- Food and refreshments that are determined to be an integral part of the event. Examples of activities where it would be appropriate to approve food purchase would include a design charrette held in the evening, where the meal is consumed as part of the event and replaces a meal otherwise missed by attending the event

Peer-to-Peer Learning

Applicants must set aside 3-5% of their total budget for peer-to-peer learning across selected Collaboratives.

Evaluation

Applicants must set aside 3-5% of their total budget for evaluation of project activities.

INELGIBLE COSTS

Grant funds may not be used for the following costs:

- Costs that occur outside of the Grant Agreement term
- Direct and indirect construction costs
- Advocacy work, such as direct lobbying for the passage of specific bills or local propositions
- Indirect costs in excess of 30 percent of the awarded RCC funds



- The following costs associated with community engagement and outreach:
 - Direct cash benefits or subsidies to participants
 - Alcoholic refreshments
 - Participant incentives, such as door prizes, which are unrelated to specific community work products
 - General meetings that do not specifically discuss or advance implementation of the RCC Project

SECTION IV. REGION AND PROJECT AREA ELIGIBILITY

REGION AND PROJECT AREA ELIGIBILITY

Applicants must identify the region they are working within, and the under-resourced communities within the region where their work will be focusing. Applicants may select specific under-resourced communities within a broader region where Collaborative activities will be focused, and do not need to include every community that meets the definition of under-resourced in their geographic areas of focus for their selected region.

The selected region must:

- At minimum, include two under-resourced census tracts that the proposed activities will focus on
- Cover a geographic area of no more than 8 counties

Applicants must demonstrate that the proposed activities the Collaborative will engage in will benefit selected under-resourced communities within the region. Project activities that include a place-based focus, such as the informing the development of local plans and projects, must demonstrate how the selected under-resourced communities within the region will be included in and benefit from project activities.

Project activities that take place at a broader regional scale, such as informing a regional transportation plan, must demonstrate how residents and organizations from under-resourced communities will be involved in informing and contributing to these efforts.

Applicants must provide a map of the geographic region applicants are working within, with selected under-resourced communities identified. SB 1072 defines 'under-resourced communities as:

- Census tracts identified as 'disadvantaged' by the California Environmental Protection Agency⁷; **OR**
- Census tracts with median household incomes at or below 80 percent of the statewide median income or with median household incomes at or below the threshold designated as low

⁷ <https://oehha.ca.gov/calenviroscreen>



income by the Department of Housing and Community Development's list of state income limits adopted pursuant to Section 50093 of the California Health and Safety Code; **OR**

- Census tracts with a median household income less than 80% of the statewide average

Under-resourced communities within the selected region do *not* need to be contiguous.

COORDINATION AREA ACROSS THE REGION

Applicants should seek to focus capacity building activities at multiple scales, given that plans and policies at various scales can work together to inform outcomes in neighborhoods. Collaboratives should conduct capacity building work within a set of under-resourced communities within a region to identify climate-related priorities and opportunities for funding, as well as inform initiatives at the regional level with experience and knowledge of local needs. The Collaborative should also work across selected under-resourced communities within the region to identify shared needs, priorities, challenges, and strategies that can be addressed by policy strategies at the local, county, and regional scales.

Collaboratives should consider strategies that build capacity at various levels and with various beneficiaries within a region. For example, not all capacity building strategies should focus on increasing resident knowledge of climate change just as they should not all focus on addressing capacity gaps at the local government level. Effective collaboratives will work to build capacity among residents, community organizations, at the network scale, at the local government level, and within regional government efforts.

Where feasible and relevant to the intended outcomes of the project, Collaboratives should engage with regional planning entities, such as metropolitan planning organizations (MPOs), regional transportation planning agencies, regional water boards, air quality management boards, etc. Collaboratives can play a significant role in ensuring that regional planning efforts are inclusive of the unique needs and contexts found within under-resourced communities in a region.

Both at the local and regional levels, Collaboratives can support public engagement to inform planning efforts, build effective relationships between government entities and communities, build the capacity of community-based organizations to engage in planning and policy initiatives, and provide technical assistance to inform specific elements of plans or policies. This work is integral to establishing a policy environment that informs a pipeline of projects, directs funding and resources to specific community needs, and supports competitiveness for funding.

Examples of regional processes that Collaboratives may choose to engage in include the development and implementation of:

- Air Quality Management Plans
- Community Economic Resilience Fund planning tables
- Groundwater Sustainability planning



- Regional Climate Action Plans
- Regional Economic Development plans
- Regional Forest Management Plans
- Regional Housing Needs Allocation planning
- Regional Transportation plans
- Regional Water Quality Plans
- Sustainable Communities Strategies

SECTION V. ELIGIBILITY FOR ‘COLLECTIVE IMPACT’ COLLABORATIVES

‘COLLECTIVE IMPACT’ COLLABORATIVES

SGC anticipates that most Collaboratives funded through the RCC program will represent areas that lack resources to sustain formalized networks of partners working together to address the drivers and impacts of climate change. However, some regions of the State have existing coalitions and networks that have begun to build local capacity and would benefit from funding to expand their impact and reach. These “Collective Impact” Collaboratives would be funded to bring together efforts of existing coalitions and networks within a larger geographic region & work to align efforts of these partners to expand the impact of their capacity building work.

In instances where existing coalitions and networks within a region wish to join together and create a larger regional Collaborative, applicants must:

- Adhere to the above definition of region and project area eligibility requirements
- Meet requirements for the Collaborative stakeholder structure, including the selection of a managing stakeholder that will receive and be accountable for funds
- Demonstrate how formation of a collective impact Collaborative will allow the region to build increased capacity across the larger geographic region
- Document best practices and lessons learned for inclusion in the Regional Roadmap deliverable
- Develop and/or strengthen resident-centered decision-making processes and other processes that ensure power is shared amongst collaborative partners and under-resourced communities

Given the RCC program’s focus on building capacity in communities that have struggled to access the resources necessary to coalesce local coordination on climate efforts, SGC intends to fund no more than three collective impact Collaboratives.



SECTION VI. COLLABORATIVE STAKEHOLDER STRUCTURE

COLLABORATIVE STAKEHOLDER STRUCTURE

The eligibility and governance structure for the Regional Climate Collaboratives builds upon the lessons learned and outcomes from the Transformative Climate Communities grant program, which requires a similar Collaborative Stakeholder Structure for Implementation Grants to bring together public agencies, non-profit organizations, residents, and other local entities in a process that fosters long-term investment in the community’s vision for transformation. Collectively, the Collaborative Stakeholder Structure may identify projects, provide support for public engagement, and drive decision-making throughout project implementation. The value of this structure has been to support communities in building robust local governance over projects happening in their neighborhoods and overcoming the challenges inherent in shared decision-making.

The Collaborative Stakeholder Structure serves several key purposes for each Grantee. These are outlined in the table below alongside the associated Program Objectives they correspond to.

Program Objectives	Key Purposes
Develop Actionable Plans and Projects	<ul style="list-style-type: none"> • Establish and promote a vision and set of goals to guide project prioritization, development, and implementation • Operate collectively to inform policy, systems, and environmental change while empowering individual members of the Collaborative to advance specific capacity building strategies • Ensure effective project management and implementation
Build Social Infrastructure	<ul style="list-style-type: none"> • Build and establish trust amongst Collaborative members and the broader community • Support peer engagement and learning to build the capacity of individual entities participating in the broader Collaborative • Address conflict through established decision-making processes and conflict resolution strategies
Center Community Engagement & Decision Making	<ul style="list-style-type: none"> • Create structure for meaningful community engagement and decision-making
Develop Equity-centered Processes	<ul style="list-style-type: none"> • Establish transparency and accountability around project implementation



	<ul style="list-style-type: none"> • Facilitate changes to the project scope of work, budget, partnerships etc. through established governance and decision-making strategies • Serve as a long-lasting institution within communities to support ongoing capacity building
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ELIGIBLE APPLICANTS

Eligible applicants for a Collaborative include the following:

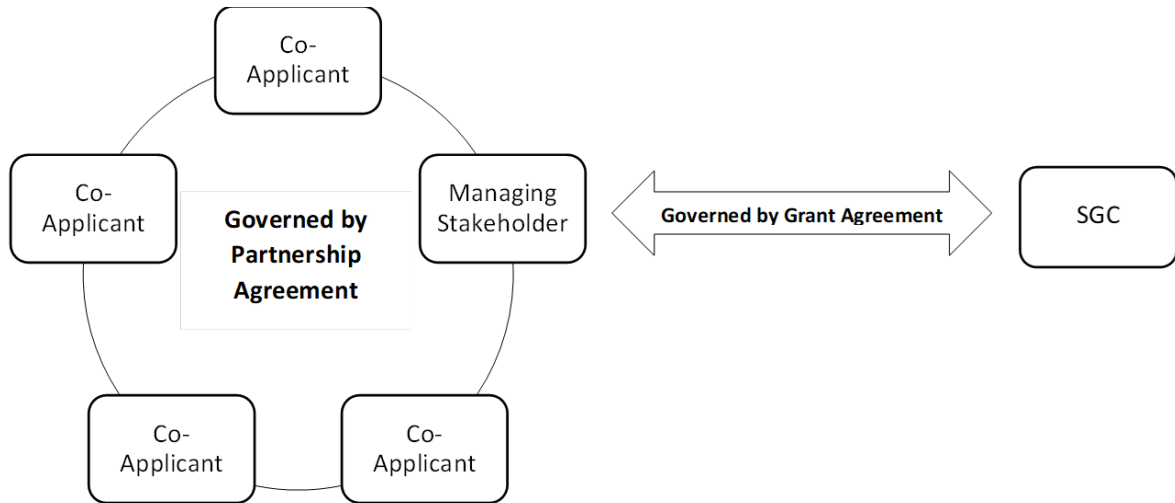
- Community-based organizations
- Nonprofits and foundations
- Small businesses
- Local government agencies
- Joint powers authorities
- Tribal governments
- Other organizations with a history of providing community-based outreach or technical assistance

Organizations with a history of providing community-based outreach or technical assistance may look different, depending on the regional context. Possible examples may be resource conservation districts, faith-based organizations, community colleges, public school districts, or farming cooperatives and land trusts.

Together, eligible Applicants will form a Collaborative and collectively develop the application based on a shared vision. Within the application, Applicants must include a Partnership Agreement that describes the governance and organization of the Collaborative Stakeholder Structure. Henceforth, the MOU shall be referred to as the Partnership Agreement.

Applications will be submitted by a Managing Stakeholder in coordination with and on behalf of the Co-Applicants (Partners) who are members of the Collaborative. Any entity from the eligible applicant list can serve as the Managing Stakeholder or a Partner on the grant. Together, the Managing Stakeholder and Co-Applicants are collectively referred to as “Applicants.”





Managing Stakeholder

The Managing Stakeholder serves an important role within the Collaborative and should be thought of as a community anchor with sufficient capacity to contribute staff time towards Collaborative governance and grant implementation. The Managing Stakeholder will be the entity that executes the grant agreement with SGC and is the primary point of contact between the Collaborative and SGC. Further, the Managing Stakeholder should be well connected with established relationships across residents and resident groups, Collaborative Partners, and public agencies. In many cases the Managing Stakeholder can serve as the Collaboratives’ convener and facilitator, however this is not required, especially in the event that another Partner is more skilled and equipped to serve that function.

Key Attributes of a Managing Stakeholder

Applicants must provide sufficient information to demonstrate their management and financial capacity. Key attributes of a Managing Stakeholder include:

- Demonstrable staff and financial capacity to serve as an administrative anchor organization within the Collaborative. Access to organizational management, facilitation, and other resources
- Demonstrable financial capacity to adhere to the reimbursement processes of the RCC Program and defined by the Grant Agreement, ensuring prompt payment to Partners, and meeting reporting timelines
- Ability to receive State funding and enter into contractual agreements with third parties
- Established trust within communities served by the proposed Collaborative as well as relationships with local public agencies
- Previous experience and/or demonstrated ability to manage complex grants



- Established relationships with project Partners and an ability to effectively convene and/or facilitate the Collaborative Stakeholder Structure
- Experience and expertise in climate change mitigation, adaptation, and/or resilience, with a focus on the areas of intervention proposed within the workplan

Commitments

If the Managing Stakeholder is a public agency, they must provide evidence of a passed formal resolution in the RCC Proposal that includes an authorization to apply for and accept an RCC Grant, and authority to execute all related documents if awarded. If the Managing Stakeholder is not a public agency, the Managing Stakeholder must still include an authorization in the form of a formal letter or resolution passed by the organization's governing body that includes authorization to apply for and accept an RCC Grant, and authority to execute all related documents if awarded.

Eligible Co-Applicants (Partners)

Collaborative Partners should have both established partnerships and trust in communities. Partners will be responsible for implementing specific capacity building strategies stipulated within the Collaborative scope of work and workplan. Partners should have the staff capacity, expertise, and organizational/project management abilities to deliver on their commitments within the overall workplan. All Co-Applicants must provide a letter of commitment and be named within the Partnership Agreement. Co-Applicants must possess the financial capacity to adhere to the reimbursement processes of the RCC Program as defined by the Grant Agreement.

PARTNERSHIP AGREEMENT

Applicants must develop a Partnership Agreement that is signed by the Managing Stakeholder and all Co-Applicants that describes the governance, organization, and financial relationships of the Collaborative Stakeholder Structure.

The Collaborative Stakeholder Structure will govern implementation of the entire RCC Grant. Applicants may design their Collaborative Stakeholder Structure to best align with their needs, but the Partnership Agreement, included within the RCC application, must, at a minimum, include the following:

- Identification of the Grantee (the Grantee will be the Managing Stakeholder)
- Roles and responsibilities for the Grantee and all Partners, residents, and/or community-nominated members
- Governance of the Collaborative Stakeholder Structure including: processes for handling disputes and procedures to change, add, or remove members



- Legal and financial considerations including: liability provisions, financial relationships between the Grantee and Partners, the process Grantee will use to reimburse or provide advance pay to the Partners, and procurement processes
- Transparent decision-making processes amongst Grantee and the Partners
- Transparent process for involving community representatives and other community-based organizations that are not included within the formal Grant Agreement in decision-making
- Non-discrimination clause; and
- Meeting facilitation procedures including frequency of meetings, minimum number of meetings open to the public, means for publishing meeting agenda, and notes for public access, with consideration for location, virtual access, and language access.

These components may be updated during the grant term, in consultation with SGC.

ASSOCIATED COSTS

Formal collaboration on the level required by the RCC program can stretch the capacity of any individual member. Applicants should strive to strike a balance between the time required to establish and facilitate the Collaborative Stakeholder Structure and the ability for the Partners to implement projects within the RCC scope of work. Staff time and other related costs associated with participating in the Collaborative Stakeholder Structure can and should be accounted for in Applicants' budgets.

Applicants should establish a process for compensating all participants within the Collaborative Stakeholder Structure for their time informing and contributing to Collaborative governance. This includes residents and community-based organizations that may or may not be tasked with implementation of other parts of the overall scope of work.

GOVERNANCE AND CONFLICT RESOLUTION

Critical to the success of the Collaborative is the creation of and adherence to effective strategies around governance and conflict resolution. Applicants should establish clear and collectively agreed upon structures and processes to guide the operation of the Collaborative Stakeholder Structure including, but not limited to: leadership and governance, shared-power, transparency and accountability, the addition or removal of members, amendments to the overall workplan and budget, transition and turn-over, and decision making.

Conflict is a natural element of Collaborative action and collective impact. Applications should include clear strategies for conflict resolution within the Collaborative and should reflect best practices, recognition of power imbalances, and value for diverse opinions and theories of change. Third party services for conflict resolution and facilitation are eligible costs.



Representation

It is important that the Collaborative Stakeholder Structure and governance reflect diverse representation of impacted communities and populations within the area(s) served by the Collaborative. Applicants should strive to include representation across sectors, subject matter expertise, lived experience, and inter-generational perspectives in order to most effectively serve communities in a culturally sensitive manner while informing strategic project implementation. The RCC program also aims to engage entities and individuals that are traditionally involved in climate topics, as well as those that may not immediately identify as climate focused organizations, to develop a cohesive community vision and build capacity toward multi-benefit outcomes. This may include, but is not limited to, California Native American Tribes, community-based organizations, direct service organizations, and other organizations that represent and serve historically excluded communities.

It often requires additional training, orientation, and support to ensure co-equal participation on behalf of residents and lower-capacity organizations. Collaboratives should strive to ensure that all participants of the Collaborative Stakeholder Structure are able to do so in a way that addresses and overcomes traditional power imbalances.

Community Residents

In addition to the Managing Stakeholder and Partners, the Collaborative Stakeholder Structure should also include residents and community-nominated members, such as community-based organizations, that are not Co-Applicants.

Public Agencies

Public agency partners may include local governments, regional governments, and other public agencies. These entities can offer significant planning, administrative, and fiscal capacity, as well as management over eventual public infrastructure projects that Collaboratives may choose to build capacity toward. Many communities lack established relationships, and often trust, between community organizations and local government entities. In order to ensure effective collaboration between public agencies and other members of the Collaborative Stakeholder Structure, it is essential that clear and transparent group agreements are established and that key political decision makers buy-in to the Collaborative, community-driven effort. It is also important that Government partners stay engaged from the outset of the project and that efforts are taken to minimize staff turnover.

California Native American Tribes

California Native American Tribes (Tribes) are any Native American Tribes on the contact list maintained by the Native American Heritage Commission (NAHC)⁸. Tribes are significant and indispensable partners in efforts to address climate change, due in part to traditional ecological knowledge, longstanding traditions of land stewardship, and cultural affiliation with regional geographies; geographic area, as well as knowledge of Tribal community needs that can inform the development of projects that benefit Tribal communities.

⁸ See *Section XII. Glossary of Terms* for a complete definition of California Native American Tribes.



Many Tribes are also actively engaged in climate adaptation and resiliency efforts, as well as co-management efforts with other Tribes and non-Tribal partners, that can and should be leveraged in the development of the application where feasible.

If an application does not include any Tribes as Partners, Grantees should still seek to collaborate and engage with local Tribes in the development and implementation of RCC activities.

Tribes' sovereign status should be respected and upheld through the development of the Collaborative Stakeholder Structure. Collaborative Stakeholder Structures should additionally outline measures that will be taken to protect the confidentiality of Tribal data and traditional ecological knowledge collected or shared as part of grant activities.

Consultants

Some Collaboratives may choose to partner with third party consultants such as evaluators and contractors with specific technical expertise to assist with project implementation. It is not necessary that these entities be involved as members of the Collaborative Stakeholder Structure. However, any formal agreement with these entities should reflect broader objectives, principles, and processes for transparency and accountability reflected within the Collaboratives' governance.

SECTION VII. GRANT ADMINISTRATION

FUNDING AVAILABILITY

SGC received \$10 million in FY 2021-22 to implement the program to implement the program through provision of grants, staff support, and third-party technical assistance. Grant awards will cover a three-year period.

AWARD AMOUNT

Because the program seeks to serve Collaboratives operating at various scales and within a diversity of contexts, Applicants have the flexibility to request the amount of funding needed to carry out the work described in their proposal for the three-year grant term. Requests must fall within the range of \$500,000 to \$1 million.

Key considerations when developing a project budget:

- Number of census tracts served by the Collaborative
- Number of funded partners within the Collaborative
- Number and complexity of activities
- Feasibility of activities to complete within the three-year grant period
- Community engagement and participation costs
- Evaluation costs (3-5% of total budget)



- Peer-to-peer learning costs (3-5% of total budget)

Exact award amounts provided are contingent on the competitive selection process. Possible reasons for why an Applicant might not receive their full funding request include:

- Concerns regarding the feasibility of all proposed activities within the grant term
- Removal of ineligible costs that are included in the proposal. If funding remains after awarding the highest scoring Applicants, partial awards may be made to the next best scored Applicant(s)

GRANTEES AND PARTNERS

Grant Agreements will be executed between SGC and the Managing Stakeholder only. SGC will not enter any contractual relationships with any Co-applicants.

Once the grant agreement has been executed, The Managing Stakeholder is referred to as the “Grantee” and Co-applicants will be referred to as “Partners.” The Grantee will be responsible for compiling and submitting all invoices and reporting documents for themselves and all Partners. Upon receipt of appropriate documentation, funds will be paid to the Grantee, which will be responsible for dispersing payment to Partners, as approved by SGC.

Overview of Grant Execution

- i. SGC staff will recommend proposals for funding to the Council. The members of the Council must vote to award funds to a recommended proposal at a publicly noticed meeting in order for that Collaborative to receive funding.
- ii. After proposal selection, the Grantee Partners, and SGC will engage in a Post-award Consultation phase to finalize the Grant Agreement and ensure documentation expectations are understood.
- iii. All supporting materials and a signed agreement must be submitted within the timeline provided in the instructions or risk forfeiting the grant award.
- iv. The Grant Agreement is considered fully executed once signed by SGC’s authorized signatory; this is when work can commence. Grantees cannot request reimbursement for any costs incurred or work completed before grant execution

DISBURSEMENT AND REPORTING

Advance Payment

SGC may provide advanced payments for the RCC Program to reduce barriers and ensure projects are initiated in a timely manner. Advance payments can be up to 25 percent of the total grant award.



To receive advance pay, the Grantee must do the following:

- i. At the time of the grant agreement:
 - a. Demonstrate good standing with the IRS
 - b. Provide the Collaborative's workplan
 - c. Provide a high-level spending plan with explanations
 - d. Sign an agreement that they will:
 - i. Revert all unused moneys to the state if they are not liquidated within the timeline specified in the grant agreement or in the case of non-compliance/misuse of funds
 - ii. Communicate and document changes to spending plan
- ii. Before payment
 - a. Complete an advance payment request form that includes itemized budget for the period of the grant the costs will cover
 - b. Provide a high-level spending timeline including anticipated spend down over a set period of time
 - c. After prior advance pay is expended, the Grantee will provide a progress report that includes:
 - i. A summary of work completed
 - ii. Itemized Receipts
 - iii. Invoice for grant activities that were not covered by the advance payment
 - iv. Their next advance payment request form

Additional advance payment requirements may be developed in consultation with the California Department of Finance. In the Post-award Consultation period, SGC will work with Grantees to determine their disbursement frequency on either a bi-monthly, quarterly, tri-annual, or bi-annual interval. Grantees do not have to utilize the advance payment option if the reimbursement model is preferred.

Audit and Record Retention

All records, physical and electronic, must be adequately protected from loss, damage, or destruction for possible audit(s).

- Grantees and Partners must maintain copies of project records four (4) years after all terms of the Grant Agreement are fulfilled unless a longer period of records retention is stipulated.
- The State retains the right to conduct an audit each year during the grant term and up to four (4) years after all terms under the Grant Agreement are fulfilled.



- The State may require recovery of payment from the Grantee, issue a stop work order or terminate the Grant Agreement, as warranted, based on an audit finding, or any other remedies available in law or equity.

Publicity Requirements

RCC Grantees are required to use the SGC name and/or logo for all publications, websites, signage, invitations, and other media-related and public-outreach products related to the RCC grant.

TECHNICAL ASSISTANCE

All awarded Collaboratives will receive implementation technical assistance from both RCC program staff and third-party technical assistance providers. Each Grantee will be required to participate in regular check-in meetings with program staff. Through these regular check-in meetings, program staff will be able to support with administrative requirements, capture case studies and successes to uplift and disseminate, and help build connections between Collaboratives and State agencies.

SECTION VIII. EVALUATION

EVALUATION

Applicants will be required to incorporate evaluation within their scope of work, allocating 3-5% of their total project budget. By factoring evaluation into routine Collaborative functions, Grantees will be able to better monitor impact and assess alignment with program objectives on an ongoing basis. The purpose of this is to ensure Collaboratives are meaningfully serving under-resourced communities. In the application, Applicants will be required to provide a narrative description of how their Collaborative envisions structuring their evaluation to measure their progress towards achieving program objectives and how they intend to use the findings. Awarded Collaboratives will receive support from program staff and TA providers to develop evaluation plans and assess progress throughout the grant term.

Logic Model

A logic model is a visual tool that encourages systems thinking when planning for and implementing a project and helps to establish shared understanding of the partnership, activities, and goals.⁹ Each Collaborative will be required to create four logic models, one for each of the program objective. Through the process of co-developing these logic models, the Grantee and Partners will be able to better:

⁹ https://www.esu.edu/ospr/documents/15-16/Introduction_Logic_Models.pdf



- Conduct collective visioning
- Connect program objectives with anticipated activities
- Identify ways to measure success in the short, intermediate, and long-term
- Determine areas where technical assistance is needed
- Enable routine evaluation of the Collaborative's processes and outcomes, allowing for course correction if/when needed

Because both the program objectives and program activities are mutually reinforcing, there will likely be overlap or connection points between the four logic models. The table below outlines what each category entails. Grantees will receive additional guidance to complete a logic model for all four program objectives.



Logic Model Guide

Resources	Activities	Outputs	Roles	Audience	Short-Term Outcomes (6-12 months)	Intermediate Outcomes (12-36 months)	Long-Term Outcomes (3+ years)
<i>The human, financial, organizational, and community resources that the Grantee and Partners have or need to complete the work and achieve desired goals</i>	<i>What the Grantee and Partners will do with the resources Activities are the processes, events, and actions taken in pursuit of an intended outcomes</i>	<i>Direct products or results of program activities</i>	<i>The roles each member will play in executing the activities Include name of each entity</i>	<i>Who are you targeting for each activity?</i>	<i>Specific changes in awareness, knowledge, skills, attitude</i>	<i>Specific changes in behavior, practice, procedures</i>	<i>Fundamental change occurring in organizations, communities, and/or systems as a result of program activities</i>



Measuring Success

Annual Report

As Collaboratives conduct routine assessments, each must ensure they are capturing the information below to include in an annual report submitted to SGC. Annual reports should include, but are not limited to, the following:

- The members of the Collaborative.
- Populations served.
- An outline of all the activities conducted, including, but not limited to, all of the following:
 - Technical assistance
 - Capacity building
- Project and grant development, application, and completion.
- Meetings and actions taken by the Collaborative
- An accounting of the administration of and expenditures made by the Collaborative.
- The outcome of each activity, including, but not limited to, all of the following:
 - The efficacy of capacity building within the region.
 - Technical assistance provided.
 - Success of grants applied for
 - Projects commenced and completed

Support to compile this information will be provided by RCC Program staff and TA providers.

Metrics

When co-developing the logic model, Grantees and Partners will need to create metrics tied to the grant activities. Intentional thinking about ways to measure success at the outset will strengthen the ability of Collaboratives to achieve their goals. SGC and the Grantee will collaborate on finalizing the metrics that will be used to evaluate processes, progress, and impact.

Collaboratives must include metrics that assess how their activities center under-resourced communities. This means using metrics that demonstrate:

- How outreach and engagement opportunities are made accessible and culturally relevant to neighborhoods and residents that have historically been excluded from decision making and implementation processes
- Inclusion of resident voice at every stage in the process of project planning or policy development
- The grant applications developed with RCC resources are for funding that address priority climate and equity challenges and will site projects within under-resourced communities



- How the trainings and technical assistance thoughtfully aim to build local leadership, knowledge, and skills, particularly for residents and organizations that have historically lacked access to resources or opportunity

SECTION XI. PROGRAM THRESHOLDS

PROGRAM THRESHOLD TABLES

General Completeness	Yes/No
1. Application materials are fully completed.	
2. Application documents are properly labeled, stored in the proper file structure, and are easily accessible.	
3. Work Plans adhere to the three (3) year Project Completion Period and contain sufficient detail.	
4. Budgets contain sufficient detail and are accompanied by all necessary supporting documentation. 3-5% of the budget is allocated for evaluation, and an additional 3-5% is allocated for peer-to-peer learning.	
5. Federally Recognized Tribal Governments Only: Approved resolution or letter of authorization authorizing Signature Authority.	

Applicant Eligibility	Yes/No
1. Managing stakeholder is an eligible organization.	
2. Co-Applicants are all eligible organizations.	

Collaborative Stakeholder Structure	Yes/No
1. Partnership Agreement for the Collaborative Stakeholder Structure meets all requirements as described in <i>VII. Collaborative Stakeholder Structure</i>	

Project Area Eligibility	Yes/No



1. Project is no larger than eight counties and no smaller than two census tracts.	
2. Project area includes at least two census tracts that qualify as under-resourced communities.	
3. Applicant has submitted a Project Area Map, as described in <i>Section 4 IV. Region and Project Area Eligibility</i> .	

SECTION XI. SCORING CRITERIA

VISION

The vision statement communicates a concise set of desired outcomes that result from actions taken by the Collaborative to build capacity. The vision statement should provide readers with a clear understanding of the overall objective of the Collaborative and how the Collaborative plans to achieve those outcomes.

- Vision statement effectively communicates capacity building needs of under-resourced communities served by the Collaborative within a region
- The vision statement reflects objectives and principles of the RCC Program
- The vision is achievable while also communicating aspirational objectives
- The scope of work clearly aligns with the vision statement

REGION AND PROJECT AREA

The definition of the region and project area helps readers understand the scale of impact that the Collaborative aims to have. Regions may be identified by shared challenges, needs, climate goals, and other considerations that comprise a shared regional identity. The identified project area should be informed by a number of relevant factors including data and demographic indicators, community engagement and input, established relationships and work that can be leveraged, and other relevant information.

- Applicant makes a clear case for their definition of the region or area of focus as proposed, with an explanation of the factors that identify them as a region, and why the selected under-resourced communities within the region were selected
- Applicant describes the benefits of capacity building actions for under-resourced communities within the identified region or area of focus
- Applicant describes needs, unique factors, and similarities between specific communities of focus within the region.



PROJECT NEED

The project need section should provide readers with a clear justification of the capacity building actions proposed by the Collaborative. The project need should be specific and clearly outline the climate, environmental, and socio-economic, and community-wide factors that necessitate capacity building at the various scales proposed by the Collaborative. Project need should build on the vision statement and inform the scope of work. SGC will consider statewide geographic diversity, proportion of under-resourced communities, and the region's previous success in receiving competitive state climate change mitigation and adaptation moneys.

- Applicant provides a clear, compelling description of existing capacity gaps and the resulting impact of grant activities on the region's ability to access climate-related funding.
- Applicant provides a clear description of priority climate issues experienced by communities within the region as well as any gaps in data or knowledge about climate issues or potential impacts facing the region
- Applicant provides information sufficient to enable reviewers to evaluate the impact of the workplan in under-resourced communities and the region's previous success in receiving competitive state climate change mitigation and adaptation moneys. Applicants will be evaluated on previous success using the California Air Resource Board's [California Climate Investments Project Map](#)
- Applicant provides sufficient justification for project need in the form of qualitative and quantitative data.
- Project need is informed through community process.

PROGRAM OBJECTIVES AND STRATEGIES

Program objectives and strategies should reflect and build upon the vision statement. This section serves as the narrative for the workplan and should include strategies/activities organized under key objectives. Strategies should provide more specificity around necessary actions to achieve desired outcomes. Strategies should align with overall RCC program objectives: developing actionable plans and projects, building social infrastructure, centering community engagement and decision making, and developing equity-centered processes.

- Develop Actionable Plans and Projects
 - Proposed strategies will lead to the development and alignment of climate mitigation, resilience, and adaptation plans and projects.
 - Proposed strategies should support the creation and/or refinement of policies and processes at the local/regional government level to support proposed projects.
 - Proposed strategies should focus on aligning plans, polices, funding resources, and other necessary inputs to support communities in pursuing competitive funding.



- Proposed strategies will strengthen each community's ability to compete for climate-related funding
- Building Social Infrastructure
 - Proposed strategies should build enduring and trusting relationships across members of the Collaborative, residents, local government, and other stakeholders that will better position communities to coordinate on the development and implementation of climate-related projects.
 - Proposed strategies should develop new skills, competencies, knowledge, and partnerships within communities to inform climate related project development and implementation
- Centering Community engagement and decision making in Collaborative activities
 - All strategies of the Collaborative should promote and center effective community engagement and decision making.
 - Community engagement strategies are included in the Work Plan, with descriptions of diverse and appropriate community engagement activities that will be used throughout the duration of the grant, including how the public will remain engaged and informed in Collaborative activities.
- Develop equity-centered processes within the community
 - Proposed activities will develop or improve local processes for under-resourced community residents, community-based organizations, and Tribes to co-lead decisions made about climate change-related priorities and projects at the local and/or regional level

WORK PLAN

The workplan is a set of capacity building strategies that align with program objectives and collectively work to achieve the Collaborative's vision. The work plan should include a variety of strategies that support capacity building across issue areas and scales (individual, organizational, community, and regional). The workplan should include strategies that clearly align to increase overall capacity to pursue funding resources.

- Applicant provides a work plan that includes a description of activities and associated tasks, timeline for completion of key tasks and deliverables, and Collaborative members involved in implementing each task and subtask.
- Applicant provides sufficient description of tasks to provide reader with an understanding of how specific tasks advance project objectives and goals.
- Workplan timeline is feasible given the complexity of each task.



- Each Collaborative partner’s respective capacity, strengths, mission, and area of focus have been taken into consideration in developing the workplan.
- Workplan and budget are well-aligned and sufficient funding has been allocated to each task to ensure effective implementation.

COLLABORATIVE STAKEHOLDER STRUCTURE

The Collaborative Stakeholder Structure is the way in which the applicant, partners, and other stakeholders organize themselves, facilitate project management, and work to build network capacity. Critical to this structure is the strength and diversity of the partnerships involved. Further, the capacity of the Managing Stakeholder and partners to implement the workplan is a determinative factor in the success of the grant. Finally, the processes, strategies, and features that guide the functioning of the stakeholder structure can provide reviewers with a sense of the Collaborative’s commitment to equity, ability to self-govern, and likelihood of sustaining itself beyond the grant term.

- Strength and diversity of partnerships
 - Collaborative Stakeholder Structure is composed of a diverse representation of residents and key stakeholders (e.g., California Native American Tribes, labor unions, nonprofits, faith-based groups, community-based organizations, academics, economic development institutions, workforce development groups, businesses, representatives from local School District, Community College District, and others).
 - Partnership Agreement and letters of commitment demonstrate that members of the Collaborative bring unique strengths and approaches with proven track records serving communities in those ways.
- Managing stakeholder capacity
 - Managing stakeholder demonstrates the experience and organizational capacity necessary to implement the RCC proposal including:
 - Ability to project manage large grants and coordinate amongst diverse partners.
 - Ability for fiscal and project management including internal processes for financial tracking and accountability
 - Ability to provide advanced payment to co-applicants (only if proposal includes advanced pay as a mechanism of payment)
 - Past track record of coordinating with State entities and implementing grants
 - Previous collaboration – though it is not necessary that Collaboratives have already been formed at the time of application, it is important that applicants can demonstrate existing relationships, partnerships, and trust amongst members of the Collaborative stakeholder structure.



- Applicants demonstrate experience working together to address similar topics within the proposal workplan.
- Applicants demonstrate experience working in Collaborative and/or coalition environments with one another and/or similar partners.
- Applicants demonstrate sustained community engagement around climate change, and/or experience working with one or more of the following areas: disadvantaged communities, housing and community development, economic development, environmental, and public health issues
- Strength of Partnership Agreement
 - Application includes a signed partnership agreement for the Collaborative Stakeholder Structure that includes all components listed in the Collaborative Stakeholder Structure section of the Guidelines
 - Applicants include effective and equitable governance structures, decision making protocols, group agreements and policies, and conflict mitigation and resolution strategies.

BUDGET TABLE

The budget table should provide reviewers with a clear understanding of how the applicants have allocated time and funding resources to various elements of the workplan. The budget should allocate resources across entities within the Collaborative to lead or support on specific activities that reflect their strengths and experience. The budget strikes a balance between programmatic and staff costs and direct expenses to ensure effective project implementation.

- Applicant provides a clear, easy to follow budget with itemized costs listed
- Budget follows work plan activities
- Budget sums across tasks and allocated expenses seem reasonable and feasible within the grant term
- The budget reflects overall project objectives and program goals

EVALUATION

Ongoing and iterative evaluation is helpful in informing adjustments that ensure effective project implementation over the project period. Evaluators will be looking for strategies that effectively capture the impact of the overall scope of work, qualitative and quantitative measure, and outcomes related to collective impact and increased capacity. At time of application, applicants will need to provide a narrative description of how they intend to measure their progress. If selected for award, grantees will work with SGC staff and TA providers to develop Evaluation Plans for the four program objectives.



- Applicant provides a clear and reasonable description of strategies they intend to use for measuring progress toward intended outcomes.
- Applicant provides a clear description of how they intend to use the findings from the evaluation

COLLECTIVE IMPACT COLLABORATIVES

Some regions of the State have existing coalitions and collaboratives that have begun to build local capacity and would benefit from funding to expand their impact and reach. These “Collective Impact” Collaboratives would be funded to bring together efforts of coalitions and networks within a larger geographic region & work to align efforts of these partners to expand the impact of their capacity building work.

Applicants **only** need to provide responses that address these questions if they are applying as a Collective Impact Collaborative. Responses should provide reviewers with a clear understanding of how the collective impact Collaboratives governance structure will share power across the involved Collaboratives and the under-resourced communities they represent, as well as the additional value they anticipate from combining efforts across the larger region.

- Applicant identifies clear benefits to operating at larger scale and demonstrates how they will work to achieve maximized impact across under-resourced communities w/in the region by operating at this scale
- Applicant’s workplan includes innovative and context appropriate approaches to capacity building across scales



SECTION XII. GLOSSARY OF TERMS

Term	Definition
Applicant(s)	The Managing Stakeholder and Co-applicants are collectively referred to as "Applicants."
Application or Proposal	A submittal comprised of responses and supporting documents to apply for the grant.
Awarded	An agency commits funding to implement projects (e.g., executed a grant agreement with a Grantee; transferred funds to another agency or program administrator).
Capacity Building	The process of strengthening local coordination, leadership, knowledge, skills, expertise, and access to resources in under-resourced communities with the goal of helping to develop or increase the ability of that community to independently compete for grants and implement projects in the future. Capacity building activities include, but are not limited to, identifying and planning for needed climate change mitigation and adaptation projects in a given region and identifying the tools and resources needed to successfully access, apply for, and receive grant funding.
California Native American Tribe	A Native American Tribe that is on the contact list maintained by the Native American Heritage Commission (NAHC) for the purposes of Chapter 905 of the Statutes of 2004 (Pub. Resources Code, § 21073).
Climate Adaptation	Adaptation to climate change refers to adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities. ¹⁰
Climate Mitigation	Actions to reduce GHG emissions to reduce the severity of climate change.
Climate Resiliency	Resiliency as it relates to climate change is the capacity of any entity – an individual, a community, an organization, or a natural system – to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience. ¹¹
Co-applicant	Entities other than the Managing Stakeholder that enter into a partnership with other organizations for the purpose of applying for a RCC grant.

¹⁰ Glossary of Climate Change Terms. Office of Air and Radiation/Office of Atmospheric Programs/Climate Change Division. September 9, 2013 " <<https://www.epa.gov/climatechange>>

¹¹ Rodin, Judith. 2014. *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*. Philadelphia: Perseus Books Group (pages 3-4).



Term	Definition
Community-based Organization (CBO)	A public or private nonprofit organization of demonstrated effectiveness that is representative of a community or significant segments of a community and provides educational or related services to individuals in the community. ¹²
Community Engagement	The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. ¹³
Direct Costs	Costs directly tied to the implementation of the TCC grant, including, but not limited to: personnel costs, subcontracts, equipment costs, travel expenses, etc.
Disadvantaged Communities	Designation of census tracts and physical locations used to identify the areas most affected by pollution and the people most vulnerable to its effects, based on geographic, socioeconomic, public health, and environmental hazards criteria. The California Environmental Protection Agency (CalEPA) historically bases designations on analyses conducted by the California Communities Environmental Health Screening Tool (CalEnviroScreen) but can also exercise discretion in developing other criteria and methods.
Foundation	Generally private organizations that provide resources, often through grants, to advance positive societal change
Grant Agreement	Arrangement between the State and grantee specifying the payment of funds to be used for grants by the State for the performance of specific RCC Program Objectives within a specific grant performance period by the grantee.
Grantee	Designated Managing Stakeholder that has an agreement for grant funding with the State.
Indicators	Quantitative measures, including project-related metrics that show changes in conditions over a period of time.
Indirect Costs	Expenses of doing business that are of a general nature. These costs are not directly tied to the grant but are necessary for the general operation of the organization. Examples of indirect costs may include but are not limited to: personnel costs associated with administrative, supervisory, legal, and executive staff; personnel costs associated with support units, including clerical support, housekeeping, etc.; and operating expenses and equipment costs not included as part of direct project costs.
Joint-powers Authority	A government entity, formed by a formal, legal agreement, comprised of two or more public agencies that share a common power and want to jointly implement programs, build facilities, or deliver services.

¹² U.S.C. § 9101(6). <<https://www2.ed.gov/policy/elsec/leg/esea02/pg107.html>>

¹³ U.S. Department of Health and Human Services, June 2011. *Principles of Community Engagement*. <https://www.atsdr.cdc.gov/communityengagement/pdf/PCE_Report_508_FINAL.pdf>



Term	Definition
Nonprofit Organizations	Any nonprofit corporation qualified to do business in California, and qualified pursuant to subdivision (c)(3) under Section 501 of the Internal Revenue Code.
Partner	Entities other than the Grantee that enter into a partnership with the Grantee and other organizations for the purpose of implementing RCC grant activities. Referred to as “Co-Applicants” during the application stage.
Partnership Agreement	A Partnership Agreement is an agreement between two or more parties that is not legally binding and outlines the responsibilities of each of the parties to the agreement. This is required of all members of the Collaborative Stakeholder Structure.
Post-award Consultation	Prior to execution of the grant agreement, period where terms and conditions of the grant agreement are determined and finalized.
Program Objectives	Program objectives are statements that describe the desired outcomes of the program. The RCC Program includes the following four program objectives: develop actionable projects and plans; build social infrastructure; center community engagement and decision-making; and develop equity-centered processes
Public Agency	A local or regional agency, such as a county, city, city and county, municipal corporation, district, metropolitan planning organization, joint powers authority, regional transportation planning agency, council of government, school district, political subdivision, duly constituted governing body of an Indian reservation or rancheria, tribally designated housing entity, or any board, commission or agency thereof, other local public agency, or entities that are legislative bodies of a local agency pursuant to subdivisions (c) and (d) of Section 54952 of the California Government Code.
Small Business	<p>Small businesses are those that are independently owned and operated; not be dominant in its field of operations; have its principal office located in California; have the owners (or officers, if a corporation) domiciled in California; and including affiliates, be either:</p> <ul style="list-style-type: none"> • A business with 100 or fewer employees; with average annual gross receipts of \$15 million or less, over the last three tax years; • A manufacturer* with 100 or fewer employees; or <p>A microbusiness - A small business will automatically be designated as a microbusiness if gross annual receipts are less than \$3,500,000, or the small business is a manufacturer with 25 or fewer employees</p>
Technical Assistance (TA)	<p>The process of providing the necessary education and resources for climate change mitigation and adaptation projects for any of the following:</p> <ul style="list-style-type: none"> • Project development • Grant development and writing for state and federal grant programs. • The successful and appropriate expenditure of grant moneys for the successful completion of climate change mitigation and adaptation projects. • Post-application and project implementation assistance.



Term	Definition
Under-resourced Community	<p>A community identified pursuant to Section 39711 of the Health and Safety Code, subdivision (d) of Section 39713 of the Health and Safety Code, or subdivision (g) of Section 75005. This includes:</p> <ul style="list-style-type: none"> • Census tracts identified as 'disadvantaged' by the California Environmental Protection Agency ; or • Census tracts with median household incomes at or below 80 percent of the statewide median income or with median household incomes at or below the threshold designated as low income by the Department of Housing and Community Development's list of state income limits adopted pursuant to Section 50093 of the California Health and Safety Code; or • Census tracts with a median household income less than 80% of the statewide average
Very Low- and Low- Income Households	<p>Households earning less than 80 percent (80%) of Area Median Income (AMI). The U.S. Department of Housing and Urban Development (HUD) sets income limits that determine eligibility for assisted housing programs. Income limits can be accessed at: https://www.huduser.gov/portal/datasets/il.html.</p>
Vision Statement	<p>A statement developed by Applicants that articulates how the proposed activities and partnerships outlined in the RCC Proposal will be coordinated to achieve the four RCC Program Objectives</p>



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