



REQUEST FOR APPLICATION

The California Governor's Office of Emergency Services (Cal OES) is soliciting applications for the following program:

RESILIENCE AND EMERGENCY AMBASSADOR DEPLOYMENT (RD) PROGRAM

Release Date: September 5, 2023

This Request for Application (RFA) provides detailed information and forms necessary to prepare an application for Cal OES grant funds.

PROGRAM SYNOPSIS

Description:

The purpose of the Resilience and Emergency Ambassador Deployment (RD) Program is to build a rapid response outreach and education program that engages the most vulnerable at-risk Californians during extreme weather and emergency events.

Eligibility:

Communities for a New California Education Fund is the only eligible Applicant.

Grant Subaward Performance Period:

September 1, 2023 - June 30, 2024, with the possibility of an extension.

Available Funding:

The Applicant may request up to the amount on the funding chart found in Part 1, F. Funding.

Submission Deadline:

October 5, 2023



RESILIENCE AND EMERGENCY AMBASSADOR DEPLOYMENT (RD) PROGRAM

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PART I – OVERVIEW

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A. PUBLIC RECORDS ACT NOTICE

Applications are subject to the Public Records Act, Government Code Section 7920.000, *et seq.* Do not put any personally identifiable information or private information on this application. If you believe that any of the information you are putting on this application is exempt from the Public Records Act, please indicate what portions of the application and the basis for the exemption. Your statement that the information is not subject to the Public Records Act will not guarantee that the information will not be disclosed.

B. CONTACT INFORMATION

Questions concerning this RFA, the application process, or programmatic issues must be submitted in writing by email to Nicolas.Martin@caloes.ca.gov.

C. SUBMISSION DEADLINE AND REQUIREMENTS

Applications must be emailed to Nicolas.Martin@caloes.ca.gov by **5:00 pm, PST, on Thursday, October 5, 2023.**

D. ELIGIBILITY

Communities for a New California Education Fund is the only eligible Applicant.

E. GRANT SUBAWARD PERFORMANCE PERIOD

The Grant Subaward performance period is September 1, 2023 – June 30, 2024. With the possibility of an extension.

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F. FUNDING INFORMATION

There is \$6,650,000 available for the RD Program for the Grant Subaward performance period.

1. Funding Amount

Individual allocation is as follows:

Subrecipient	Allocation
Communities for a New California Education Fund	\$6,650,000

Subrecipient may request an advance of up to 25 percent of their award funds by completing the Advance of Grant Subaward Funds Request (Cal OES Form 2-202). An advance can only be received in the beginning of the performance period.

2. Fund Source

The RD Program is supported through the State General Fund. Cal OES's four-character code for this grant fund is OPR0. This code will be in the drop-down on the Grant Subaward Face Sheet (Cal OES form 2-101).

There is no match required for the RD Program.

G. PROGRAMMATIC INFORMATION

1. Program Description

The purpose of the RD Program is to build a rapid response outreach and education program that engages the most vulnerable at-risk Californians during extreme weather and emergency events.

California's climate continues to change, becoming hotter, drier and wetter, resulting in devastating impacts to communities experiencing the highest social and health inequities. During the COVID-19 pandemic, drought, and extreme heat events, among many other emerging issues, all happened at or around the same time further disadvantaging these communities.

The Subrecipient will serve as a project manager and administrative partner to direct and support the Program, including communications

efforts through outreach, education, technical assistance, and support services to other Program partners.

2. Programmatic Components

Program expectations include, but are not limited to:

- Ensuring successful communication strategies, educational resources, and materials support, engage and educate local diverse and vulnerable communities.
- Ensuring Program partners receive technical assistance needed to support their outreach and education efforts.
- Overseeing the use of Program funds and collaborating with all Program partners, subcontractors, consultants, and experts engaged to deliver on the various needs of this project.
- Proposing an initial budget estimate on how to spend these communications resources to include administrative costs to cover staffing, travel, hard costs, etc. to administer the funding.
- Tracking budget expenses.
- Ensuring target communities have access to linguistically and culturally appropriate content, amplifying emergency preparedness messaging statewide and coordinating with other Program partners to inform and shape the development, delivery, and use of materials.
- Developing and providing critical communications resources and materials to support, leverage and ensure the success of all Program partners and their priorities.

a. Technical Assistance Efforts

The Subrecipient will provide technical assistance and support communications services to Program partners, and create efficient systems for long-term and short-term data collection and reporting for the Program.

The services may include convening in-person and virtual meetings, maintaining a data collection/tracking methodology, and training Program partners on data collection and best practices. The Subrecipient's role as the technical assistance to the Program is to provide the critical communications resources and materials to support, leverage, and ensure the success of all Program partners and their priorities.

b. Outreach and Education Efforts

The Subrecipient will provide the tools, resources and broader outreach and education support to at-risk communities to ensure targeted communities most impacted by extreme weather events have access to linguistically and culturally appropriate content materials.

The Subrecipient must have the capacity, infrastructure, and expertise to manage the development and implementation of this Program with strategic counsel, guidance, and approval from Cal OES to ensure all projects meet the guidelines and intent of the Program.

The Subrecipient should create, disseminate, and provide communications materials and services in support of Program partners who will be providing peer-to-peer education and training to help make California's most vulnerable communities more resilient to disasters.

c. Project Tasks and Requirements

The Subrecipient is required to perform project tasks and/or deliverables including, but not limited to:

1. Program Management

- a. Coordinate a team to lead and drive Program objectives, with oversight from Cal OES.
- b. Direct and oversee subcontractors, Program partners, and vendors, such as those providing graphic printing and studio services.
- c. Maintain accurate accounting and record keeping of the allocated budget that accomplishes the objectives of the Program. Updates to be provided in monthly and quarterly reports.
- d. Review any existing Program assets to inform outreach and educational plans.
- e. Maintain and drive ongoing Program calendar.
- f. Coordinate, facilitate and participate in meetings and weekly conference calls, as outlined in Ongoing Communications and as directed by Cal OES, to successfully drive Program objectives.
- g. Provide quarterly written reports and updated plans and timelines.

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- h. Provide technical assistance to Cal OES and its partners, as directed by the State.
- i. Work with local and statewide community partners, allowing them to leverage the statewide communications strategy and assets, including collateral and earned media to support local partner communications efforts.
- j. Strategic planning, research, and counsel to help establish the foundation and evidence to ensure an effective, efficient, and successful communications campaign in terms of messaging, approach, partnerships, and outreach strategies.
- k. Message testing, development, and the update of a core message platform that will be used to inform and shape all other materials and products developed for this Program.
- l. Translation and related cultural competency services to ensure all core messages, materials, and other educational items are also available in the State threshold languages. Cal OES reserves the right to identify other languages if needs arise.
- m. Leverage any existing materials and develop new materials as deemed appropriate to specifically meet the local needs of diverse and vulnerable communities across the State. Including, but not limited to: fact sheets, infographics, media kits, briefing materials and presentation templates, social media graphics, Q&A, and other collateral pieces.
- n. Push public awareness and outreach communication materials.
- o. Effective messaging and materials on emergency preparedness, response, and recovery curriculum; and deploy focus groups/message testing as needed throughout the Program to ensure it is driving engagements.
- p. Work with communications tools and advertisements to promote approaches for Californians to know how to respond in the event of a natural disaster or emergency.
- q. Track and document the effectiveness of the Program; and adjust the Program based on key performance indicators.

The Subrecipient should deliver a written Program Management Plan to Cal OES for review and approval within 15 days of application and approval.

2. Communications Plan

In addition to the Program Management Plan, the Subrecipient should develop a complementary scalable strategic outreach and public relations plan and timeline (Communications Plan) that drives local, regional, and statewide coordinated outreach efforts.

The communications plan should outline how the Subrecipient will creatively utilize possible media, strategic partnerships, and creative tactics to communicate the importance of being prepared for, responding to, and recovering from an emergency or disaster.

The Subrecipient is encouraged to think creatively and utilize communications technology, such as mobile devices and social media, to recommend innovative ways to communicate to vulnerable communities effectively and quickly.

The Subrecipient shall collaborate efforts with Cal OES to ensure the following:

- a. Identify key messages.
- b. Identify and develop best messaging tactics through consumer and focus group test messaging.
- c. Messaging and tactics outlined in the strategy are current, responsive and effective.
- d. Curate content to ensure messaging and tactics appropriately and effectively target local and statewide vulnerable populations.
- e. Identify and use key performance indicators and other outreach tracking methods as necessary to ensure messaging is effectively reaching intended audiences and adjust as necessary.
- f. Regional efforts are being complemented.
- g. Efforts and resources are not duplicated.

The Communications Plan shall also include innovative tactics and tools that can be used to identify, report, track, and rapidly respond to misinformation campaigns, which target vulnerable communities and discourage disaster readiness.

The Subrecipient will deliver a written Communications Plan to Cal OES for review and approval within 30 days of program execution.

The plan must contain at least the following three components:

1. Message Testing Plan

Review existing research, testing, and findings from the prior efforts. This relevant information from the previous implementation of the Program for the development of the Program shall include prior messaging, existing material, key metrics and/or data points, successes, and lessons learned.

The Subrecipient shall develop a message testing plan that identifies vulnerable population message testing gaps in California leading to a plan that resonates within local and regional populations.

Plan must include how the Subrecipient will conduct initial strategic message testing efforts in vulnerable communities, within 60 days of being put into Grant Subaward agreement, to address any gaps.

Test findings shall provide research-derived insights and help advise strategic Program components.

Message testing will be conducted in defined populations in languages determined necessary by the Subrecipient in conjunction with the State.

The Subrecipient must identify opportunities to message test in California's vulnerable populations and locations.

The Subrecipient will assist the State, and media and Program partners in coordinating California message testing efforts.

2. Message Development Plan

The developed statewide messaging shall creatively and effectively communicate the importance of disaster preparedness, response, and recovery to California's

vulnerable communities, as needed. The State requires the Subrecipient to prioritize Program efforts and provide tailored media strategies for reaching, including but limited to the following vulnerable populations:

- People with Disabilities.
- Seniors/Older Adults.
- Individuals and Families Experiencing Homelessness.
- Areas with Geographically Isolated Individuals or Families/Low Broadband Subscriptions.
- Immigrants and Refugees.
- Farmworkers.
- Households with Limited English Proficiency.

Statewide messaging must integrate audience segmentation, which considers characteristics used to segment an audience, such as: demographics, language, geography, attitudes, needs, motivations, and previous engagement with or response to government programs. Vulnerable populations face physical, economic, social, and cultural barriers to prepare for, respond to, and recover from emergencies and require careful consideration and additional outreach and strategic messaging.

Statewide messaging must be inclusive to address the general California population, yet culturally and regionally adaptable for effective outreach in vulnerable communities.

The Subrecipient shall provide communications support to Program partners to develop Program messaging content that conveys the importance of preparing for, responding to, and recovering from disasters and emergencies.

Messaging shall be culturally relevant and reflective of California's diversity. Statewide messaging must be inclusive and universal to address the general California population, yet culturally and regionally adaptable for effective outreach in vulnerable communities.

Messaging must be timely and inform Californians about critical updates and resources, as identified by Cal OES.

3. Outreach and Education Plan

The Subrecipient will develop a scalable outreach and education plan that outlines strategic tactics, including but not limited to ethnic media tactics, and timelines for creating and placing communications throughout the State, in vulnerable communities.

The plan should also include innovative solutions for identifying, tracking, and rapidly responding to misinformation.

The plan must include tailored recommendations for reaching vulnerable populations statewide and regionally, effectively, and economically, and must include how ethnic and community-based media partnerships will be utilized.

e. Implementation

1. Media Buys

If needed, the Subrecipient must use commercially reasonable efforts to negotiate the most cost-effective media buyouts, capped at ten (10) percent mark-up, and added value components. The Subrecipient shall name suggested subcontractors.

A cost-effective and scalable paid media plan must be able to balance the need to drive statewide disaster messaging, and effectively reach vulnerable/at risk populations, utilizing ethnic and community-based media.

2. Production

If needed, the Subrecipient shall use commercially reasonable efforts to negotiate the most cost-effective vendor and talent agreements. The Subrecipient shall name suggested subcontractors, and prioritize ethnic media, in any communications plan.

3. Translation Services

If needed, the Subrecipient shall use reasonable efforts to negotiate the most cost-effective translation agreements. The Subrecipient should name suggested subcontractors in its Communications Plan.

The Subrecipient must ensure cultural accuracy and comply with the State's language accessibility standards.

Subrecipient must coordinate with Cal OES.

4. Collateral Development

If needed, the Subrecipient should develop corresponding communications collateral assets that further the outreach and education efforts.

The Subrecipient should recommend if needed:

- a. Development of additional communications Program collateral materials to support preparedness, response, and recovery emergency efforts in California's vulnerable communities.
- b. Development of innovative solutions to address the unique challenges facing the emergencies and disasters.
- c. Development, pre-test, produce, place, and evaluate creative concepts for, and approved, by Cal OES.
- d. Be responsible for the printing and cost of printing Program materials and collateral.

Such materials include but are not limited to:

- Fact sheets
- Infographics
- Media kits
- Videos
- Sound bites
- Graphics
- Other collateral as needed

Use this information to develop various outreach and educational tools and resources that may include:

- Informational booklets
- Fact sheets
- Social media content
- Website pages
- Videos
- Other creative ideas as needed

The Subrecipient will work with and direct subcontractors and Program partners to fulfill Program needs.

The Subrecipient will work with Cal OES for review and approval.

5. Recommended Tools and Activities

The Subrecipient can recommend additional tools and activities that support Program communications objectives, including, but not limited to the following tactics:

- Storytelling through film, digital platforms and other compelling mediums to highlight stories to increase community resiliency, as well as, to share the best example of peer-to-peer networks being developed by and for the community to foster new public interest in and awareness of emergency preparedness through community organizing. Additionally, strategies must also push narratives that demonstrate progress in how the Program is reaching and engaging Californians.
- Digital platforms and online toolkits (e.g., website, newsletter, etc.) that will be used as the hub of this effort with all newly developed, and potentially preexisting, preparedness resources, materials, and Program success stories that can be used by other Program partners during this effort and in the years to follow. Additionally, these platforms should help reach and educate the very audience this Program is intending to reach, California's diverse and vulnerable populations. These online platforms should also serve as registry to showcase the best examples of peer-to-peer network approaches that are developed by local communities.

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- Establish thought-leader and collaboration partnerships with top local, statewide and national organizations and entities that may not naturally be connected to local organizing work by other Program partners. From member organizations, influential associations and other recognizable community partners and chambers, engaging these entities can further efforts to reach and engage diverse and vulnerable communities. Additionally, they can amplify credible messaging to the very audiences this Program aims to engage.
- Event production to support community events including hosting community-wide gatherings, local town-halls and roundtable discussions (virtual or in person), as activities to engage and mobilize California's diverse and vulnerable communities.
- Other promotional strategies, such as creative design and advertisements. This can take the form of many elements that may be deemed necessary by research, input from Program partners. Such elements could include public billboards, bus shelters, sponsorships, etc.

f. Ongoing Efforts with Program partners

1. Work with Program partners to conduct local and statewide outreach and education efforts, as needed. The Subrecipient will be required to work closely with entities to distribute educational materials and media kits for distribution to the general public, within directed budget restriction and clearly meet project/product expectations.
2. Support the Program partners throughout the State of California to ensure Program coordination, including providing Program partners access to available digital and print material, messages, resources, or guidance created for the Program. The goal of this is to ensure Program cohesion among all relevant parties, to ensure the Program partners are using the appropriate material for their local and statewide outreach efforts.
3. Subrecipient shall provide a team of experts with a designated phone number and email address available to the Program

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partners to ask questions and/or send request for guidance or clarification.

4. Coordinate with other Program partners throughout the State of California as required to fulfill Program deliverables.
5. Subrecipient shall coordinate with Program partners to provide the following including, but not limited to:
 - a. Print materials required for any of the tasks and deliverables.
 - b. Marketing materials and services including, but are not limited to:
 - Graphic design services
 - Media announcement toolkits
 - Newsletter content
 - Social content
 - Booklets/pamphlets
6. Subrecipient will provide planning for in person meetings of the Program partners, subject matter experts, and other partners throughout the state of California. Subrecipient will work with the project manager to define including, but not limited to, topics, roles, and responsibilities, next steps, milestones, agenda, resources, and other needed items for the meeting. The goal of these high-level convenings is to bring partners together in person and/or virtually to ensure Program cohesion, collaboration, and level-setting to ensure the objectives of Program are being met locally and statewide.
7. Support efforts behind updating a data collection/tracking methodology and track engagement results and provide a digital report to Cal OES on comprehensive outreach and Program results.
 - Subrecipient to work with Cal OES Program manager to define and implement including, but not limited to, tools and resources needed to implement data collection/tracking methodology.
 - This information will be included in the monthly report.
 - The goal of this is to ensure partners are reaching their relevant audiences and community through their engagement work.
 - In addition, this helps identify gaps that would need to be filled to fulfill Program objectives.

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8. Develop a strategy to collect stories of impact of this effort informed by the Program partners, the Subrecipient, and Cal OES staff, if needed. Subrecipient to work with Program manager to define including, but not limited to, the mechanism and tools needed to implement this work.
 9. Develop, maintain, and provide a regularly updated contact list of stakeholders that have been engaged, or the local government or community believes should be engaged, in disaster preparedness, response and/or recovery efforts throughout the State of California.
 - To include, but not limited to, nonprofits, CBOs, faith-based communities, public entities, and other stakeholders that may be relevant to the Program.
 - This resource list is to be updated regularly and provided monthly to the Cal OES Program manager in a digital format including, but not limited to, organization name, contact information and background.
 - The goal of this list is to ensure that there is an inventory of contacts available locally and statewide on preparedness, response, and recovery outreach and education.
 - This will help create cohesion for the Program objective.
 10. Ensure the delivery of resources and materials to:
 - Ensure the Subrecipient project manager can manage all mailing/delivery needs, including shipping costs.
 - Consider the full demographics and areas of this Program, to understand the mailing/delivery needs associated with ensuring all Program partners obtain the resources and materials they need to be successful in this effort.
 - Resources and materials are subject to change throughout the Program as updates are made or needed.
 11. Develop communications training material and train the Program partners throughout the State of California on data collection/tracking methodology to document the number of individuals engaging in emergency preparedness, response, recovery, and other program results.
- g. Ongoing Communication with Cal OES
1. Designate a senior strategist, separate from the Subrecipient's project manager, who will work onsite with the Cal OES Crisis

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Communications and Public Affairs Team including, but not limited to:

- Location: Cal OES Headquarters, located at 3650 Schriever Avenue, Mather, CA 95655.
- Hours: Service may be required on weekdays, weekends, and holidays (statewide COVID safety guidelines will be followed, with adjusted guidelines and revised practices as guidance evolves) and be available to provide on-call technical assistance.
- Role: Liaison between Cal OES, Program partners, and others throughout the duration of the work performed.

h. Weekly Program calls with Cal OES, facilitated by the Subrecipient

Subrecipient shall perform the following tasks including, but not limited to:

- Provide any required meeting material 48 hours in advance of the meeting.
- Provide meeting agenda and program.
- Provide next steps and action items.
- Reports on misinformation monitoring, paid ad performance (social, digital, radio, etc.), content performance.
- Frequency can be adjusted during Program term.
- Calls to begin immediately upon Program execution.

3. Reporting Requirements

Progress Reports serve as a record for the implementation of the Grant Subaward.

a. Cal OES Monthly Progress Reports

Statistics for Progress Reports must be collected on a monthly basis, even when reporting occurs less frequently. Information collected will include, but is not limited to:

- Proposed program cost and expenses.
- Summary of prior budgetary items.
- Travel-related expenses.
- Progress on all agreement tasks and requirements based on the due dates specified.
- Cal OES will review and approve these reports.

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There are nineteen monthly Progress Reports required for the Program. See the chart below for the report periods and due dates.

Report	Report Period	Due Date
1st Report	September 1, 2023 – September 30, 2023	October 30, 2023
2nd Report	October 1, 2023 – October 31, 2023	November 30, 2023
3rd Report	November 1, 2023 – November 30, 2023	December 30, 2023
4th Report	December 1, 2023 – December 31, 2023	January 30, 2024
5th Report	January 1, 2024 – January 31, 2024	February 29, 2024
6th Report	February 1, 2024 – February 29, 2024	March 30, 2024
7th Report	March 1, 2024 – March 31, 2024	April 30, 2024
8th Report	April 1, 2024 – April 30, 2024	May 30, 2024
9th Report	May 1, 2024 – May 31, 2024	June 30, 2024
Final Report*	June 1, 2024 – June 30, 2024	July 30, 2024

* Monthly progress reports will be required after June 30, 2024, if an extension to the performance period is granted.

b. Cal OES Quarterly Reports

Written reports outlining statewide and regional media efforts must be collected on a quarterly basis, even when reporting occurs less frequently. Information collected will include, but is not limited to:

- Updated Communications Plan.
- Updated strategic timeline.
- Messaging and branding progress.
- Updated budget.
- Creative development progress and placement.
- Media purchasing progress, budget, and results.
- Media analytics.
- Media partners.
- Subcontractor, Program partner activities.
- Achieved results and completed deliverables.
- Upcoming deliverables.
- Intended outcomes of all consultants, vendors, and Program projects.
- KPIs.
- Target audiences.
- Timelines.
- Approaches.
- Justification for any major shifts in the plan.

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Cal OES will review and approve these reports.

There are three quarterly written reports required for the program.
See the chart below for the report periods and due dates.

Report	Report Period	Due Date
1 st Report	September 1, 2023 – December 31, 2023	January 30, 2024
2 nd Report	January 1, 2024 – March 31, 2024	April 30, 2024
Final Report *	April 1, 2024 – June 30, 2024	July 30, 2024

* Quarterly reports will be required after June 30, 2024, if an extension to the performance period is granted.

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PART II – RFA INSTRUCTIONS

- B. SUBRECIPIENT HANDBOOK
 - C. APPLICATION FORMS
 - D. ADDITIONAL DOCUMENTS
 - E. BUDGET POLICIES
 - F. ADMINISTRATIVE REQUIREMENTS
-

A. SUBRECIPIENT HANDBOOK

Applicants are strongly encouraged to review the [SRH](#). The *SRH* outlines the terms and conditions that apply to Cal OES Grant Subawards and provides helpful information for developing an application, including a Glossary of Terms.

B. APPLICATION FORMS

Applicants must use the forms provided on our website. The forms must be printed on plain white 8½" x 11" paper and single sided. **Applicants may not alter the formatting of any forms, including the Grant Subaward Programmatic Narrative ([Cal OES Form 2-108](#)).**

Applicants must complete and submit all required forms. Required forms for this Program are identified on the Checklist in Part III. All forms have written instructions. If a form requires a Grant Subaward number, leave this information blank. General information regarding each form is below.

1. Grant Subaward Face Sheet (Cal OES Form 2-101)

This form is the title page of the Grant Subaward that is signed by the Official Designee (*SRH Section 3.030*) and the Cal OES Director (or designee).

2. Grant Subaward Contact Information (Cal OES Form 2-102)

This form provides Cal OES with contact information for all relevant Subrecipient personnel. Information for each individual should be direct contact information.

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3. Grant Subaward Signature Authorization (Cal OES Form 2-103)

This form provides Cal OES with signatures of authorized signers and who they authorize to sign on their behalf for all Grant Subaward-related matters.

4. Grant Subaward Certification of Assurance of Compliance (Cal OES Form 2-104)

This form is a binding affirmation that the Subrecipient will comply with the following regulations and restrictions:

- State civil rights laws
- Drug Free Workplace
- California Environmental Quality Act
- Lobbying restrictions
- Debarment and Suspension requirements
- Proof of Authority documentation from the city council/governing board

5. Grant Subaward Budget Pages (Cal OES Form 2-106b)

These forms demonstrate how the Applicant will implement the proposed plan with the funds available through this Program. This is the basis for management, fiscal review, and audit. **Grant Subaward Budget Pages (Cal OES Form 2-106b) are subject to Cal OES modifications and approval.** Failure of the Applicant to include required items does not eliminate responsibility to comply with those requirements during the implementation of the Grant Subaward.

The Grant Subaward Budget Pages (Cal OES Form 2-106b) automatically calculate the subtotal at the end of each budget category and provide the total of the three spreadsheets at the bottom of the Equipment Costs page. Applicants may add additional columns to the Grant Subaward Budget Pages (Cal OES Form 2-106b) when necessary.

Cal OES requires the Applicant to develop a line-item budget that includes a **calculation and justification in the left column for all costs.**

The Grant Subaward Budget Pages (Cal OES Form 2-106b) must:

- Cover the entire Grant Subaward performance period.

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- Include costs related to the objectives and activities of the Grant Subaward.
- Strict adherence to required and prohibited expenses.
- Include costs in the correct category (i.e., Personnel Costs, Operating Costs, and Equipment Costs – see below).

Include **only** those items covered by Grant Subaward funds. Applicants may supplement Grant Subaward funds with funds from other sources.

a. Personnel Costs – Salaries/Employee Benefits

1) Salaries

Personnel includes Grant Subaward services performed by Grant Subaward staff **directly employed by the Applicant** (not a contract or Participating Agency) and must be identified by position, cost and time spent on allowable activities for the Grant Subaward (e.g., Clerical Staff @ \$20/hour x 980 hours; or Program Manager @ \$1,500/month x 12 months x .50 FTE). Personnel may be salaried or hourly, full-time or part-time positions. Sick leave, vacation, holidays, overtime, and shift differentials must also be allocated as a part of salaries. If the Applicant's personnel have accrued sick leave or vacation time prior to the approval of the Grant Subaward, they may not take time off using Grant Subaward funds.

2) Benefits

Employee benefits must be identified by type and include a calculation. The Applicant may use fixed percentages of salaries to calculate benefits. Allocated benefits cannot exceed those already established by the Applicant.

Employer contributions or expenses for social security, employee life and health insurance plans, unemployment insurance, and/or pension plans are allowable. Benefits, such as uniforms or California Bar Association dues, are allowable if negotiated as a part of an employee benefit package.

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A line item is required for each different position/classification, but not for each individual employee. If several people will be employed full-time or part-time in the same position/classification, provide the number of full-time equivalents (e.g., three half-time clerical personnel should be itemized as 1.5 FTE clerical positions).

Additional information on Personnel Expenses can be found in *SRH Part 3*.

b. Operating Costs

Operating costs are defined as necessary expenditures other than personnel salaries, benefits, and equipment. The costs must be Grant Subaward-related (i.e., to further the Program objectives as defined in the Grant Subaward) and be encumbered during the Grant Subaward performance period.

Examples of common operating costs include, but are not limited to:

- Audit costs (SRH Section 14.035)
- Computers with an acquisition cost of \$4,999 or less
- Computer equipment rentals
- Consultant services (SRH Section 6.050)
- Equipment service and maintenance agreements
- Financial Assistance for clients (SRH Section 4.040)
- Furniture and office equipment (\$4,999 or less)
- Indirect costs (SRH Section 4.045)
- Insurance (e.g., vehicle, fire, bonding, theft, and liability)
- Internet access
- Office supplies
- Office rental space (SRH Section 4.055)
- Postage
- Printing
- Second-Tier Subawards (SRH Section 7.010)
- Software
- Training materials
- Travel and per diem (SRH Section 4.065)
- Utilities
- Vehicle maintenance

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Additional information on Operating Expenses can be found in *SRH Part 4*.

c. Equipment Costs

Equipment is defined as nonexpendable tangible personal property having a useful life of more than one year and a cost of \$5,000 or more per unit (excluding tax).

A line item is required for different types of equipment, but not for each specific piece of equipment (e.g., three copy machines must be one line item, not three).

Additional information on Equipment Costs can be found in *SRH Part 5*.

6. Grant Subaward Budget Narrative (Cal OES Form 2-107)

This form should describe the following:

1. How the line items on the Grant Subaward Budget Pages (Cal OES Form 2-106b) support the objectives and activities.
 2. How funds are allocated to minimize administrative costs and support direct services.
 3. How shared costs are allocated.
 4. How Grant Subaward-funded staff duties and time commitments support the proposed objectives and activities.
 5. The necessity for subcontracts and unusual costs.
Need for mid-year salary range adjustments.
7. Grant Subaward Programmatic Narrative (Cal OES Form 2-108) -
Resumes and samples of work are the exceptions to this requirement.

This form is the main body information describing the problem to be addressed, the plan to address the identified problem through appropriate and achievable objectives and activities, and the ability of the Applicant to implement the proposed plan.

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a. Problem Statement

A Problem Statement is not required.

b. Plan

Provide a plan that demonstrates the approach you would take to deliver on this project. In narrative form, address the following:

- 1) Describe your organization's approach in accomplishing the scope of work described in the Program Components outlined in Part I, Section G, 2.
- 2) Provide a timeline and a schedule of deliverables/milestones based on the sequence of activities required of other Program partners.
- 3) Explain the breakdown of costs per deliverable/milestone.
- 4) Explain potential barriers in carrying out the proposed work plan and provide recommendations to address them.
- 5) Offer initial advice to ensure that this is a successful Program that demonstrates your expertise as a project manager of a major campaign.

b. Qualifications

Clearly describe staff qualifications and expertise in this type of project. Include previous experience with community groups; state, local and federal governments, as well as work in the disaster field and other knowledge and experience specifically related to the core competencies needed to complete this project.

In narrative form, address the following:

- 1) Describe your organization's professional qualifications and experience on similar projects and provide examples of project management that reflect the scope of work for this project.

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- 2) Describe your experience solicitating, retaining, and managing several vendors, consultants, and experts.

c. Organizational Track Record – One Page Per Case Study

- 1) Provide two samples of past work, as evidenced by no more than one page per case study example, that gives evidence of quality, financial and project management strength and demonstrates in non-technical language your experience with similar projects.

d. Project Management and Staff

In narrative form, address the following:

- 1) Describe your ability, flexibility, and willingness to meet regularly with Cal OES on the Program and your agency's capacity to provide updates when request by Cal OES project leads.
- 2) Describe the capacity to provide updates when requested.
- 3) Describe your ability to adhere to project schedules and complete work timely.
- 4) Propose how your agency will work together with Cal OES project leads to achieve the goals and objectives of this Program.
- 5) Provide a listing of team members who will perform a major role in this project and include their background information, resume, and the percentage of time they will be allocated to this Program.

8. Subrecipient Grants Management Assessment

Per title 2 CFR § 200.331, Cal OES is required to evaluate the risk of noncompliance with federal statutes, regulations, and terms and conditions posed by each Subrecipient of pass-through funding. The assessment is made in order to determine and provide an appropriate level of technical assistance, training, and oversight to Subrecipients.

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9. Grant Subaward Service Area Information (Cal OES Form 2-154)

This form identifies the counties, cities, and congressional districts served by the Grant Subaward.

C. ADDITIONAL DOCUMENTS

The Applicant may be required to submit additional documents. General information regarding each document is below:

1. Non-Competitive Procurement Request (Cal OES Form 2-156)

A Non-competitive procurement transaction is a purchase of property/goods or services, where only a single source that can provide the services or goods is afforded the opportunity to offer a price for the specified services or goods. See *SRH Section 6.045* for additional information.

This form provides information to support a request for approval of a non-competitive procurement. **This form is only required if the Applicant proposes to have a line item on their Grant Subaward Budget Pages (Cal OES Form 2-106b) that meets the definition of a non-competitive procurement in *SRH Section 6.045*.**

2. Independent Contractor/Consultant Rate Exemption Request (Cal OES Form 2-164)

The maximum rate for an independent contractor/consultant is \$650 per eight-hour day or \$81.25 per hour per *SRH Section 6.050*.

This form provides information to support a request for approval of an exemption to the maximum rate. **This form is only required if the Applicant proposes to have a line item on their Grant Subaward Budget Pages (Cal OES Form 2-106b) for an independent contractor above the maximum rate.**

3. Lodging Rate Exemption Request (Cal OES Form 2-165)

This form provides information to support a request for approval of an exemption to the maximum lodging rate per *SRH Section 4.070*. **This form is only required if the Applicant proposes to have a line item on their Grant Subaward Budget Pages (Cal OES Form 2-106b) with lodging above the maximum rate.**

4. Indirect Cost Rate Agreement

The Indirect Cost Rate Agreement documents the agreed upon indirect cost rate negotiated between the federal government and an organization. **This document is only required if an Applicant has a negotiated indirect cost rate and costs are included in the Grant Subaward Budget Pages (Cal OES 2-106b).**

D. BUDGET POLICIES

The following sections of the [SRH](#) may be helpful in developing the Grant Subaward Budget Pages (Cal OES 2-106b) and Grant Subaward Budget Narrative (Cal OES 2-107):

- Additional Rental Space (*SRH Section 4.055*)
- Audit Costs (*SRH Section 14.055*)
- Automobiles (*SRH Section 5.020*)
- Contracting and Procurements Requirements (*SRH Part 6*)
- Equipment and Equipment Costs Requirements (*SRH Part 5*)
- Expert Witness Fees (*SRH Section 6.050*)
- Independent Contractor/Consultant (*SRH Section 6.050*)
- Indirect Cost or Facilities and Administration (*SRH Section 4.045*)
- Match Requirements (*SRH Section 9.060*)
- Facility Rental (*SRH Section 4.055*)
- Prohibited Operating Costs (*SRH Section 4.070*)
- Grant Subaward and Other Income (*SRH Section 9.075*)
- Supplanting Prohibited (*SRH Section 1.065*)
- Travel (*SRH Section 4.065*)

E. ADMINISTRATIVE REQUIREMENTS

The Applicant must administer their Grant Subawards in accordance with all [SRH](#) requirements. Failure to comply with these requirements can result in the withholding or termination of the Grant Subaward. The following section may be helpful for developing an application and for planning purposes:

- Audit Requirements (*SRH Part 14*)
- Communication and Internet Access (*SRH Section 1.070*)
- Intellectual Property, Copyright, and Patent Requirements (*SRH Part 8*)
- Fidelity Bond/Certificate of Insurance (*SRH Section 2.015*)
- Monitoring (*SRH Part 13*)
- Report of Expenditures and Request for Funds (*SRH Section 9.025*)
- Records Requirements (*SRH Part 12*)

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PART III – CHECKLIST

This checklist is provided to ensure that a complete application is submitted to Cal OES. This also provides the order documents/forms should be organized.

The following forms/documents are required for all Subrecipients.

- GRANT SUBAWARD FACE SHEET ([Cal OES Form 2-101](#)) – Signed by the Official Designee authorized to enter into the Grant Subaward.
- GRANT SUBAWARD CONTACT INFORMATION ([Cal OES Form 2-102](#))
- GRANT SUBAWARD SIGNATURE AUTHORIZATION ([Cal OES Form 2-103](#))
- GRANT SUBAWARD CERTIFICATION OF ASSURANCE OF COMPLIANCE ([Cal OES Form 2-104](#)) – Signed by the Official Designee who signed the Grant Subaward Face Sheet and by the official delegating that authority
- GRANT SUBAWARD BUDGET PAGES (EXCEL SPREADSHEET FORMAT) ([Cal OES Form 2-106b](#))
- GRANT SUBAWARD BUDGET NARRATIVE ([Cal OES Form 2-107](#))
- GRANT SUBAWARD PROGRAMMATIC NARRATIVE ([Cal OES Form 2-108](#))
 - PLAN
 - QUALIFICATIONS
 - ORGANIZATIONAL TRACK RECORD – ONE PAGE PER CASE STUDY
 - PROJECT MANAGEMENT AND STAFF
- [SUBRECIPIENT GRANTS MANAGEMENT ASSESSMENT](#)
- GRANT SUBAWARD SERVICE AREA INFORMATION ([Cal OES Form 2-154](#))

ADDITIONAL FORMS, IF APPLICABLE

- NON-COMPETITIVE PROCUREMENT REQUEST ([Cal OES Form 2-156](#))
- INDEPENDENT CONTRACTOR/CONSULTANT RATE EXEMPTION REQUEST ([Cal OES Form 2-164](#))
- LODGING RATE EXEMPTION REQUEST ([Cal OES Form 2-165](#))
- INDIRECT COST RATE AGREEMENT