Chancellor's Office
California Community Colleges

Division of Workforce and Economic Development

Request for Applications, Instructions, Terms & Conditions

Sector Navigator Grant
Revised (Monday, January 28, 2013)

Program and Funding Fiscal Year: 2013-2014

Funding Source:

Economic and Workforce Development Program – SB 1402 (Lieu)

Application Deadline: Applications must be received electronically at the Chancellor's Office by 5:00 p.m. on Monday, March 18, 2013

Table of Contents

Instructions

This section MUST be followed in developing the applications and implementing the projects.

**Chancellor's Office
California Community Colleges**

Instructions

A. **Introduction**

This document contains general instructions, procedures, formats, and timelines for submitting project applications to the Chancellor's Office of the California Community Colleges.

Applications must be submitted using the format and sequence described in these Instructions and address the Request for Applications (RFA) Specification for the project for which funding is sought.

B. **Program Overview**

SB 1402 California Economic and Workforce Development Program

Existing law, up to January 1, 2013, establishes the California Community Colleges Economic and Workforce Development Program. Senate Bill 1402 (Lieu) reauthorized the program for another five years, effective January 1, 2013, with the following mission statement:

1. The program shall be responsive to the needs of employers, workers, and students.

2. The program shall collaborate with other public institutions, aligning resources to foster cooperation across workforce education and service delivery systems, and building well-articulated career pathways.

3. Program decisions shall be data driven and evidence based, investing resources and adopting practices on the basis of what works.

4. The program shall develop strong partnerships with the private sector, ensuring industry involvement in needs assessment, planning, and program evaluation.

5. The program shall be outcome oriented and accountable, measuring results for program participants, including students, employers, and workers.

6. The program shall be accessible to employers, workers, and students who may benefit from its operation.

Senate Bill 1402 stated the mission for the economic and workforce development program as follows:

1. To advance California's economic growth and global competitiveness through education, training, and services that contributes to continuous workforce improvement.

2. To advance California's economic and jobs recovery and sustain economic growth through labor market-aligned education workforce training services, and sector strategies focusing on continuous workforce improvement, technology deployment, and business development, to meet the needs of California's competitive and emerging industry sectors and industry clusters.

3. To use labor market information to advise the Chancellor's Office and regional community college bodies on the workforce needs of California's competitive and emerging industry sectors and industry clusters, in accordance with both of the following:

   (a) To the extent possible, the economic and workforce development program shall work with, share information with, and consider the labor market analyses produced by, the Employment Development Department's Labor Market Information Division and the California workforce Investment Board.

   (b) The economic and workforce development program may also use its own resources to bolster and refine these labor market and industry sector and industry cluster analyses to fulfill its mission.

4. To provide technical assistance and logistical, technical, and communications infrastructure support that engenders alignment between the career technical education programs of the community college system and the needs of California's competitive and emerging industry sectors and industry clusters.

5. To collaborate and coordinate investment with other state, regional, or local agencies involved in education and workforce training in California, including, but not necessarily limited to, the California Workforce Investment Board, local workforce investment boards, the Employment Training Panel, the State Department of Education, and the Employment Development Department.

6. To identify, acquire, and leverage community college and other financial and in-kind public and private resources to support economic and workforce development and the career technical education programs of the state's community colleges.

7. To work with representatives of business, labor, and professional trade associations to explore and develop alternatives for assisting incumbent

workers in the state's competitive and emerging industry sectors. A key objective is to enable incumbent workers to become more competitive in their region's labor market, increase competency, and identify career pathways to economic self-sufficiency, economic security, and lifelong access to good-paying jobs.

C. **Categories for Which Funding is Available**

The funding for this Sector Navigator grant is available through the SB 1402, Economic and Workforce Development Program. The funding package includes:

- Statewide Sector Consolidated Center grant $172,500
- Statewide Strategic Initiative Hubs $50,000
- Knowledge Communities & Advisory Committees $150,000

RFA Identification:

13-151-001   Advanced Manufacturing Sector

13-151-002   Advanced Transportation & Renewables Sector

13-151-003   Energy (Efficiency) &Utilities Sector

13-151-004   Health Sector

13-151-005   Life Sciences/Biotech Sector

13-151-006   Information & Communication Technologies (ICT)/ Digital Media Sector

13-151-007   Global Trade & Logistics Sector

13-151-008   Agriculture, Water & Environment Technologies Sector

13-151-009   Retail/Hospitality/Tourism 'Learn and Earn' Sector

13-151-010   Small Business Sector

D. **Eligibility**

Only California Community College districts are eligible to apply. In addition, only those applicants that have the Sector Navigator identified may apply. At the discretion of the Chancellor's Office, an interview may be required with the key talent prior to final selection.

If an application does not meet a minimum score of 75 points deemed to meet the performance and viability standards, it will not be funded and the RFA can be redistributed for competitive bid.

E. **Performance Period**

The performance period for the 2013-2014 applications is from July 1, 2013, through June 30, 2014. All performance under this allocation shall be completed by June 30, 2014. See listing of key dates on page 14 for final report deadlines. Final outcome and budget reporting must be submitted to the Chancellor's Office no later than August 31, 2014.

No extensions will be granted for this funding. The applications may be renewed annually for up to an additional 4 years contingent on successful completion of required outcomes and availability of funding. Year one of the performance period will be considered a time for setting up accountability structures by the Chancellor's Office and grantees. SB 1402 requires an assessment of the past performance of a grantee that has been awarded other economic workforce development grants or other state grants, including an assessment of whether the grantee's previous awards produced project deliverables specified in the grant applications. Therefore by the end of year two, for those grants renewed, the Chancellor's Office reserves the right to offer for competitive bids those grantees that are in the bottom quartile (25%) of performers.

F. **RFA Clarification**

If any ambiguity, conflict, discrepancy, omission, or other error in this RFA is discovered, immediately notify the Chancellor's Office of the error and request a written modification or clarification of the document. A clarifying addendum will be given to all parties who have obtained the RFA, without divulging the source of the request. Insofar as practical, the Chancellor's Office will give such notice to other interested parties, but the Chancellor's Office shall not be responsible for failure to do so.

Contact person for these Instructions and/or RFA Specification is:

Abigail Sifrit
(916) 322-4285
asifrit@cccco.edu

G. **Application Format and Instructions**

The following instructions prescribe the format and sequence for the development and presentation of the application. In order to receive the highest possible score and to prevent disqualification the application format instructions must be followed, all questions must be answered, and all requested data must be supplied. Applicants are expected to use the RFA Specification (page 15) and the forms provided (in Appendix B), except where a narrative format is required to prepare the project applications. Computer facsimiles of the forms in Appendix B may be

used, but under no circumstance may the language on these forms be altered. Any application using altered language on the forms may be disqualified.

The Chancellor's Office may require the applicant to make adjustments in the budget, annual workplan, or other aspects of the application prior to funding the grant. The Chancellor's Office reserves the right to review and approve the Sector Navigator selection within the application.

Grant applications are scored based on a maximum of 100 points as indicated on sections listed below.

NOTE: A minimum averaged score of 75 must be obtained within the reading process in order to be considered for funding.

Need	10
Response to Need	10
Annual Workplan	30
Application Budget/Budget Detail	10
Project Management	20
Dissemination	5
Feasibility of the Project	15
Total Points	100

1. **Face Sheet**

    NOTE: The completed application will be submitted electronically therefore no face sheet will be required. If an application is funded, an appropriate face sheet with instructions will be sent out for completion.

2. **Cover Letter**

    The Chief Executive Officer/Designee of the applying community college district will submit a cover letter with signature within the electronic submission.

3. **Contact Page**

    Complete the contact page found in Appendix B.

4. **Application Abstract** *(Narrative – Limited to one page, 1" margins, single or double-spaced, 12 pt. Arial font)*

    The abstract should concisely summarize the entire application and must not exceed one page. Include statements on the objectives, procedures, expected contribution or impact on the funding priorities of the RFA Specification, and deliverables (products/services/outcomes).

5. Table of Contents

The Table of Contents shall be on a separate page, with each component of the application listed and page numbers indicated.

6. Need   **Maximum Points 10**

(Narrative – Limited to 5 pages, 1" margins, single or double-spaced, 12 pt. Arial font)

The need section is a narrative that concisely describes the need for the projects as defined by five questions listed in the Needs section of the RFA Specification. In addition, applicant should reference source(s) for substantiation of the need statement.

7. Response to Need   **Maximum Points 10**

(Narrative – Limited to 12 pages, 1" margins, single or double-spaced, 12 pt. Arial font)

The response to need is a narrative that at a minimum relates to all the required objectives listed in the 'Response to Need and Objective' section in the RFA Specification including a response to the statewide need within a specific industry sector to act as a workforce system integrator, identifying and connecting needs and resources.

Descriptions of design and delivery systems, organizational structures, collaborative structures should also be included as part of the response.

8. Annual Workplan   **Maximum Points 30**

The Annual Workplan is located in Appendix B

(a.) Objectives

The objectives should serve the major goals that will implement the project. Proposed project objectives should be based on the scope of the proposed project while remaining consistent with the Objectives of the RFA Specification. The RFA Specification has identified seven required objectives. The applicant must address these objectives for the project. Additional project objectives may be added. Objectives must be itemized, stated in measurable terms, and naturally lead to outcomes. The project objectives must be performance-based.

List one objective per form, along with corresponding activities, timelines, responsible person(s), measurable outcomes, funding sources and Metric(s). Label the objectives in sequential order: Objective #1.0 at the top of page one; Objective #2.0 at the top of page two, and so forth. Additional copies of the form will be needed to address all of the project objectives

(b.) Activities

Project activities are the basic steps that need to be taken to implement the project and to achieve results. Major activities and tasks should be outlined in the activities section of the annual workplan for each objective. Outline each of the activities that will be implemented to accomplish each of the project's objectives.

(c.) Timelines

Provide the projected completion date for key activities within the term of the grant. Identify the month in which activities will be completed. **Note:** As closely as possible, determine starting and ending month of each activity. It is not acceptable to make all activities year long or to state "ongoing."

(d.) Responsible Persons

Identify, by position, individual(s) responsible for completing activities.

(e.) Performance Outcomes

Each objective should result in measurable outcomes that clearly link to the objectives and activities. Describe the outcomes in qualitative and quantitative terms. Address any performance outcomes unique to this project that will result from the implementation of the objectives and activities listed in the annual workplan.

Example 1:

Student Momentum Point or Leading Indicator Goal:

Leading Indicator: "Alignment of a certificate with state-, industry-, nationally-, and/or employer- recognized certificate"

Objective/Expected Outcomes:

Our research and advisory feedback indicate that alignment of credit curriculum with the requirements of the new licensure

requirements will benefit students and incumbent workers. In collaboration with the Regional Consortia, the objective is to upgrade the curriculum across 15 colleges in 4 regions, minimally, where this sector has priority designation via a collaborative community. Total number of occurrences at the end of the project is minimally 15 x 4 = 60 curricula upgraded for industry licensing requirement. The impact on our region will be across 3 colleges.

Example 2:

MP 34. Exception:

Perform an assessment of the purported "beneficial impact" of the grant on the relevant businesses, which may include a review of the grant's purported impacts on any of the following: increased profitability, increased labor productivity, reductions in worker injuries, employer cost savings resulting from improved business processes, improved customer satisfaction, increased employee retention, increased number of employees, increased revenue projections, increased sales, penetrated new markets, as well as information on new products or services developed.

Objective/Expected Outcomes:

Our assessment indicates that there was as state-wide increase in the number of employees hired within this sector. The assessment also indicates that within three regions there were increased sales. The data is included in the final report that supports these indications.

(f.)   Funding Source

The entire application is funded with SB 1402 Economic and Workforce Development funding. The breakdown of the funding is as follows: Sector Navigator (maximum $172,500), the HUB from which the Sector Navigator will operate (maximum $50,000), and the Knowledge Communities and Advisory Bodies (maximum $150,000) necessary to align the work of the Sector Navigator with the industry sector being served. Within the annual workplan it is expected that each activity will be connected to one of the three funding sources above, therefore a column per funding source had been added to the annual workplan where a percentage of time can be entered for the funding source(s).

(g.) Metric Number

Identify which of the CCCCO-provided Common Metrics & Accountability Measure(s) (see Appendix D) this objective affects and place the corresponding number(s) in the Metric column.

9. **Application Budget Summary/   Maximum Points 10
    Application Budget Detail Sheet**

In order to help allocation recipients plan objectives, activities and their corresponding budgets, Appendix C – Guidelines, Definitions and Allowable Expenditures has been developed. Please review these guidelines before completing your budget summary and detail sheet. The application budget summary, application budget detail sheet, and application budget detail sheet format example are located in Appendix B.

a. **Completion of Application Budget Detail Sheet/
    Application Budget Summary**

The purpose of the Budget is to indicate whether the project is well planned and reasonable in scope. Technical errors in the budget can be changed if the project is recommended for funding, as long as the request does not exceed the maximum amount allowable.

Application Budget Detail Sheet: Two application budget detail sheets are required within the application. The first detail sheet contains the required match for the funding (dollar-for-dollar). Hub funding is allocated out of the only funding source not requiring a match. So if the full grant allocation is applied for then a $322,500 match is required. See Appendix B for the match detail sheet and Appendix C for match guidelines.

The second application budget detail sheet allows all three funding allocations to be detailed out individually and still use a single detail sheet by providing three separate columns (one for each funding source listed below) (see Appendix B).

Sector Navigator (maximum $172,500),
HUB (maximum $50,000 – does not require a match)
Knowledge Communities and Advisory Bodies (maximum $150,000)

In addition the budget detail sheet must list the cost breakdown of each budget classification amount requested indicating specific rates and amounts. It is expected that this breakdown will be highly detailed (see application budget detail sheet format example in Appendix B).

Application Budget Summary: After completing the two detail sheets the funding request columns will be rolled up (one for the requested allocations and one for match) and placed into the corresponding columns in the Application Budget Summary Sheet (see Appendix B). The Application Budget Summary is to be signed by the Sector Navigator/Responsible Administrator and the District Chief Business Officer/Designee (if chosen for funding 4 originals in an ink color other than black will be requested in hard copy).

When entering dollar amounts, round off to the nearest dollar, DO NOT INCLUDE CENTS.

b.   **Indirect Administrative Costs**

Program funds are for direct services to the project only and are intended to supplement, not supplant existing programs. **NOTE**: The EWD Program does not allow supervision/administration (beyond the 4% indirect costs) to be charged to the grant.

An applicant may not propose to use grant funds to cover staff costs or to compensate outside individual or firm for services associated with preparing the grant application.

The indirect administrative costs (overhead) for this project cannot exceed four percent (4%) of the total direct costs (line 8 of the application Budget Summary). Use the following formula:

Total grant - (total grant/1.04) = indirect administrative costs.

Example: $372,500 - ($372,500/1.04) = $14,327
Total grant: = $372,500 = $358,173 + $14,327

c.   **Travel**

For Travel (Object 5000), district travel and reimbursement policies apply. Only travel necessary for the project is allowed. List travel purpose and estimated cost. **Out-of-State travel** requires completion of the Out-of-State Travel Request Form **CEP Travel Information Page** and must be disclosed on the Budget Detail sheet. After the application has been fully executed, any further Out-of-State travel requires prior approval by the Project Monitor by sending in the above-mentioned form for approval. The state reserves the right to limit Out-of-State travel.

This grant requires quarterly travel to Sacramento by the Sector Navigator to attend Extended Operation/Deep Dive meetings and CCC-Confer Deep Dives. These meetings are mandatory and so must be

clearly budgeted within the application detail sheet. See the corresponding meeting schedule on the Doing What Matters website: **http://doingwhatmatters.cccco.edu/Events/DivisionMeetings.aspx**.

This grant requires fall and spring travel to CCCAOE to receive professional development scheduled by the Chancellor's Office including budgeting a pre-day to the conferences. These conferences are mandatory and so must be clearly budgeted within the application detail sheet

d. **Sector Navigator Fund Allocation**

The Sector Navigator role is a key talent role for the system and expected to be a full-time position (no less than 80%). For this reason no individual can hold more than one key talent role for the system. Budgeting of 80-100% of a Sector Navigators time must be shown on the budget detail sheet.

10. **Project Management Plan**   **Maximum 20**

(Narrative – Limited to seven pages, 1" margins, single or double-spaced, 12 pt. Arial font)

See individual RFA Specification for a complete description of management plan requirements. At a minimum a 7 page narrative consisting of 7 questions, an organizational chart, and a resume of key talent and industry references will be required.

.   ***NOTE:*** *Only those applications that have the Sector Navigator identified may apply. The Sector Navigator role is a key talent role for the system and expected to be a full-time position (no less than 80%). For this reason no individual can hold more than one key talent role for the system.*

11. **Dissemination**   **Maximum Points 5**

(Narrative – Limited to one page, 1" margins, single or double-spaced, 12 pt. Arial font)

Describe how the Sector Navigator grant will distribute grant materials or products to corresponding industry sector centers, Regional Consortia, community colleges, resource libraries, or other organizations. This narrative must not exceed one page. Project staff is encouraged to disseminate their findings and work products through national, State and regional venues.

12. **Overall Feasibility of the Project**   **Maximum Points 15**

This is not a category to be addressed separately in the application, but rather is a rated area on the scoring sheet. The reviewers have an opportunity to

consider whether the project is realistically capable of attaining the required and proposed outcomes. Reviewers will consider the entire application in the context of the RFA Specification to make a final overall appraisal of the project proposal. The intent is to judge the cohesiveness and viability of the project.

13. Application Procedures

a. Assemble an electronic copy of the application and make sure all required documents are attached including the following signature pieces:

(1) The cover letter must be signed by the district's Chief Executive Officer or authorized designee; and

(2) Budget Summary Sheet must be signed by the district's Chief Business Officer (or authorized designee) and the Sector Navigator or Responsible Administrator.

b. Applications must be submitted electronically in one e-mail (no separate e-mails with pieces of applications will be accepted). All submitted documents should be in word format or PDF format for documents requiring a signature and e-mailed to the following address: **sectornavigator@cccco.edu** by 5 p.m. Monday, March 18, 2013. Applications e-mailed to any address other than listed above will not be accepted. Any questions should be addressed to:

Abigail Sifrit
(916) 322-4285
asifrit@cccco.edu

H. Rejection of Application

The Chancellor's Office reserves the right to reject any and all applications received.

A grant application shall be rejected prior to scoring if:

1. It is received at the Chancellor's Office via electronic submittal later than 5 p.m. on Monday, March 18, 2013 or sent to the wrong e-mail address.

2. The RFA Grant Number is not correct on all the documents.

3. It does not include all required application documents submitted in one e-mail.

a. A cover letter signed by the CEO or designee of the community college district.

b. Contact Page

c. Application Abstract (narrative not to exceed 1 page)

d. Table of Contents

e. Need (narrative not to exceed 5 pages)

f. Response to Need (narrative not to exceed 12 pages)

g. Annual Workplan

h. Application Budget Summary

(Sector Navigator/Responsible Administrator signature)

(Chief Business Officer's/Designee's signature)

i. Application Budget Detail Sheet

j. Out-of-State Travel Form(s) (if out-of-state travel is requested)

k. Project Management (see Project Management section within the RFA)

l. Dissemination (narrative not to exceed 1 page)

4. The key talent has not been determined for the Sector Navigator position.

5. The Sector Navigator position does not meet the minimum 80% time requirement within the budget detail sheet.

6. Narrative sections of the application exceed the maximum page limit specified.

7. Application Budget Detail Sheet exceeds individual amount per source of funds as seen below and/or application budget summary exceeds the total allocation ($372,500).

Sector Navigator (maximum $172,500),

HUB (maximum $50,000)

Knowledge Communities and Advisory Bodies (maximum $150,000)

8. The dollar-for-dollar match is not met for any funding requested for the Sector Navigator or Knowledge Communities and Advisory Bodies (maximum $322,500 if all funding is requested.)

I.   Calendar of Key and Reporting Dates

Key Dates

January 28, 2013	RFA Revision Released
February 6, 2013	Sector Navigator Bidders Conference
March 18, 2013	Deadline for Submitting Application
April 2, 2013	Notification of Intent to Award
April 17, 2013	Appeal Deadline
July 1, 2013	Grant Commencement

Reporting Dates

October 25, 2013	1st Quarter Year-to-Date Expenditure and Progress Report due
January 25, 2014	2nd Quarter Year-to-Date Expenditure and Progress Report due
April 25, 2014	3rd Quarter Year-to-Date Expenditure and Progress Report due and *Last day for workplan amendments*
June 30, 2014	Projects Completed
July 25, 2014	4th Quarter Year-to-Date Expenditure and Progress Report due
August 31, 2014	2013-2014 Final Performance Reports and Final Report of Expenditures due

RFA SPECIFICATION

RFA Identification:

13-151-001   Advanced Manufacturing Sector

13-151-002   Advanced Transportation & Renewables Sector

13-151-003   Energy (Efficiency) &Utilities Sector

13-151-004   Health Sector

13-151-005   Life Sciences/Biotech Sector

13-151-006   Information & Communication Technologies (ICT)/ Digital Media Sector

13-151-007   Global Trade & Logistics Sector

13-151-008   Agriculture, Water & Environment Technologies Sector

13-151-009   Retail/Hospitality/Tourism 'Learn and Earn' Sector

13-151-010   Small Business Sector

RFA Title:	Sector Navigator Package Grant
Funding Source:	SB 1402 – Economic and Workforce Development Program
Funding Period:	July 1, 2013 through June 30, 2014
Total Funds Available:	$372,500
	This grant funds the Sector Navigator (maximum $172,500 requiring a dollar-for-dollar match), the HUB from which the Sector Navigator will operate (maximum $50,000 no match required), and the Knowledge Communities and Advisory Bodies (maximum $150,000 requiring a dollar-for-dollar match) necessary to align the work of the Sector Navigator with the industry sector being served.
Required Match:	$322,500 Maximum
Number of Awards:	10 (one per industry sector)

BACKGROUND

Framework for Doing What Matters for Jobs and the Economy

The programs of the Division of Workforce and Economic Development bridge the skills and jobs gap and prepare California's workforce for the 21st century. The division serves as the administrator for several streams of state and federal funds, including:

- Proposition 98 dollars for Economic and Workforce Development, Apprenticeship, and Nursing

- Governor's Career Technical Education Pathways Program, formerly known as Senate Bill 70 but now reauthorized as Senate Bill 1070 (Steinberg) effective fiscal year 2013; and

- Carl D. Perkins Career and Technical Education Improvement Act of 2006 – which is comprised of Title I-B Leadership, Title I-C and CTE Transitions 10% set-aside funding.

The division collaborates with employers and industries, organized labor, the workforce system, local communities, their community colleges, and other education partners through programming supported by these funds to close the skills gap and foster successful student completion and employment outcomes.

The strategic framework for the division moving forward is entitled "Doing What Matters for Jobs and the Economy." The four prongs of this framework are below (with more information available at **http://doingwhatmatters.cccco.edu/**), with the 'braiding' approach reflected in this expenditure plan as item '3a' of the framework.

- Give Priority for jobs and the economy
    - 1a. Consider labor market needs when making local decisions on budgets, courses, and programs.
    - 1b. Decide on program capacity as a region.

- Make Room for jobs and the economy
    - 2a. Retool programs that are not working or not meeting a labor market need so that students can study what matters.

- Promote Student Success
    - 3a. Braid funding and advance common metrics in the division's Request for Applications.
    - 3b. Strengthen regions with four skill-sets: data mining, convening, technology and professional development on the process for curriculum approval.

- Innovate for jobs and the economy
    - 4a. Solve a complex workforce training need so that our system can better deliver for employers and sectors.

The goals of Doing What Matters for Jobs and the Economy are as follows: to supply in-demand skills for employers, create relevant career pathways and stackable credentials, promote student success, and get Californians into open jobs. Key activities under this framework include: a focus on regional priority/emergent sectors

and industry clusters (to be referred to simply as "sectors"); take effective practices to scale; integrate and leverage programming between funding streams; promote common metrics for student success; remove structural barriers to execution.

It is the intent of the division, wherever possible, to target the investment of incentive funds against three thematic areas in support of this framework: regions, sectors, and technical assistance.

NEED *(Narrative – Limited to 5 pages, 1" margins, single or double-spaced, 12 pt. Arial font)*

As a part of completing the mission of the EWD program, it is the intent of the Legislature that programs and services provided be flexible and responsible to the needs identified through the statewide and regional planning process. These networks shall have the flexibility to meet the demand for new and emerging growth sectors and be formed, modified, eliminated and reformed for short- or long-term responses customized to the duration of the need.

It is therefore the intent of the Chancellor's Office to fund ten Sector Navigators (with associated Hubs, Knowledge Communities and Advisory Bodies) that will meet these needs. The following questions will be responded to in order to identify the statewide need within the chosen sector:

1. Define the size, common characteristics of the businesses and workforce, locations, industry associations, educational partners (including high schools, ROPs, community colleges, Universities and others), competitors, projected growth and prospect for positive outcomes in serving this industry sector. Please identify and discuss supply and demand gaps in this sector's workforce.

2. Discuss curricular challenges facing your industry sector – within the community college tier of education, between tiers of education, and between higher education and industry.

3. Discuss the inventory of organizations, bodies, advisories, hubs, centers, collaboratives, and other entities inside and outside of the community college system that are currently active with this industry sector (including the Perkins collaborative and advisories). Identify the gaps, overlaps, and opportunities for improvement and discuss plans to leverage, partner or navigate them and to transition assets into the current structure.

4. Describe the opportunity for more effective communication and collaboration with an array of constituents, ranging from the CCCCO, the regional consortia leadership, Centers, community college faculty, K-12 and 4-year partner education institutions, the workforce system, credentialing bodies and trade associations, public policy stakeholders, and any other interested parties.

5. Based on the regions that have selected this industry sector as priority or emerging (see Appendix C for Priority/Emergent Sectors by Regions) describe your efforts and focus for each sector.

RESPONSE TO NEED *(Narrative – Limited to 12 Pages, 1" margins, single or double-spaced, 12 pt. Arial font)*

Within the response to need it is the expectation that this narrative section will relate to all the required objectives within the section below and how they will respond to the statewide need within a specific industry sector to act as a workforce systems integrator, identifying and connecting needs and resources. Descriptions of design and delivery systems, organizational structures, collaborative structures should be included as part of the response. In accordance with the legislature's requirements in technical assistance and logistic support, provide a concrete enumeration of the ways the project will collaborate with CCCCO to advance industry sector strategies, regional development, accountability-based performance metrics, alignment with statewide LaunchBoard initiative, and the adoption of effective workforce and economic development practices.

OBJECTIVES

The Sector Navigators with support from their associated Hub, Advisory Committee, and Collaboratives, in collaboration with CCCCO will respond to the statewide need within their industry sector to act as workforce systems integrators, identifying and connecting needs and resources, and designing and responding to outcomes that directly and indirectly move the needle on student success and student wage gains. Additionally the Sector Navigators will support and strengthen their selected sector by:

1. Providing technical assistance, and logistical support to statewide and regional projects with clear outcomes to advance sector strategies, regional development, accountability-based performance metrics, alignment with statewide LaunchBoard initiative, and the adoption of effective workforce and economic development practices.

2. Identifying and advocating programmatic priorities -- with consideration for common metrics and accountability measures – in consultation with regional and statewide advisory bodies. Structuring at least one statewide or multi-region advisory body – where business representation is at least 50%.

3. Acting as first point of contact for statewide industry organizations and employers with the intent of assisting engagement with the community college system by making use of regional consortia and/or other organizations to respond to sector needs, representing the Chancellor's Office at state-level meetings and

workgroups and facilitating business/industry connection with college programs, and other duties as appropriate.

4. Acting as sector expert staying current with industry workforce development needs, trends, and funding opportunities in order to provide expert guidance to the Chancellor's Office, regional consortia and regional sector-specific centers. While concurrently possessing knowledge of community college regulations, processes and practices in order to effectively deliver common metrics and accountability measures.

5. Funding and cultivating collaborative communities so that practitioners and/or faculty can collaborate and provide peer-to-peer knowledge exchange in areas of common interest with a specific objectives timelines and outcomes for improvement within the sector

6. Support sector partnerships through shared HUB services including marketing, website development/maintenance, meeting logistics, data collection/reporting, and internal analysis of effectiveness.

7. Assisting regional consortia and centers meet the needs of their particular industry sector in evaluating impact of their sector on the region's economy, assistance in the formation of workforce development networks, and development of contract and fee-supported approaches for meeting workforce development needs in their sector.

PROJECT MANAGEMENT PLAN

Management is an important part of the success of any project. It is therefore necessary that the following be included as part of the management plan within the application:

NOTE: The Sector Navigator role is a key talent role for the system and is expected to be minimally 80% of a position. However the RFA gives the flexibility to fund up to a 100%. For this reason no individual can hold more than one key talent role for the system.

- **Management Narrative** *(Narrative – Limited to 7 Pages)*

    1. Explain the Sector Navigator's professional experience in this sector, including direct work experience, specific expertise, existing networks and partnerships; major accomplishments in both the public and private sector work; and recognition or awards that serve as a testimony to subject matter expertise.

    2. Describe the Sector Navigator's past successes in creating educational products and/or services that address skills gaps for industry, including

but not limited to development and adoption of curriculum (be sure to highlight any experience at the community college level). What needed to be achieved? What were the outcomes attributable to the Sector Navigator's efforts?

3. Describe how the Sector Navigator has taken a leadership role in creating a vision, identifying opportunities, and acquiring resources to organize cross-organizational and cross-functional teams to achieve a common set of goals.

4. Describe the Sector Navigator's experience in outcome-centric environments/projects with strong emphasis on data collection, performance baselining, measurement, reporting and analysis.

5. Discuss curricular challenges facing the Industry Sector applied for – within the community college tier of education; between tiers of education, and between higher education and industry.

6 Describe the Sector Navigator's knowledge of the following systems:

   ➢ SB 1440 Transfer Model Curriculum (TMC):
   http://www.ccccurriculum.net/associate-degrees-for-transfer/

   ➢ Course Identification Numbering System (C-ID):
   http://www.ccccurriculum.net/c-id/

   ➢ Curriculum Inventory 2.0: **http://curriculum.cccco.edu/**

   ➢ Program and Course Approval Handbook:
   http://www.ccccurriculum.net/compliance-2/pcah/

   ➢ New CTE standards of the California Department of Education:
   http://www.cde.ca.gov/ci/ct/sf/

7. Describe the responsibilities and the amount of time the Sector Navigator will be devoting to the project activities.

● **Management (Misc.)**

1. Provide an organizational chart for operating the project.

2. Provide the Sector Navigator's resume.

3. Provide three references from industry attesting to the Sector Navigator's productivity in workforce development.

REPORTING REQUIREMENTS

Year-to-Date Expenditures and Progress Report

Each allocation recipient is required to submit quarterly Year-to-Date Expenditure and Progress Reports via an online reporting system (see Calendar of Key Dates, Section I or Appendix A, Article I, Section 4, for quarterly reporting due dates and terms). No negative numbers are allowed within quarterly reports since the Chancellor's Office allows for liberal budget movement quarterly (see Article I, Section 2, Budget Changes) and has an online process for those budget changes that require Project Monitor approval.

Year-to-Date Expenditure and Progress Reports not certified by the due date (see Article I, Section 4. Reporting) will be paid in the subsequent payment cycle. If the final report is not received and approved by December 31, 2014 the allocation recipient can lose up to 10% of their funding.

Accountability Reporting

The accountability for and measurement of grant activities administered through CCCCO's Workforce and Economic Development Division is based on the ARCC 2.0 framework and augments that work because the Division's grants span in scope from middle schools through community college as well as post community college into the workforce. Three categories of measures have been included:

- Quality of service (applies to key talent roles)
- Leading indicators of curriculum alignment to labor market needs
- Student momentum points

Depending on the performance requirements of the funding stream from which the grant originated, certain measures within these three categories will become more relevant, but the overriding objective of moving the needle on student outcomes remains, rather than the prior practice of monitoring activities and outputs.

With this unified framework of common metrics and accountability measures, funding and program decisions can be more data-driven and evidence-based given what works in moving students towards success.

All applicants for this RFA agree that they have read the following document and its links, and will be able to set up systems in 2013-14 and report in 2014-15 in order to meet the accountability and measurement of grant activities.

Refer to the document entitled *Common Metrics and Accountability Measures* (see Appendix D).

REFERENCE MATERIALS

Legal Terms and Conditions Article I & II (Appendix A)

Application Forms and Checklist (Appendix B)

Guidelines, Definitions and Allowable Expenditures (Appendix C)

Common Metrics and Accountability Measures (Appendix D)

SB 1402 – California Community Colleges Economic and Workforce Development Program

http://www.leginfo.ca.gov/bilinfo.html

The Chancellor's Office Doing What Matters website contains a variety of documents and input from the field used to design the RFAs going out competitive this year. If you are interested in reading these documents they may be found at:

http://doingwhatmatters.cccco.edu/PromoteStudentSuccess/RFAProcess.aspx

TERMS AND CONDITIONS

The grant shall consist of this Grant Agreement face sheet and the Grantee's application, with all required forms. The RFA Specification and the Grant Agreement Legal Terms and Conditions, as set forth in the RFA Instructions are incorporated into this grant by reference.