Request for Applications

Instructions, Specification, and Terms & Conditions

Program

Deputy Sector Navigator Grant – East Bay Economic Region Only

Sector:

Information & Communication Technologies (ICT)/Digital Media

RFA Specification Number

14-158

Program and Funding Fiscal Year

2014-2015

Funding Source

California Community Colleges
Economic and Workforce Development Program (SB 1402, Lieu)

RFA Release Date: Monday, March 03, 2014

Application Deadline

Applications must be received electronically at the Chancellor's Office by **5:00 p.m**. on **Monday, April 14, 2014**

Questions

Written questions concerning the specifications in this Request for Applications must be submitted by e-mail to **asingleton@cccco.edu**

Table of Contents

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

Appendix A
> Grant Agreement
>> Article I: Program-Specific Legal Terms and Conditions
>> Article II: Standard Legal Terms and Conditions

Appendix B
> Application Forms (Excel Spreadsheet)

Appendix C
> Application Templates

Appendix D
> Guidelines, Definitions and Allowable Expenditures

Appendix E
> Common Metrics and Accountability Measures

Chancellor's Office, California Community Colleges

RFA Instructions

A. Introduction

This document contains general instructions, procedures, formats, and timelines for submitting grant 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 grant for which funding is sought.

B. Program Overview

California Community Colleges Economic and Workforce Development Program (SB 1402, Lieu)

Existing law, up to January 1, 2013, established 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, align resources to foster cooperation across workforce education and service delivery systems, and build 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 states 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 the Deputy Sector Navigator Package grant is available through the California Community Colleges Economic and Workforce Development Program SB 1402 (Lieu),. This funding includes:

SB 1402 Deputy Sector Navigator: $200,000 (requires dollar-for-dollar match)

NOTE: First use of Deputy Sector Navigator funding will pay for salaries, supplies and other expenditures that support the Deputy Sector Navigator candidate. This salary cannot be higher than the salary scale for an equivalent director or project manager in the fiscal agent district. Second use of this funding source will support and improve regional workforce training within the sector for entry level and incumbent workers.

RFA Identification

14-158   Information & Communication Technologies (ICT)/Digital Media Sector (Maximum Award: 1)

Deputy Sector Navigator operating from fixed asset facilities previously developed with Economic and Workforce Development Program funding (previously center grants), must utilize those assets in fulfilling the regional objectives of this grant.

D.   Eligibility

Only California Community College districts are eligible to apply. In addition, only those applicants that have the Deputy Sector Navigator candidate identified may apply. It is preferred that the candidate/District be proximate to and have existing relationships with prominent ICT firms within the region. At the discretion of the Chancellor's Office, an interview with the Deputy Sector Navigator may be required prior to final selection.

The intent of this grant is to target investment at priority and emergent sectors as chosen by each of the ten regions of the State and meet the intent of specific objectives of the Economic and Workforce Development Program and the Career Technical Education Pathways Program. The allocated funding for Deputy Sector Navigator Package grants has been determined by this regional selection. It is a requirement of the Chancellor's Office that the applications will match one of the priority or emergent sectors chosen by the region in which the applicant is applying and that the fiscal agent is one of the Districts within that region. See Appendix C – Deputy Sector Navigator – Allocation of Available Grants to determine allocation of the 66 grants within sectors, regions and eligible fiscal agents. Sectors are identified as Far North, North, Bay Area, Interior Bay Area, Central Valley, South Central Coast, Los Angeles, Orange, Desert/Inland Empire, and San Diego/Imperial.

The Deputy for East Bay ICT will serve the Bay Area macro region and shall serve the sector in partnership with other Deputy Sector Navigators awarded in-region.

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 reissued for competitive bid.

E.   Performance Period

The performance period for the 2014-2015 application is from July 1, 2014 through June 30, 2015. All performance under this allocation shall be completed by June 30, 2015. See listing of key dates on page 17 for final report deadlines. Final outcome and budget reporting must be submitted to the Chancellor's Office no later than August 31, 2015.

The applications may be renewed annually for up to an additional 2 years contingent upon successful completion of required outcomes and availability of funding.

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. Year one of the performance period will give some time consideration for setting up accountability structures by the Chancellor's Office and grantees. By the end of year two, for those grants renewed, the Chancellor's Office reserves the right to additionally offer for competitive bid those grants that are in the bottom quartile (25%) of performers. See **Accountability Q&A** for more information.

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.

The contact person for these Instructions and/or RFA Specification is:

Abigail Singleton via e-mail at **asingleton@cccco.edu**

G.   Bidder's Conference

Bidder's Conference specific to this RFA is accessible online

http://extranet.cccco.edu/Divisions/WorkforceandEconDev/WEDDRFAs/Additi onalRFAResourcesGRPWebinarArchives.aspx#Deputy_Sector_Navigator.

H.   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 18) and the forms provided (in Appendix B), except where a narrative format is required to prepare the project applications. Computer Facsimiles of the forms provided (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 Deputy 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.

	Maximum points
Need	10
Response to Need	10
Annual Workplan	30
Application Budget Summary/Application Budget Detail Sheet	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 stating that the Community College District will be the fiscal agent if funded and is submitting the attached application (name and RFA Specification number) for Chancellor's Office review.

3. **Contact Page**

    An Excel workbook (Appendix B) contains the contact page, budget forms and annual work plan. The first tab "Do First" of the workbook requires the applicant to fill in the following information first:

- The community college district that is applying (click twice on the district text box and choose the community college district from the provided drop down menu).

- If a college within the district is housing the project director then this college will be selected (click twice on the college text box and choose the college from the drop down menu provided). If the project director is working out of the district office (in a multi-college district) than click twice on the college text box and choose N/A out of the college menu.

After filling in the "Do First" tab, the District, applicable college, and budget allocation will auto fill within the contact page (District name only), application budget summary, application budget detail sheet and annual workplan. The contact page tab must be filled in second. After filling in the contact page, the Project Director and the Chief Business Officer name and title will auto fill within the application budget summary. These auto fill features prevent incorrect and/or inconsistent information within the application.

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 questions listed in the Need 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 7 pages, 1" margins, single- or double-spaced, 12 pt. Arial font)

The response to need is a narrative that at a minimum addresses the required objectives listed in the 'Response to Need and Objectives' sections in the RFA Specification and includes a response to the regional need within a specific industry sector. The response must describe how the Deputy Sector Navigator

will act as a workforce system integrator, identifying and connecting needs and resources.

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

8.   Annual Workplan   Maximum Points 30

a.   Objectives

Objectives should be based on the scope of the proposed project while remaining consistent with the Objectives of the RFA Specification.

List one objective per form, along with corresponding measurable outcomes, activities, timelines, and responsible individual. 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.

NOTE: While each object must be on its own form that does not preclude a single objective having activities that cover more than one page.

b.   Procedures/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.

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 yearlong or to state "ongoing."

d.   Responsible Person(s)

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 LI-3: "Alignment of a certificate with state-, industry-, nationally-, and/or employer-recognized certificate"

  Objective/Expected Outcomes:

  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 colleges within the region, where this sector has priority designation, via a collaborative community. Total number of occurrences at the end of the project is minimally five curricula upgraded for industry licensing requirement. The impact on the region will be across three colleges.

- **Example 2**

  Student Momentum Point or Leading Indicator Goal:

  Student Momentum Point MP-27: "Participated in an internship or workplace learning program in the same occupational area as the educational pathway."

  Objective/Expected Outcomes:

  Research and advisory feedback indicate that while there are a number of CNC/Machinists jobs available, our certificate completers are not job- ready for these positions. Through this grant, partnerships will be established with three large manufacturing companies in the region that will provide internships for up to 75% of the 50 students completing the advanced CNC/Machinist certificates from one of the colleges in our region. Information will be collected on these students and uploaded to the data into LaunchBoard to better understand the impact on wage-gain from these internships.

f.   Funding Source

The application is funded with SB 1402 (Lieu) California Community Colleges Economic and Workforce Development Program. The breakdown of the funding is as follows:

- SB 1402 Deputy Sector Navigator (Maximum Award: $200,000).

    Within the annual workplan, it is expected that each activity will be connected to the funding source; therefore, a column for the funding source has been added to the annual workplan.

g.   Metric Number(s)

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 No. column.

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

In order to help recipients plan objectives, activities and corresponding budgets, Appendix C – Guidelines, Definitions and Allowable Expenditures has been developed. Please review these guidelines before completing the budget summary and detail sheets.

**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: The application budget detail sheet is required within the application and must be filled in before the application budget summary as it auto fills and adds the application budget summary.

The application budget detail sheet is found within an Excel workbook in Appendix B. The budget detail sheet is filled in after completing the "Do First" and "Contact Sheet" tabs within the workbook. These two tabs will auto fill the applicable sections of the application budget detail sheet and application budget summary (preventing errors). The application budget detail sheet must include the cost of each budget classification requested indicating specific rates and amounts. It is expected that this breakdown will be highly detailed.

Application Budget Summary: After completing the application budget detail sheet, the application budget summary within the Excel workbook will be fully filled in via the auto fill features. The application budget summary is to be signed by the Project Director 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 funding allocated under SB 1402 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 to determine the 4% indirect cost rate:

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

Example: $300,000 - ($300,000/1.04) = $11,539
Total grant: = $300,000 = $288,461+ $11,539

NOTE: In relation to match there is no 4% indirect taken even though the standardized forms list the 4% indirect line.

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 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 of the Project Monitor by sending in the above-mentioned form via e-mail for approval. The State travel form and corresponding questions and answers regarding the form go to the following http and look on the left-hand side of the page under Out-of-State Travel Information.

d.   **Deputy Sector Navigator Fund Allocation**

The Deputy Sector Navigator role is expected to be a single individual in a full-time position (no less than 80%). Budgeting of 80-100% of a Deputy Sector Navigators time must be shown on the budget detail sheet. This salary cannot be higher than the salary scale for an equivalent director or project manager in the fiscal agent district.

10.   Project Management   **Maximum Points 20**
*(Narrative – Limited to five 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 narrative consisting of a response to questions, an organizational chart, resume of Deputy Sector Navigator, and industry references will be required. The organizational chart, resume and industry references do not count as part of the five-page narrative limit.

NOTE: Only those applications that have the Deputy Sector Navigator candidate identified may apply. The Deputy Sector Navigator role is expected to be a single individual in a full-time position (no less than 80%).

11.   Dissemination   **Maximum Points 5**
*(Narrative – Limited to one page, 1" margins, single- or double-spaced,
12 pt. Arial font)*

Describe how the Deputy Sector Navigator grant will distribute grant materials or products to the State Navigator, other Deputy Sector Navigators within the same sector, 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 state and regional venues.

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

Overall feasibility of the project 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.

For this RFA, it is preferred that the candidate/District be proximate to and have existing relationships with prominent ICT firms within the region. This will be a consideration under feasibility.

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)   Application Budget Summary must be signed by the district's Chief Business Officer (or authorized designee) and the Deputy Sector Navigator.

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 or PDF format for documents requiring a signature and e-mailed to **deputynavigator@cccco.edu** by **5:00 p.m., Monday, April 14, 2014**. Applications e-mailed to any address other than listed will not be accepted. Any questions should be addressed to.

Submit substantive questions in writing or via e-mail to: Abigail Singleton via e-mail at **asingleton@cccco.edu**.

The maximum size for all attachments sent within an individual e mail to the Chancellor's Office is 10 mb. The Chancellor's Office suggests that applicants check to see what their servers allow for attachments when sending documents.

NOTE: Within two business days after receiving an application via e-mail the Chancellor's Office will send an e-mail receipt. If after this timeframe the applicant does not receive a receipt they should contact **Abigail Singleton** to confirm receipt of their application.

I.   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 not received at the Chancellor's Office via electronic submittal later than **5:00 p.m**. on **Monday, April 14, 2014** or sent to the wrong e-mail address.

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

3.   The fiscal agent is not a Community College District

4.   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.

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 7 pages)

g.   Annual Workplan

h.   Application Budget Summary
(Deputy Sector Navigator 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)

5.   All required application documents are not submitted in one e-mail.

6.   The candidate has not been determined for the Deputy Sector Navigator position.

7.   The Deputy Sector Navigator position does not meet the criteria of a single individual in a full-time position (no less than 80%)

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

9.   The Deputy Sector Navigator application does not match a sector identified in the region they are applying for and/or the fiscal agent (District) does not match the region applied for (see Appendix C, Deputy Sector Navigator - Allocation of Available Grants).

10.   Application Budget Detail Sheet exceeds individual amount per source of fund as seen below and/or application budget summary exceeds the total allocation of $200,000.

♦   SB 1402 – Deputy Sector Navigator: $200,000 (requires-for-dollar match)

The dollar-for-dollar match is not met for any funding requested for the Deputy Sector Navigator (maximum $200,000).

J. Calendar of Key/Reporting Dates
Key Dates

Monday, March 03, 2014	RFA Released
	Bidder's Conference (Webinar) The Bidder's Conference specific to this RFA is accessible online

> **http://extranet.cccco.edu/Divisions/WorkforceandEconDev/WEDDRFAs/AdditionalRFAResourcesGRPWebinarArchives.aspx#Deputy_Sector_Navigator**

Friday, March 14, 2014	Deadline for Submitting Intent to Apply Letter
Monday, April 14, 2014	Deadline for Submitting Application
Wednesday, April 30, 2014	Notification of Intent to Award
Wednesday, May 14, 2014	Appeal Deadline
May 19-20, 2014	Board of Governors Approval (grants over $100,000)
July 1, 2014	Grant Commencement

Reporting Dates (Year One)

October 25, 2014	1st Quarter Year-to-Date Expenditure and Progress Report due
January 25, 2015	2nd Quarter Year-to-Date Expenditure and Progress Report due
April 25, 2015	3rd Quarter Year-to-Date Expenditure and Progress Report due (last day for Annual Workplan amendments)
June 30, 2015	Projects Completed
July 25, 2015	4th Quarter Year-to-Date Expenditure and Progress Report due
August 31, 2015	Final Narrative Performance Reports and Final Report of Expenditures due for the 2013-14 fiscal year

RFA Specification

RFA Specification No.: 14-158

RFA Title: Deputy Sector Navigator Grant – East Bay Economic Region Only

Sector: Information & Communication Technologies (ICT)/ Digital Media

Funding Source: California Community Colleges Economic and Workforce Development Program (SB 1402, Lieu)

Funding Period: July 1, 2014 through June 30, 2015

Total Funds Available: $200,000 (1 maximum award: $200,000 - see above)

This grant serves the priority and emergent sectors selected by the Bay Area macro region applicable to the East Bay economic region for funding up to one Deputy Sector Navigator grant (maximum $200,000 with dollar-for-dollar matching). In-Region Investment grants are linked to awards made for Deputy Sector Navigator grants and cannot be awarded separately

Required Match: The Deputy Sector Navigator funding requires a dollar-for-dollar match ($200,000)

Number of Awards: One

Deputy Sector Navigators operating from fixed asset facilities previously developed with EWD funding (previously center grants) must utilize those assets in fulfilling the objectives of this grant on a regional basis. The funding identified for this grant supports the objectives identified in this grant.

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;

- Senate Bill 70 but now reauthorized as Senate Bill 1070 (Steinberg) effective fiscal year 2013; and

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

The division collaborates with employers and industries, organized labor, the workforce system, local communities, 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 five pages, 1" margins, single- or double-spaced, 12 pt. Arial font)

As a part of completing the mission of the Economic and Workforce Development Program (SB1402), it is the intent of the Legislature that programs and services provided are flexible and responsive to the needs identified through the 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 awards for Deputy Sector Navigator with linked funding for SB 1402. The following questions will be responded to in order to identify the regional need within the chosen sector:

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

2.   Discuss curricular challenges and opportunities with respect to skill gaps facing your regional industry sector including the relationship between available workforce and employer need - within the community college tier of education and between higher education and industry. Discuss efforts to establish and articulate career pathways in this sector for region-wide stackable certificates across multiple colleges and districts, strategies as they relate to a new candidate pool or incumbent workers.

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 in-region for this industry sector. Identify the gaps, overlaps, and opportunities for improvement and discuss plans to leverage assets into the current structure.

4.   Describe the opportunity for more effective regional communication and collaboration with constituents, including the regional consortia leadership, community college faculty and administration, K-12 and 4-year partner education institutions, the workforce system, trade associations, and other interested parties.

5.   Discuss your plans for partnering and avoiding duplication to serve the macro-region region of Bay Area/East Bay if there is another Deputy Sector Navigators for your sector in your macro-region (see **www.doingwhatmatters.cccco.edu** under Contact Us).

RESPONSE TO NEED
(Narrative – Limited to 7 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 the Deputy Sector Navigator will respond to the regional 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.

OBJECTIVES/OUTCOMES

Deputy Sector Navigator package funding is to be used to coordinate and collaborate regionally, and to develop effective sector partnerships with employers, regional consortium, community colleges, high schools, ROPs, Workforce Investment Boards (WIBS), and other regional organizations to ensure a skilled workforce in support of the regional economy and industry sector and to establish career pathways for the regional community into those regional economies.

The grantee will support and improve regional workforce training within the sector for entry level and incumbent workers; and partner with regional employers, community colleges, high schools and Regional Occupation Centers and Programs (ROCPs) on curriculum and certificate development and program alignment, and offering contract education, credit, and non-credit training.

The Deputy Sector Navigator will work collaboratively in a network comprised of the statewide sector navigator and other Deputy Sector Navigators within the sector. The Deputy Sector Navigator will work collaboratively with the Chair and/or Co-Chairs of the Regional Consortia to align the needs of sector employers with the program and curriculum offered by colleges within the regional consortium. Additionally, the Deputy Sector Navigator will work with the Regional Consortium, and individual colleges within the region offering courses and programs within the sector, to develop faculty collaboratives, connect programs and employers, and promote and strengthen curriculum and program alignment.

1.   The Deputy Sector Navigator will work with employers, industry and labor organizations, and Workforce Investment Boards within the region to determine gaps in the workforce; promote integration of workforce training and employment; strengthen programs within the sector at regional colleges and high schools; provide incumbent worker training; promote opportunities for contract education and faculty professional growth; and thereby, promote and support growth of the sector within the regional economy.

2.   Gaps within the workforce will be identified and prioritized and strategies developed and implemented using SB 1402 funding. Examples of strategies to address workforce gaps include: creating community collaboratives, professional development opportunities, curriculum development, articulation of curriculum in a career pathway, career lattice, or in a system of stackable credentials, career guidance module development, seminars, workshops, and collaboration between faculty, with an outcome of integrating the needs of employers and addressing within the curriculum and programs the job skills and competencies required for employment and advancement.

3.   The Deputy Sector Navigator will work with representatives of business, labor, and professional trade associations to develop and implement courses and programs to train incumbent workers in the regional industry sector. 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. Sector

strategies may be implemented using articulated career pathways or career lattices and a system of stackable credentials. Curriculum will be offered through a variety of methods including credit, non-credit, or contract education depending on the needs of the employer.

4.   The Deputy Sector Navigator will collect and report data on all required accountability measures working with common metrics and accountability measures, and working with the statewide LaunchBoard initiative.

5.   The Deputy Sector Navigator will coordinate to serve the macro-region in partnership with any other Deputy Sector Navigator if there is more than one in a macro-region.

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 Deputy Sector Navigator role is expected to be a single individual in a full-time position (no less than 80%). However the RFA gives the flexibility to fund up to100%.

Management Narrative
(Narrative – Limited to five pages)

1.   Explain the Deputy 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 Deputy 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 were the goals? What were the outcomes attributable to the Deputy Sector Navigator's efforts?

3.   Describe how the Deputy 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 Deputy Sector Navigator's experience in outcome-centric environments/projects with strong emphasis on data collection, performance base lining, measurement, reporting and analysis.

5.   Describe how the Deputy Sector Navigator will manage the project in order to leverage personnel, in-kind funding and network connections for project success.

6.   For those Deputy Sector Navigators who currently are operating from fixed asset facilities previously developed with Economic and Workforce Development funding

(previously center grants), describe how you will utilize those assets in fulfilling the regional objectives of this grant.

Management (Misc.)
(The following does not count as part of the narrative page count.)

1.   Provide an organizational chart for operating the project;

2.   Provide the Deputy Sector Navigator's resumé; and

3.   Provide three references (in the form of letters attached to the application) from industry attesting to the Deputy Sector Navigator's successful experience 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 August 31, 2015 the allocation recipient can lose up to 10% of their fundingval.

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. However, it expands that framework 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;
- Leading indicators of curriculum alignment to labor market needs; and
- 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 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.

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

REFERENCE MATERIALS

Legal Terms and Conditions, Articles I & II (Appendix A) Application Forms and Checklist (Appendix B)

Guidelines, Definitions and Allowable Expenditures (Appendix C) Common Metrics and Accountability Measures (Appendix D)

California Community Colleges Economic and Workforce Development Program (SB 1402, Lieu)

   (**http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_1401-1450/sb_1402_bill_20120917_chaptered.pdf**)

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.