

**GRANT SUB-AGREEMENT BETWEEN  
RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT  
AND  
*Stephen A Wright, LLC***

This grant sub-agreement (hereinafter "Agreement") is entered into this 11<sup>th</sup> day of June 2018, between Rancho Santiago Community College District (hereinafter "RSCCD") and the Stephen A. Wright, LLC (hereinafter "SUBCONTRACTOR"). RSCCD and SUBCONTRACTOR may be referred to individually as a "Party" and collectively as the "Parties" in this Agreement.

WHEREAS, RSCCD was awarded the "Sector Navigator – Information Communications Technology/Digital Media" RFA # 18-158 (hereinafter "Grant"), from the California Community Colleges Chancellor's Office, Economic and Workforce Development Division, to implement a statewide project to develop California community colleges' information communications technology and digital media programs to improve alignment with employers and industry and ensure students' preparation for careers and continued study in these fields.

WHEREAS, RSCCD has the right to enter into agreements with outside entities for various services with the approval of the Board of Trustees; and

WHEREAS, SUBCONTRACTOR has agreed to participate in the purpose of the Grant according to the terms and conditions hereinafter set forth;

NOW, THEREFORE, the Parties hereby agree as follows:

**ARTICLE I**

**1. Statement of Work**

SUBCONTRACTOR will implement the Grant as described in the attached Statement of Work, Exhibit A – Fiscal Year 2018/19 Information Communications Technology/Digital Media Sector Navigator Application. SUBCONTRACTOR agrees to comply with all provisions, to perform all work, and to provide all services set forth in this Agreement and the aforementioned Statement of Work in a professional, timely and diligent manner.

**2. Period of Performance**

The period of performance for this Agreement shall be from July 1, 2018, through June 30, 2019.

**3. Total Cost**

The total cost to RSCCD for performance of this Agreement shall not exceed \$172,000 USD.

**4. Budget**

SUBCONTRACTOR agrees that expenditure of funds under this Agreement will be in accordance with the Budget presented in the Scope of Work (*Exhibit A*) submitted by the SUBCONTRACTOR and approved by RSCCD, which by reference is incorporated into this

Agreement. Modifications to the budget are allowed without prior approval, as long as the total dollar amount is not affected, and the outcomes of the Agreement will not be materially affected.

5. **Payment**

SUBCONTRACTOR will submit upon RSCCD's receipt invoice for that disbursement. RSCCD shall make reimbursement payments as long as the total payments under this Agreement do not exceed the amount listed above under Article I.3. "Total Costs".

6. **Invoices**

SUBCONTRACTOR will submit invoices to receive payment for work performed for this Agreement. Invoices should include the Agreement number (refer to footer) and be submitted no more frequently than monthly, and, preferably, at least on a quarterly basis. Invoices should be submitted to the following address:

Rancho Santiago Community College District  
ATTN: Sarah Santoyo, Director of Grants  
2323 North Broadway, Suite 350  
Santa Ana, CA 92706

7. **Reporting**

SUBCONTRACTOR will be responsible for completion and submission of project reports as required by the Grant Legal Terms and Conditions, and summarized below:

*Quarterly Reports* are due: 1st Quarter – October 25<sup>th</sup>; 2nd Quarter – January 25<sup>th</sup>; 3rd Quarter – April 25<sup>th</sup>; and 4th Quarter – July 25<sup>th</sup>.

*Final Report* is due August 31, 2019.

8. **Expenditure of Grant Funds**

SUBCONTRACTOR agrees to comply with all Grant requirements and that it is solely responsible for the appropriate expenditure of all Grant funds received and for any misappropriation or dis-allowment of Grant funds.

9. **Time Extensions**

RSCCD will not be requesting a time extension for program activities from the PRIME SPONSOR. As a result, SUBCONTRACTOR will not be granted an extension. Therefore, SUBCONTRACTOR must spend all of the funds allocated through this Agreement within the timeframe of the Agreement. Under this Agreement, SUBCONTRACTOR will only be reimbursed for expenses that are incurred on or prior to **June 30, 2019**.

10. **Independent Contractor**

SUBCONTRACTOR agrees that the service provided hereunder are rendered in its capacity as an independent contractor and that it is not in any way an agent of RSCCD, nor shall its employees be entitled to any personnel benefits of RSCCD whatsoever.

**11. Subcontract Assignment**

Unless specifically noted in the Scope of Work (*Exhibit A*), none of the duties of, or work to be performed by, SUBCONTRACTOR under this Agreement shall be sub-contracted or assigned to any agency, consultant, or person without the prior written approval by RSCCD. No subcontract or assignment shall terminate or alter the legal obligation of SUBCONTRACTOR pursuant to this Agreement.

SUBCONTRACTOR shall insure that all subcontracts for services and contracted staff are procured in a manner consistent with state SUBCONTRACTOR guidelines. SUBCONTRACTOR shall itemize all sub-contractor and contracted staff costs in the budget so it is clear how the funds will be allocated and spent by SUBCONTRACTOR. By entering into this Agreement SUBCONTRACTOR agrees that it is the direct provider of intended services. Upon request, SUBCONTRACTOR shall submit to RSCCD copies of all sub-contracts for services and contracted staff, and other agreements, as well as documentation indicating the approving authority's approval, that relate to this Agreement.

**12. Record Keeping**

SUBCONTRACTOR agrees to maintain project records for possible audit for a minimum of three (3) years after final payment or until any audit findings have been resolved, unless a longer period of records retention is stipulated.

**13. Audit**

SUBCONTRACTOR agrees that RSCCD, the Chancellor's Office, the Bureau of State Audits, any other appropriate state or federal oversight agency, or their designated representative(s), shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. SUBCONTRACTOR agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, SUBCONTRACTOR agrees to include a similar right of RSCCD, the Chancellor's Office, the Bureau of State Audits, any other appropriate state or federal oversight agency, or their designated representative(s) to audit records and interview staff in any subcontract related to performance of this agreement.

**14. Mutual Indemnification**

Both parties to this Agreement shall agree to defend, indemnify, and hold harmless the other party, its officers, agents, employees, and volunteers, from and against all loss, cost, and expense arising out of any liability or claim of liability, sustained or claimed to have been sustained, arising out of activities, or the performance or nonperformance of obligations under this Agreement, of the indemnifying party, or those of any of its officers, agents, employees, or volunteers. The provisions of this Article do not apply to any damage or losses caused solely by the negligence of the non-indemnifying party or any of its agents or employees.

**15. Termination**

Either party may terminate this Agreement, with or without cause upon thirty (30) days written notice served upon the other party. Notice shall be deemed served on the date of mailing. Upon termination, or notice thereof, the parties agree to cooperate with one another in the orderly transfer of contract responsibilities, records, and pertinent documents.

The obligations of RSCCD under this Agreement are contingent upon the availability of State funds, as applicable, for the reimbursement of SUBCONTRACTOR expenditures, and inclusion of sufficient funds for the services hereunder in the budget approved by the RSCCD Board of Trustees each fiscal year this Agreement remains in effect. In the event that such funding is terminated or reduced, RSCCD shall provide SUBCONTRACTOR with written notification of such determination.

**16. Disputes**

In the event of a dispute between the Parties, the aggrieved Party shall notify the other Party and provide a detailed description of the alleged problem. The Parties agree to use reasonable efforts to resolve such dispute by good faith negotiations and mutual agreement. In the event such informal resolution is not successful within a reasonable period of time, the Parties hereby agree that such dispute will be resolved in the manner specified below.

Except as otherwise provided in this Agreement, any dispute concerning any question arising under this Agreement shall be decided by RSCCD and/or the PRIME SPONSOR. In such a case, the decision shall be reduced to writing and a copy thereof shall be mailed or otherwise furnished to SUBCONTRACTOR. The decision shall be final and conclusive unless within thirty (30) calendar days from the mailing or delivery of such copy, RSCCD receives from SUBCONTRACTOR a written request to appeal said decision. Pending final decision of the appeal, SUBCONTRACTOR shall act in accordance with the written decision of RSCCD or the PRIME SPONSOR, whichever is the final arbiter of the dispute. The handling of non-criminal complaints, including discrimination complaints, and complaints and reports of criminal fraud, waste and abuse shall be as prescribed by the State of California, and/or the PRIME SPONSOR, whichever is applicable, in accordance with applicable provisions of the Code of Federal Regulations.

**17. Notices**

All notices, reports and correspondence between the Parties hereto respecting this Agreement shall be in writing and deposited in the United States Mail, postage prepaid, addressed as follows:

RSCCD:

Enrique Perez, J.D., Project Administrator  
Rancho Santiago Community College District  
2323 North Broadway, Ste. 350  
Santa Ana, CA 92706-1640  
[perez\\_enrique@rsccd.edu](mailto:perez_enrique@rsccd.edu)  
(714) 480-7460

**SUBCONTRACTOR:** **Stephen A Wright, LLC**  
Attn: Stephen A. Wright  
1696 La Jolla Drive  
Thousand Oaks, CA 91362  
Steve@wrightca.com  
(805) 231-8444

**18. Amendments**

This Agreement may be modified or revised at any time by the Parties as long as the amendment is made in writing and signed by an authorized official of both Parties.

**ARTICLE II**

**1. Legal Terms and Conditions**

This Agreement will be implemented in accordance with the conditions defined in the Grant Agreement, RFA Specifications and the Grant Agreement Legal Terms and Conditions (Articles I, Rev. 01/2018 and Article II, Rev. 05/2014), as set forth and incorporated into this Agreement by reference. As the Grant is contingent upon the availability of funds, and is subject to any additional restrictions, limitations, or conditions enacted in the State Budget and/or Executive Orders that may affect the provisions, terms, or funding of this Agreement in any manner, RSCCD may modify this Agreement through an amendment, as needed. SUBCONTRACTOR agrees to expend all funds in accordance with all applicable federal, state and local laws and regulations.

[NOTE: Articles I and II (Exhibit C) serve as a reference for the general Grant terms and conditions. The payment and reporting terms in the Articles pertain only to RSCCD. The payment terms and reporting requirements for the SUBCONTRACTOR are in this Agreement under Articles I.5. "Payment" and I.7. "Reporting".]

**2. Assurances**

By signing this Agreement, the Parties certify that they comply with the Legal Terms and Conditions as described in Article II (Rev. 5/2014) regarding Standards of Conduct, Workers' Compensation Insurance, Participation in Grant-Funded Activites, the Non-discrimination Clause, Accessibility for Person with Disabilities and Drug-Free Workplace Certification.

This Agreement represents the entire understanding between RSCCD and SUBCONTRACTOR with respect to the Grant. No change, modification, extension, termination or waiver of this Agreement, or any of the provisions herein contained, shall be valid unless made in writing and signed by duly authorized representatives of the Parties hereto.

IN WITNESS WHEREOF, the Parties hereto certify that they have read and understand all the terms and conditions contained herein and have caused this Agreement to be executed as of the day that both Parties have signed the Agreement.

RANCHO SANTIAGO COMMUNITY  
COLLEGE DISTRICT

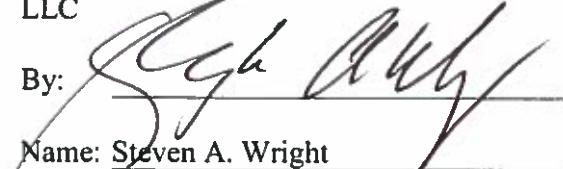
By: 

Name: Peter J. Hardash  
Vice Chancellor  
Title: Business Operations/Fiscal Services

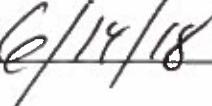
Date: 

Board Approval Date: June 11, 2018

SUBCONTRACTOR: Stephen A Wright,  
LLC

By: 

Name: Steven A. Wright  
Title: Manager

Date: 

EIN/TIN: 81-2592903

**Request for Taxpayer  
 Identification Number and Certification**

Give Form to the  
 requester. Do not  
 send to the IRS.

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return)	
	Stephen A. Wright, LLC	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification:	
	<input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate	
	<input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ► <b>P</b> <input type="checkbox"/> Exempt payee	
	<input type="checkbox"/> Other (see instructions) ►	
	Address (number, street, and apt. or suite no.) <b>1696 La Jolla DR</b>	Requester's name and address (optional) <b>Rancho Santiago Community College Dist</b>
City, state, and ZIP code <b>Thousand Oaks, CA, 91362</b>	<b>2323 N Broadway</b>	
List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number							
<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>

Employer identification number									
<b>8</b>	<b>1</b>	-	<b>2</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>9</b>	<b>0</b>	<b>3</b>

**Part II Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below).

**Certification Instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

Sign  
Here

Signature of  
U.S. person ►

Date ►

*5-12-14*

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Purpose of Form**

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

## EXHIBIT A



**RANCHO SANTIAGO**  
Community College District

*Building the future through quality education*

2323 North Broadway • Santa Ana, CA 92706-1640 • (714) 480-7300 • [www.rsccd.edu](http://www.rsccd.edu)

Santa Ana College • Santiago Canyon College

March 9, 2018

**Executive Vice Chancellor, Van Ton-Quinlivan**  
Workforce and Digital Futures  
Workforce and Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street, Suite 4400  
Sacramento, CA 95811

**RE: Rancho Santiago Community College District's proposal to serve as the host of the Sector Navigator – Information & Communications Technologies (ICT) and Digital Media (RFA No. 18-158)**

Dear Esteemed Executive Vice Chancellor:

Rancho Santiago Community College District has hosted the Sector Navigator – Information & Communications Technologies (ICT)/Digital Media since the initial rollout of the *Doing What Matters* Framework in 2013. We are committed to supporting Mr. Stephen Wright's leadership as the Sector Navigator for the ICT/Digital Media sector. Mr. Wright has achieved much over the past five years: e.g., established sustainable ICT pathways that have been adopted by 80% of the colleges in the state, produced a Digital Media Educators Conference every year, and built a diverse network dedicated to improving community college ICT and digital media programs to address critical workforce development needs and to provide students equitable access to high-wage, in-demand jobs in the sector. This work laid the foundation to take to scale what has proven successful, to address new critical areas for development, such as cybersecurity, and to reconfigure the approach to digital media to integrate it across sectors to be able to track impact on completion and into employment.

In 2017, Mr. Wright hosted an industry roundtable for ICT. The critical importance of cybersecurity was highlighted by all of the industry representatives in attendance, due to the growing need for cybersecurity professionals and the large number of unfilled positions. This engagement with industry galvanized Orange County to build its capacity to address this issue. Our district is invested in improving our programs in ICT and digital media, and recognizes the need for all colleges to align with industry to address workforce shortages that are occurring throughout the state.

Rancho Santiago Community College District has been able to keep pace with Mr. Wright's innovative efforts to build projects and collaborations to increase community colleges' capacity to offer high-quality ICT and digital media programs that are aligned with industry

BOARD OF TRUSTEES:

Claudia C. Alvarez • Arianna P. Barrios • John R. Hanna • Zeke Hernandez • Lawrence "Larry" R. Labrada • Nelida Mendoza • Phillip E. Yarbrough

CHANCELLOR

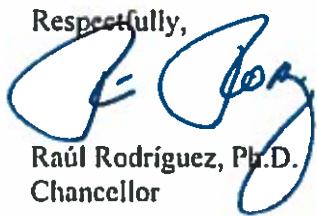
Rail Rodriguez, Ph.D.

EXHIBIT A

workforce needs. We are dedicated to providing the host services and resources to support Mr. Wright as the Sector Navigator – ICT/Digital Media to continue his data-informed, results-driven work to support community colleges' ICT and digital program development throughout the state.

We appreciate your time and consideration of our proposal, and hope to have the opportunity to contribute to this important work.

Respectfully,

A handwritten signature in blue ink, appearing to read "R. Rodriguez".

Raúl Rodríguez, Ph.D.  
Chancellor

THIS FORM MAY NOT BE REPLICATED



## APPENDIX B

### **GRANT TYPE: Statewide Sector Navigators**

The following information are linked throughout the forms package:

**DISTRICT (Grantee):** Rancho Santiago CCD

**COLLEGE:** N/A

**PROJECT:** Sector Navigator

**SECTOR (If applicable):** Info & Comm Tech (ICT)/Digital Media

**FISCAL YEAR:** 2018/19

**RFA Number:** 18-158

**FUNDING SOURCE:** Economic Development:Senate Bill 1402

**Requested Amount:** \$ 372,000

5.9 (11)

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA Number: 18-158

**CONTACT PAGE**

District:	Rancho Santiago CCD		
Address:	2323 N. Broadway St.		
City:	Santa Ana, CA	State:	CA Zip: 92706-1640
<b>District Superintendent/President (or authorized designee)</b>			
Name:	Raúl Rodríguez, Ph.D.		Phone: (714) 480-7450
Title:	Chancellor		Fax: (714) 796-3915
E-mail Address:	Rodriguez_Raul@rsccd.edu		
<b>Responsible Administrator (Should not be the same as Project Director)</b>			
Name:	Enrique Perez, J.D.		Phone: (805) 496-8583
Title:	Vice Chancellor, Educational Services		Fax: (714) 796-3921
E-mail Address:	Perez_Enrique@rsccd.edu		
<b>Project Director (Person responsible for conducting the daily operation of the grant)</b>			
Name:	Stephen (Steve) Wright (Independent Contractor)		Phone: (805) 496-8583
Title:	Sector Navigator		Fax: (714) 796-3921
E-mail Address:	Steve@wrightca.com		
<b>Person Responsible for Data Entry</b>			
Name:	Giao Dao		Phone: (714) 480-7357
Title:	Accountant		Fax: (714) 796-3933
E-mail Address:	Dao_Giao@rsccd.edu		
<b>District Chief Business Officer (or authorized designee)</b>			
Name:	Peter J. Hardash		Phone: (714) 480-7340
Title:	Vice Chancellor, Bus. Op. & Fiscal Services		Fax: (714) 976-3935
E-mail Address:	Hardash_Peter@rsccd.edu		
<b>Person Responsible for Budget Certification</b>			
Name:	Adam O'Connor		Phone: (714) 480-7321
Title:	Asst. Vice Chancellor, Fiscal Services		Fax: (714) 796-3933
E-mail Address:	Oconnor_Adam@rsccd.edu		

### Application Abstract

The proposed Sector Navigator for Information & Communications Technologies/Digital Media, Mr. Steve Wright, has built a state-wide network of stakeholders and partners—ICT/Digital Media professionals, experts, business and industry leaders, Key Talent, Regional Consortia, Deputy Sector Navigators, workforce development organizations, colleges and faculty—to make great strides in implementing the Doing What Matters Framework to improve alignment between college ICT/Digital Media programs and regional workforce needs. During his service as the Sector Navigator-ICT/Digital Media, Mr. Wright established two ICT pathways, Business Information Worker and IT Technician, with an innovative “opt-in” strategy that led to 80% and 40+ colleges adopting the pathways, respectively; established the CyberHub to help high schools offer the CyberPatriot program; promoted the NetLabs+ model to broadly increase colleges’ capacity to offer ICT courses; produced an annual Digital Media Conference; secured support for the California Tech Hire Project; cultivated relationships with business and industry leaders to be current with ICT and Digital Media industry trends that are constantly evolving due to rapid innovation in technology. This work laid much groundwork to serve as a foundation to take successful models and practices to scale to meet the critical workforce needs of the sector.

For the next cycle, Mr. Wright’s work would focus on seven major areas of focus: 1) promote strategies to integrate cybersecurity into existing ICT programs and pathways; 2) design hybrid digital media pathways that include courses from other disciplines to provide students with more options to enter high-wage, in-demand occupations that require or include digital media skills; 3) get courses in the Business Information Worker and IT-Cyber Technician Pathways C-ID approval and develop Transfer Model Curriculum for ICT and Digital Media Programs to create pathways to CSUs, as BA/BS degrees are increasingly required for advancement in the sector; 4) create articulated pathways with private and public four-year colleges and universities; 5) promote and expand CyberPatriot events as an effective means to engage high school students in the ICT sector, and as a strategy to address equity gaps by increasing those events in communities historically underserved or underrepresented in the sector; 6) work with partners to develop work experience and apprenticeship opportunities in the sector; and 7) provide professional development opportunities and produce events for faculty to keep current with the state of the industry.

Mr. Wright will continue to provide market intelligence for stakeholders, suggest FTES optimization strategies for the sector to the CIOs, engage partners in Industry Sector Projects in Common to implement industry-validated best practices and models, produce professional development opportunities, and create innovative solutions that anticipate workforce development opportunities and needs.

As in prior years, Mr. Wright will articulate the value proposition of the Doing What Matters Framework, the Strong Workforce Recommendations and Funding, and, now, the *Vision for Success* to encourage colleges and partners to see the historic opportunity for transformation of career education to improve service to students, reduce equity gaps, and contribute to workforce and economic development.

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**NEED**

- 1. Describe your understanding of the Doing What MATTERS for Jobs and the Economy (DWM) framework, its evolution with the advent on the 25 Strong Workforce Task Force Recommendations adopted the Board of Governors, and further evolution with the numerical goals established in the system's Vision for Success.**

The Doing What Matters for Jobs and the Economy program represents a major innovation in grant effectiveness for a system as large as the California Community Colleges (CCCs). Recognizing the need to combine the multiple separate funding streams for related workforce development activities, the Doing What Matters (DWM) program was able to deploy an innovative organizational structure (Sector Navigators (SNs), Deputy Sector Navigators (DSNs), Regional Consortia (RCs), and Technical Assistance Providers) that provided matrix support by specialized sector and regional focus. Utilizing various strands of funds (SB1070, SB1402, Career Pathways, etc.) many projects could receive a shared and collaborative support instead of existing in separate silos. The 25 Strong Workforce Task Force Recommendations, achieved by a statewide town-hall listening campaign, helped to further refine the specific effective steps that needed to be taken, along with a set of metrics (momentum points) that help to define progress. The DWM organization embraces the Strong Workforce recommendations and incorporated them into work-plans and projects statewide and began to achieve greater regional focus with the advent of the Strong Workforce Program (SWP) funds. The announcement of the *Vision of Success* metrics, and the refinement of the Launch-board metrics system to capture the results is now a giant leap forward in accountability and effectiveness. The CCCs are going through a process of learning and change. The DWM organization key talent are the consultants or facilitators of that change. The sequence of the programs introduced have marked a growing refinement and effectiveness for the change.

- 2. Describe your understanding of the Strong Workforce Program, the 25 recommendations set forth by the Board of Governor's Report on Workforce, Job Creation, and a Strong Economy, and the interrelationship thereof.**

The 25 SWP Recommendations have captured the perspectives of all who are involved in or benefit from the workforce education system. They are comprehensive and yet focused on achievable results. Reliance on metrics and industry approved certification are critical examples of a strategy that will be effective in a rapidly evolving economy. The SWP 25 recommendations also embrace regional collaboration not just for efficiencies of scale but for more effective engagement of regional businesses. Ultimately the 25 SWP Recommendations are more than a strategy, they are a reality of what it takes to serve the diverse and robust student population with the skills that are targeted to result in jobs and value to the employers of their region.

- 3. Describe your understanding of SB1402 and how it relates to helping colleges meet labor market demand, and outcomes for career education.**

Senate Bill 1402 established the initial California Economic and Workforce Development Program criteria to be focused on outcomes, evidence-based pathways and the needs of employers, workers and students. It also emphasized collaboration between institutions and industry to plan and validate programs. The emphasis was on the deployment of 'Centers' initially as the functional element for offering a comprehensive program of services offered by one or more colleges. Initiatives, now referred to as Sectors, were meant to support statewide organization to be deployed regionally. These original efforts captured the intent of reacting to emerging technology, provided targeted location limited improvements, but did not often scale well across 114 CCCs. SB1402 remains the basis for the Sector Navigator (SN) and Deputy Sector Navigator (DSN) grants, however the Doing What Matters (DWM) organization has greatly improved both scope and scale of the outcomes.

Through the DWM organization the SNs and DSNs were able to lay the ground work and foundation for effective regional collaboration to align programs to meet labor market demand and improve outcomes for career education. The proposed Sector Navigator-ICT/Digital Media's, Steve Wright's, work over the past five years is a testament to the scale, scope and impact of SB1402.

**Building ICT/Digital Media Pathways:** Steve worked with the Academic Senate to achieve statewide adoption of the Business Information Worker (BIW) Pathway and the IT Technician Pathway. Supporting the Academic Senate's discipline review teams with labor market information and market research, Steve was able to achieve greater support from faculty and greater alignment of curriculum with business. He is a friend and confidant to the Regional Chairs, SNs and DSNs in and outside his Sector.

**Serving as Liaison to Key Stakeholders and Decision-Makers in Education and Workforce Development:** At the request of the Assembly's Chair of the Cybersecurity Select Committee and the Chair of the Higher Education Committees and with the consent of the CCCCO, Steve represented the *Vision of Success* and extolled the assets of the CCC IT programs at the Joint Hearing of the committees on October 10, 2017. He has presented as a guest speaker at Cisco, California Department of Industrial Relations, and at the CompTia Government Relations Conference. Often the political environment that is the most challenging is the inter-collegiate and inter-departmental turf where decisions affecting students are made. Steve has navigated these political waters by sticking to the DWM goals and focusing on student outcomes, which unites people and organizations around a common purpose.

**Strategic, Data-Informed Strategies to Support Consistency in the Creation and Development of Workforce Solutions:** Steve has developed metrics based strategies and well researched consensus based solutions to address the DWM goals. The BIW and the IT Technician Pathways are strategically configured to get CTE students working in six months or less with stackable credentials to build a career.

The Business Information Worker (BIW) guided pathway was developed as solution to

align nonstandard curriculum found in many departments into a cohesive statewide pathway. With abundant research, a sound communications strategy and a 'community engagement specialist', Steve was able to get 80% of the CCCs to identify their college as offering the BIW pathway through a unique 'opt-in' strategy. The BIW links to industry recognized Certifications (e.g. Microsoft Office Specialist, QuickBooks, Salesforce.com) and is cross-walked to Lynda.com videos for a flipped classroom option for faculty. Most Regional Consortia have pre-approved colleges to offer the pathway, as the demand is universal. The Academic Senate has adopted the BIW pathway as a C-ID standard, and it is being used as a basis for certification statewide, as well as for AS degrees. A BIW-Cohort Program is underway in partnership with the CA Hispanic Chamber of Commerce to help recruit and retain students to completion.

The IT Technician Pathway, was similarly vetted by industry experts, linked to the IT Model Curriculum, and to major IT industry-recognized Certifications (e.g., Cisco, CompTia, MOS) and is currently adopted by 40+ CCCs.

For the Computer Science, Digital Media and Entertainment sub-sectors, Steve has led the Sector team resources to develop the most relevant and effective strategies to positively impact students getting jobs quickly. All Sector strategies are routinely discussed at the weekly meetings with the region-based DSN team, as well as communicated to the field by website, flyers, presentations, and newsletters.

**ICT/Digital Media Sector Leadership to Maintain Balance between Industry Needs and Student Success:** A majority of CCC students are at a community college for less than a year, taking a course or two and moving on. Steve conducted a counselor survey with Dr. Olivia Herriford to determine the awareness of CCC counselors with regard to IT CTE pathways as a solution. Many counselors and even some faculty are not aware of the job marketplace and would welcome guidance. Steve has led his team to research to develop pathways for the job entry student (i.e. BIW and ITTP) to support early success in the field and meet industry needs.

Industry-recognized, third-party certifications are the most universally valuable – and needed - credentials students can obtain for technical jobs. These certifications are available via individually verifiable digital badges that students can post on their LinkedIn profiles. These are then searchable by recruiters looking to fill jobs. This revolution in staffing has been included in the BIW and ITTP Pathways that Steve developed with his team. Students and faculty are informed of the certifications, digital badges, and LinkedIn profile training/placement agencies on the ICT-Team website.

For the CCC students that already have a job or a B.S. degree there is a need to provide up-skilling opportunities, such as for Cybersecurity or Programming (e.g., Python, Java). Many of these advanced modules are being supported by the NetLabs+ User Group that Steve initiated in response to the funding he directed toward the purchase of NetLab+ gear. NetLabs+ provides 24/7 access to a computer networking lab for students to use from any location and still be monitored by faculty. The platform supports entry level as well as very sophisticated advanced cybersecurity training for

## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

experienced technicians. With curriculum funded by the National Science Foundation this tool has rapidly spread with Strong Workforce funds throughout the system. Steve has funded the NetLabs+ User Group and the staff to run it so that faculty can archive and share best practices in NetLabs+ opportunities for students.

**Building Trust:** Steve makes several presentations a month and always incorporates the Doing What Matters four Overarching Goals in every presentation as it is helpful to delineate the targeted role of his team so that it is not seen as threatening to all other activities that may go on at a CCC campus. While Steve is a persistent investigator and articulate spokesperson, his goal is always to assure student success in the workforce. This student perspective is a genuine interest from which to build trust and common ground with faculty, Key Talent, industry and government.

**Building Partnerships to Identify Opportunities to Build Strategic Relationships to Help Achieve Grant Goals:** Steve has partnered with a host of organizations and people to leverage the expertise and resources to assist colleges with improving their programs to attain measurable gains in SWP metrics. Examples of such partnerships include the following:

- LinkedIn to provide a researched crosswalk of Lynda.com videos to the BIW curriculum
- The CA Hispanic Chamber of Commerce to provide statewide chamber level support for the BIW Cohort program at 10 colleges
- Cisco to develop training for CCC faculty at two events per year, for five years
- A collaboration of CSUs, UCs, government and industry to create the CyberHUB organization to help high schools offer the after-school CyberPatriots program
- The Academic Senate to approve the BIW and the IT Technician Pathways as statewide C-ID approved programs
- The California Film Commission to fund internships on film sites as part of a tax incentive program,
- Cal Poly San Luis Obispo and the Governors GO-Biz Office to host the statewide CyberCup Challenge.
- Pearson Acclaim to host Digital Badging conferences for CCC applications
- IT Certification Council and the Internet of Things Talent Consortium to research industry needs

**Decision Making:** Steve compares data from different sources to develop appropriate solutions that facilitate stakeholder ownership of decisions. His background is as a Market Research and Strategic Planner for Verizon. His goal has been to bring enterprise-level research and strategy to the CCCs for the benefit of the students. Initially he led the ICT Team through a year of research and corroboration of findings to assure that programs and pathways in development were right.

Steve avails himself of the latest in IT Industry periodicals and research, attends significant conferences (e.g., SXSW Interactive, Interop, others) and joins project oriented industry groups to understand and validate industry talent needs. Steve has utilized Burning Glass, EDD Data and EMSI as tools and worked with the COE Group to

establish market demand. To validate pathway drafts Steve uses the Delpi Method of a panel of experts to virtually vet pathway skills and the sequence of attainment needs. In developing the BIW pathway, Steve designed and contracted for a 400 business survey (30 minute phone interviews) to establish the office technology middle skills currently in demand in small- to medium-sized businesses. The results were eye opening with QuickBooks and Outlook in a dead heat for most valuable (and under-represented in our CCC catalogue). For Steve, Labor Market research includes an academic process as well as the more relevant field research.

**Delivers Results:** Steve's Team has lead the sectors in CCCAOE presentations, exhibit table sponsorships, and visibility year after year. The internal communication necessary to drive college acceptance of new sector programs and pathways is a non-stop effort. The results are significant: 80% of CCCs aligned with the BIW pathways; 40+ CCCs have the IT Technician Pathway; and 80% of CCCs now have access to the NetLabs+ computer networking lab.

Recognizing the need for a more robust cybersecurity workforce, Steve aligned with the LAUSD Beyond the Bell program which featured the Cyber Patriot after school program. Working with DSNs the Team developed a high school CyberPatriot tool kit to expand the program in California. As part of an overall interest in Cybersecurity that program is now ten times larger than it was, and the ICT Team has collaborated with CyberHUB to develop a statewide sports-like organization to grow this valuable funnel of high school STEM students in IT.

Recognizing that the demand for the IT professional was shifting to Bachelor's Degrees, Steve undertook a campaign to assure that CCC students who complete the IT Technician Pathway or IT Model Curriculum can transfer units to contribute toward achievement of a degree. Every possible alternative including the CCC Bachelor's Degree program was investigated, culminating in a joint hearing at the California Assembly to investigate the need. While a CCC Bachelor's in IT is not in the immediate future, the focus is now to develop articulated pathways, public or private, so that IT will get the support it needs from counselors and parents.

**Resource Allocation:** Steve has carefully selected contract services vendors paid by his SB 1402 funding that produce and develop the materials, functional websites and events that define the ICT-Digital Media Sector. With a weekly meeting to review objectives and assure collaboration this team has contributed significantly to the entire output of the ICT Sector. Steve meets weekly with the entire DSN Team and other related ICT collaborators to share best practices and seek the most effective use of funds and resources. Collectively, for the past five years the ICT Team has produced the Digital Media Educators Conference at College of the Canyons and has helped start many CyberPatriot teams around the state.

**Strategic Agility:** Steve has had to reinvent and adjust to changing realities in the labor market. In the past five years the traditional IT Technician role has shifted to focus on Cybersecurity and the Internet of Things Technician. Sudden and increasing interest by

industry partners, government agencies and educators have resulted in increased funding, increased engagement, and a flurry of quick fixes. The role of a Sector Navigator is to consider these industry changes, our students, our system capacity and develop a strategy to meet the need. The IT Technician Pathway, ITTP, was augmented to become the ITTP-Cyber with the additional and relevant courses added, and shifted to embrace the CyberPatriot high school program and competition supported by CCCs in collaboration with the CyberHUB. Additionally, the need for adult upskilling in Cybersecurity can be met through our NetLabs+ system and development of specialized programs.

Steve has been working with the regions and colleges to initiate projects to meet the critical ICT workforce needs in the state, and across the regions, especially in Cybersecurity. Many of the relationships cultivated and the seeds planted for ICT program development are ready to fruition in the next cycle. Having laid the ground work over the past five years, Steve has built up a network of industry and business partners, workforce development collaborators, contractors/experts, and college colleagues to continue providing quality and substantial assistance to make measurable improvement and progress on ICT/Digital Media Sector training and outcomes.

**4. Describe how the host of the Statewide Sector Navigator – RFA can enable effective implementation at the direction of the CCCCO.**

The selection of the Sector Navigator Key Talent by Rancho Santiago Community College District (RSCCD) for this position is the most important consideration. Steve Wright, an experienced and highly accomplished Sector Navigator for the past five years is known for his support of the CCCCO programs and their goals. He has been a champion of the DWM Goals with every presentation he has made over the last five years and is a great supporter of the *Vision of Success* and the metrics it represents.

Rancho Santiago CCD will provide support and follow-up to be responsive to the CCCCO, it will rely on the Sector Navigator to keep informed of progress and any significant challenges that arise that may hinder the completion of the work plan or any guidance from the CCCCO. The Supervisor of Record will maintain a close supportive relationship with all Key Talent, and will provide dedicated administrative support and consultative guidance. RSCCD has served successfully as the host for the Sector Navigator-ICT/Digital Media since 2013, the first year of the initiative. The District understands the function and value of the Sector Navigator position, recognizing that the Sector Navigator's work is directed by the CCCCO, and that the host's role is to support the Sector Navigator with resources, support and guidance to implement those directives. Serving as a host is similar to serving as a Fiscal Agent, which Rancho Santiago CCD is also familiar with, in that the responsibility for the direction and content of the work is from the CCCCO or the Key Talent, whereas the host's or Fiscal Agent's role is to assist with the technical and procedural aspects of implementing that work (e.g., sub-agreements, contracts, invoices, budget management, etc.).

## RESPONSE TO NEED

**The “Supervisor of Record” that hosts the Sector Navigator will monitor the grant activities. The applicant addresses the following:**

### Fiscal Operations

#### 1. Serve as a fiscal agent and/or fiscal management of grants/contracts.

Rancho Santiago CCD has successfully served as the fiscal agent for numerous grants creating hundreds of sub-agreements and contracts, according to state and federal sub-recipient and procurement guidelines, as well as according to the specific terms and conditions of the grants and the policies and procedures of the District.

#### 2. Timely and efficient management and payment of subcontracts for projects.

Rancho Santiago CCD has established a system for development, approval, and execution of sub-agreements and contracts expeditiously and on a large scale as fiscal agent for the CTE Enhancement Fund, SWP-Regional Share, and CTE Data Unlocked. The Grants Office maintains a spreadsheet for each project that contains detailed information for each sub-agreement and contract to use for monitoring and tracking in order to identify issues for follow-up, resolve issues and expedite payment processing.

#### 3. Experience administering grants/contracts with multiple project stakeholders and subcontractors.

Rancho Santiago CCD is the host of the LA/OC Regional Consortium and the Fiscal Agent for the Los Angeles/Orange County Region's Strong Workforce Program-Regional Share funds. In that role RSCCD administers sub-agreements with each of the 28 colleges, for each SWP fiscal year allocation, as well as creates and monitors agreements and contracts with a variety of partners and contractors. RSCCD has extensive experience administering large scale, multi-stakeholder projects.

#### 4. Description of staffing the grant to ensure its responsiveness to address the programs providing funds.

Steve has put together a team of contractors that has proven effective in achieving SN-ICT/Digital Media projects on a large scale. Further, the Fiscal Agent will assign dedicated staff to generate the sub-agreements, contracts, independent contractor agreements to implement the work, as well as provide fiscal review, and compliance review and guidance.

#### 5. Provide a chart of the district's billing process, describe the standard turn-around time/process for payment, and follow up.



#### 6. Describe how your business and human resources processes provides the flexibility, timelines and monitoring supportive of the CCCCO needs to deploy a statewide Sector Navigator.

Rancho Santiago CCD has cultivated familiarity with its HR and Business Office

processes, and has developed the capacity and flexibility needed to adjust to a mission-drive and outcome-driven framework, and is able to keep on track and adjust when things do not go as originally planned. RSCCD will continue to serve as an effective host for the Sector Navigator.

### **The Sector Navigator Role**

**1. Describe the organization and structures in place to accomplish the outcomes or the structure the Sector Navigator will put in place to take on these activities.** Over the last five years, Rancho Santiago CCD and the SN-ICT/Digital Media, 2013-2018, have worked out an effective system to implement the work. Steve has built effective relationships with the DSN-ICT/Digital Media and the Regional Consortia, as well as a network of college partners and collaborators. This extensive network built over five years of dedicated work will continue the effort for the next five years.

**2. Describe how you will ensure the Statewide role is deployed, monitored to perform in accordance to expectations for sector success.**

The Supervisor of Record will schedule bi-weekly meetings with the Sector Navigator to maintain awareness of sector activities and progress, identify and resolve issues, and anticipate new opportunities and challenges. Further, as the Grants Office, LA/OC Regional Consortium, the Orange County DSN-ICT/Digital Media, and the Sector Navigator-ICT/Digital Media are housed in the Educational Services Division there is centralized administration of the factors for success: grant, contract and fund management and compliance monitoring; and collaboration to identify pilots, models, and braided funding strategies. RSCCD has developed an effective working relationship with Steve Wright over the past five years of Sector Navigator implementation, reliably meets the expectations for a Key Talent host and as a Fiscal Agent, and will provide its know-how and resources to support the Sector Navigator.

**3. Describe how the Sector Navigator will ensure the Statewide role is supportive of Guided Pathways and the Strong Workforce Program.**

Steve has been an early innovator in pathway development, establishing the Business Information Worker Pathway as an "opt-in" model using existing courses, which resulted in 80% of colleges adopting the pathway. He also created the IT Technician Pathway, using a similar approach, with 40 colleges adopting the pathway. His approach to pathway development is a model that reviews the resources and programs available, the in-demand jobs in the field, and creates a system that facilitates college adoption of pathways resulting in successful scale-up. Steve is experienced in building multi-partner, multi-funded projects. He has engaged partners in creating four ISPIC projects matched by college and regional SWP funds to strengthen ICT/DM programs.

**4. The core competencies describe traits that especially critical and pertinent for Sector Leadership and functions of the organization ... [give] examples of each competency in the person you propose for the SN role:**

**Organizational Savvy:** Understands the political environment and navigates it sensibly. Steve worked with the Academic Senate to achieve statewide adoption of two ICT pathways. He worked effectively with assembly-members Jacqui Irwin, Chair Cybersecurity Select Committee and Jose Medina, Chair Higher Education Committee.

**Sector Strategy:** Steve was able to get 80% of the CCCs to identify their college as offering the BIW pathway through a unique 'opt-in' strategy. The BIW links to industry

recognized Certifications and is cross-walked to Lynda.com videos for a flipped classroom option for faculty. The Academic Senate adopted the BIW as a C-ID standard that is a model for certification statewide as well as for AS degrees.

**Sector Leadership:** Steve conducted a counselor survey with Dr. Olivia Herriford to determine the awareness of CCC counselors with regard to IT CTE pathways as a solution. Many counselors and even some faculty are not aware of the job marketplace and would welcome guidance. Steve has led research on pathways for the job-entry student (i.e. BIW and ITTP) to support early success in the field and meet industry needs.

**Building Trust:** Steve makes several presentations a month and always incorporates the Doing What Matters' four Overarching Goals in every presentation to delineate the targeted role of his team so that it is not seen as threatening to all other activities that may go on at a CCC campus.

**Building Partnership:** Steve secures partners needed for ICT/Digital Media workforce development: e.g., LinkedIn; CA Hispanic Chamber of Commerce; Cisco to develop training for CCC faculty; the CSUs, UCs, Government and industry; Academic Senate; CA Film Commission; Cal Poly SLO and the Governor's GO-Biz Office; Pearson Acclaim; IT Certification Council and the Internet of Things Talent Consortium.

**Decision Making:** Steve has brought enterprise-level research and strategy to the CCCs for the benefit of the students. He has utilized Burning Glass, EDD Data and EMSI as tools and worked with the COE Group to establish market demand. To validate pathway drafts, Steve uses the Delpi Method of a panel of experts to virtually vet pathway skills and the sequence of attainment needs.

**Delivers Results:** With 80% of CCCs aligned with the BIW pathways and 40 CCCs with the IT Technician Pathway the results are significant. 80% of CCCs now have 24/7 access to the NetLabs+ computer networking lab.

**Resource Allocation:** Steve has never returned funds or been under spent. In fact he has been available to effectively spend surplus funds at CCCCO discretion (e.g. \$200K for the initial pre-Strong Workforce NetLabs+ investment).

**Strategic Agility:** Steve has had to reinvent and adjust to changing realities in the labor market. In the past five years the traditional IT Technician role has shifted to being the Cybersecurity and the Internet of Things Technician. The IT Technician Pathway was augmented to become the ITTP-Cyber with the additional courses added.

**5. Describe your strategy for cultivating Chief Instructional Officer engagement and support in every region that has prioritized the sector.**

The strategy to cultivate CIO engagement and support, which for ICT will be 114 CIOs, will be a monthly CIO newsletter to briefly cover the relevant current opportunities to grow enrollment and FTES thru ICT Programs. Additionally, a Customized College metrics based 'Opportunity Assessment' will be piloted to identify instructional opportunities at their college. Personal visits will be offered to discuss and the top 20 CCCs with IT programs will be targeted for follow-up. Listening to what the CIOs need from the ICT Sector and delivering will be the key strategy.

**6. Describe process to retain the person you propose for the Key Talent role.**  
RSCCD's strategy to host and retain the Key Talent is to provide a reliable and efficient system to support Sector Navigator work, and to be responsive and resourceful in assisting the Sector Navigator to implement the projects and objectives of the CCCCO.

**APPENDIX B**

**PROJECT: Sector Navigator**

**SECTOR (if applicable): Info & Comm Tech (ICT)/Digital Media**

**DISTRICT: Rancho Santiago CCD**

**COLLEGE: N/A**

**FISCAL YEAR: 2018/19**

**RFA NUMBER: 18-158**

**Collaborative Regional Workplan Certification**

**In accordance with the required grant renewal process, I certify that I have conducted collaborative regional planning with other regional key talent to develop common workplan objectives (where possible), associated with the required common metrics.**

**Print Name:** Enrique Perez, J.D. (Project Administrator)

**Signature:**



**Date:**

3.9.18

5.9 (24)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED  
APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p><b>Objective:</b> <u>1</u></p> <p>Build and implement new or improved guided pathways to a postsecondary industry- valued credential, certificate or degree, with consideration for stackability.</p>				
<p><b>Strong Workforce Metrics:</b></p>				
Select: <u>2)</u>	Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *			
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
1.1	Broaden participation in high school CyberPatriot programs and mentoring to increase high school students' interest and entrance into IT/Computer Science pathways. Improve IT Technician Pathway to include Cybersecurity specialization. Promote community colleges' adoption of the ITTP and C-ID standardization, which increases articulation between CCs and CSUs. Support NetLab+ ed tech support to increase colleges capacity to provide industry-standard ICT and cybersecurity curricula and broadens access. Pursue articulation to public and private institutions.	1.1 - 1.2 Create complete pathways in ICT, from high school to 4-year universities, that include industry-valued credentials and preparation for occupations at intervals along the pathway. This model leverages the need for employment and the benefits of continued education by preparing students to gain experience in the sector, build professional networks, and continue to gain credentials enabling them to advance in their fields.	3rd Quarter	CA CyberHUB, CyberPatriots Academic Senate, LTS, INC Cisco, CompTIA
1.2	Improve Business Information Worker Pathway to include Cohort Program, Digital Badge Option, C-ID implementation, and increased number of AA/AS offerings with assistance for 3rd-party Industry Certifications.		2nd Quarter	CA Hispanic Chamber of Commerce Integrative Impact, LLC Pearson
1.3	Identify employable skills based on Digital Media pathways involving hybrid skills ( i.e. business, others).	1.3 Create Digital Media pathways that are cross-disciplinary to connect students to occupations and careers that are in-demand and include and value proficiency in digital media: e.g., business and marketing, retail/hospitality/tourism, etc. Earning credentials in complementary disciplines will increase digital media students' employability and give them an advantages and more options in the marketplace.	1st Quarter	Integrative Impact, LLC

5.9 (25)

**EXHIBIT A**

**THIS FORM MAY NOT BE REPLICATED**

**APPENDIX B**

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
**Objectives/Common Metrics**

<p>Objective: <u>1</u></p> <p>Build and implement new or improved guided pathways to a postsecondary industry- valued credential, certificate or degree, with consideration for stackability.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
1.4	Lead the ICT-Digital Media Sector Team (including sub-sectors, IT, BIW, Digital Media, Software Development and Entertainment) in collaboration with grant funding from Strong Workforce, Guided Pathways, Apprenticeship funding, ISPIC, CA Tech Hire funding as well as industry support from CyberHUB, LinkedIn, CompTIA, CA Hispanic Chamber of Commerce, and others.	1.4 Better utilization of funds to improve synergy and prevent duplication of effort.	2nd Quarter	SN
1.5				
1.6				

5.9 (26)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED  
APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p><b>Objective:</b> <u>2</u></p> <p>Expand or retool credit-bearing credential career education (CTE) programs to address labor market needs by sector and by region.</p>				
<p><b>Strong Workforce Metrics:</b></p>				
	Select: 2)	Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *		
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
2.1	Facilitate statewide C-ID adoption for IT Model Curriculum.	2.1 - 2.2.i C-ID numbers for IT coursework in an IT Transfer Model Curriculum will increase articulation between colleges and to the CSUs. This will address the Vision for Success goals to increase completion and reduce the number of units taken, as students will not be forced to re-take classes because their prior coursework will transfer and count toward certificates and degrees. An IT TCM supports a pathway that prepares for employment (certificates, associates, certifications) and for transfer to baccalaureate programs, needed for advancement.	3rd Quarter	Listen to See
2.2	Encourage the adoption of the Business Information Worker (BIW) Certificate and Associate Degree with C-ID Curriculum. Expand systemic pathway adoption statewide with encouraged opt-in CCC participation and support for standardized offerings ( i.e. BIW, ITTP, Others)	2.1 - 2.2.ii Alignment with a common standard through C-ID course numbers and Transfer Model Curriculum will improve the presentation of community colleges' ICT program content and value to industry, resulting in improved collaboration between employers, industry leaders and the colleges.	3rd Quarter	II, LLC, CAHCC, AS
2.3	Promote and support professional development opportunities at conferences: e.g., Digital Media Educators Conference, ICT Winters Conference, CA Business Educators Association and WASTC Summer IT Training.	2.3 Faculty are current with the technology and workforce skill requirements in the ICT/Digital Media Sector, and retool their programs to reflect the standards and expectations of industry to ensure students are prepared and gain employment in their fields of study.	1st Quarter	WASTC, CBEA, Team

5.9 (27)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>2</u></p> <p>Expand or retool credit-bearing credential career education (CTE) programs to address labor market needs by sector and by region.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
2.4	Upgrade California Community Colleges IT readiness with the IT Readiness Inventory to drive Strong Workforce investments.	2.4 Results from the inventory will provide a status report of the IT program capacity throughout the state: none, nascent, developing, model programs. This will enable strategic investments through data-driven decisions and regional partnerships to build capacity: e.g., model programs guiding development, developing and nascent growing capacity, and those with no programs getting experienced guidance on how and where to start.	3rd Quarter	Listen to See
2.5	Campaign for 10 CAE2y (Centers of Excellence in Cyber Defence) certifications for 10 colleges.	2.5 Foster programs of excellence in cybersecurity to demonstrate the California community colleges quality and capacity to address the critical workforce need in cybersecurity, and to promote models of excellence that set the standard and can be adopted/adapted by other colleges.	3rd Quarter	Listen to See
2.6				

5.9 (28)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

Rancho Santiago CCD

APPENDIX B

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>3</u></p> <p>Provide career awareness for high school students, community colleges students and adults.</p>																								
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>																								
<table border="1"><thead><tr><th>#</th><th>Activities</th><th>Performance Outcomes</th><th>Timelines</th><th>Responsible Person(s)</th></tr></thead><tbody><tr><td>3.1</td><td>Promote CyberPatriots program with local high schools and encourage community college mentors, seed fund as appropriate. Promote and share with Counselors best pathways for IT students (HS Communication)</td><td>3.1 - 3.5.i Increase the funnel of HS students interested in Cybersecurity and the CCC ITTP-Cybersecurity program, as demonstrated by increased offering of cybersecurity programs, increased participation, especially among underrepresented populations, dual enrollment in IT courses, and continued enrollment into community college IT programs.</td><td>1st Quarter</td><td>DSNs, CyberHUB Integrative Impact, LLC</td></tr><tr><td>3.2</td><td>Identify Computer Science Transfer Model Curriculum, AS-T and Articulation pathways and promote to high school students and parents. Promote the Computer Science AS-T and transfer to HS and CCC students as an economical and effective pathway.</td><td>3.1 - 3.5.ii Increase the number of students who earn IT certificates, associate degrees, and certifications.</td><td>1st Quarter</td><td>ICT SN Team</td></tr><tr><td>3.3</td><td>Promote the Computer Science AS-T and transfer to high school and community college students, counselors and parents, as an economical and effective pathway that leads to high-wage, in-demand occupations.</td><td>3.1 - 3.5.iii Increase the number of Computer Science transfers from California community colleges to the CSUs.</td><td>1st Quarter</td><td>ICT SN Team</td></tr></tbody></table>					#	Activities	Performance Outcomes	Timelines	Responsible Person(s)	3.1	Promote CyberPatriots program with local high schools and encourage community college mentors, seed fund as appropriate. Promote and share with Counselors best pathways for IT students (HS Communication)	3.1 - 3.5.i Increase the funnel of HS students interested in Cybersecurity and the CCC ITTP-Cybersecurity program, as demonstrated by increased offering of cybersecurity programs, increased participation, especially among underrepresented populations, dual enrollment in IT courses, and continued enrollment into community college IT programs.	1st Quarter	DSNs, CyberHUB Integrative Impact, LLC	3.2	Identify Computer Science Transfer Model Curriculum, AS-T and Articulation pathways and promote to high school students and parents. Promote the Computer Science AS-T and transfer to HS and CCC students as an economical and effective pathway.	3.1 - 3.5.ii Increase the number of students who earn IT certificates, associate degrees, and certifications.	1st Quarter	ICT SN Team	3.3	Promote the Computer Science AS-T and transfer to high school and community college students, counselors and parents, as an economical and effective pathway that leads to high-wage, in-demand occupations.	3.1 - 3.5.iii Increase the number of Computer Science transfers from California community colleges to the CSUs.	1st Quarter	ICT SN Team
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5.9 (29)																								

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED  
APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>3</u></p> <p>Provide career awareness for high school students, community colleges students and adults.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
3.4	Conduct Business Information Worker (BIW) Pathway outreach through visits to high schools and the community colleges. Promote and share the Business Information Worker Pathways to gainful employment in six months.	3.1 - 3.5.iv Build understanding and support for IT pathways among parents, counselor, and teachers.	1st Quarter	DSNs, Integrative Impact, LLC
3.5	Engage proactively with counselling professionals, parents, students and faculty to communicate and support guided sector pathways BIW, ITTP and Computer Science Transfer via presentations, web resources, newsletters, and outreach and informational materials.		1st Quarter	Integrative Impact, LLC Listen to See
3.6	Provide guidance and resources to assist counselors with offering LinkedIn seminars for students.	3.6 Prepare students to showcase their achievements as a standard practice for entering and advancing in their careers, and encouraging continued progress and achievement in IT pathways.	1st Quarter	DSNs, Integrative Impact, LLC

59 (30)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>4</u></p> <p>Grow high school/college dual enrollment credential programs.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>1)</u> Number of course enrollments: The number of registrations in courses (may include duplicated students)**</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
4.1	Promote and support expansion of CyberPatriot programs at high schools to foster interest in IT/computer science/cybersecurity careers.	4.1-4.3 Increased interest and enrollment in IT pathways and dual enrollment courses.	3rd Quarter	DSNs
4.2	Promote pathway programs that provide dual enrollment courses for high school students to earn A+ certification.	4.1-4.2 Increase the number of high school students and community college students that enroll in cybersecurity dual enrollment courses and the ITTP-Cybersecurity program.	3rd Quarter	DSNs
4.3	Develop dual enrollment opportunities for early Business Information Worker courses and promote to other colleges.	4.3 Increase the number of high school students enrolled in BIW pathways courses.	3rd Quarter	DSNs

5.9 (31)

EXHIBIT A  
THIS FORM MAY NOT BE REPLICATED  
APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>5</u></p> <p>Strengthen four-year college partnerships where labor market need warrants.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: 3) Number of students who transferred: Unique individuals who transferred to a four-year institution</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
5.1	Build relationships with CSUs and others via CyberHUB to promote and facilitate IT Transfer Model Curriculum and C-ID conformance in IT campuses to establish and expand transfer pathways for IT programs.	5.1 - 5.3 Increase the number of community college students that transfer based upon the IT model curriculum to achieve a 4 year degree.	3rd Quarter	CyberHUB
5.2	Research and propose alternate Computer Science AS-T curriculum for transfer to CSUs and UCs to improve access and reflect changing CS requirements nationally.		4th Quarter	DSNs, CyberHUB
5.3	Survey and publicize advantageous articulation and TMCs to CSUs from CCCs in ICT sector with CSU engagement.		2nd Quarter	CSUs

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>5</u></p> <p>Strengthen four-year college partnerships where labor market need warrants.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>3)</u> Number of students who transferred: Unique individuals who transferred to a four-year institution</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
5.4	Collaborate with private 4-yr schools for IT Cybersecurity Articulation (e.g., National, Western Governors, Colorado Tech, AZ State). Develop cyber relationship with CSUs and other via CyberHUB.	5.4 Expand articulation to increase students' transfer options to increase the number of students who earn four-year degrees.	3rd Quarter	CyberHUB
5.9 (33)	5.5			
	5.6			

PROJECT: Sector Navigator

SECTOR (if applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>6</u></p> <p>Focus on closing equity gaps by building strong partnerships in our urban and underserved areas.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
6.1	Support expansion of CyberPatriot programs in urban and underserved areas (e.g., LAUSD Beyond the Bell), and collaborate with non-profits that have the ability and trust to draw students to participate in these programs. Determine how to give them CCC and transferrable credit for learning in programs.	6.1 - 6.4 Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults, with the ultimate goal of fully closing regional achievement gaps within 10 years.	2nd Quarter	CAHCC, LinkedIn Integrative Impact, LLC, Pearson Academic Senate
6.2	Evaluate resource needs to facilitate participation in CyberPatriot competitions: e.g., access to equipment, facility space, trained staff, mentors, etc., and use this information to secure required support.		2nd Quarter	Integrative Impact, LLC
6.3	Explore how to give CyberPatriot students transferrable credit for learning outcomes obtained through participation in the program.		2nd Quarter	Academic Senate

5.9 (34)

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>6</u></p> <p>Focus on closing equity gaps by building strong partnerships in our urban and underserved areas.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
6.4	Expand the Business Information Worker internship model, in collaboration with the California Hispanic Chamber of Commerce, to underserved areas.		1st Quarter	Integrative Impact, LLC CAHCC, LinkedIn Pearson Academic Senate
6.5				
6.6				

(SC) 59 (35)

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (if applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>7</u></p> <p>Make it easier for adults to earn an industry-valued credential, certificate or degree.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
7.1	Develop effective post-baccalaureate Certifications in IT, e.g. Cybersecurity, B2B Sales, High level IoT (Internet of Things), and Healthcare IT for mid-career advancement.	7.1 Provide statewide access to professional IT and Cybersecurity upskilling for the CA workforce.	3rd Quarter	CompTIA Listen to See
5.9 (36)	7.2 Encourage work-based Cyber competition to incentivize adult learning among union technicians.	7.2 Provide game based incentive for adult learners to retool and improve cybersecurity skills.	4th Quarter	CyberHUB
7.3	Establish an Entertainment Enhanced Directory Guide for Education combining entry pathways, up-skilling pathways and exit pathways and assets among colleges - on one site - to accelerate the student, employee and freelancer success in Entertainment.	7.3 Enable adults to retool and upgrade entertainment skills for workplace.	2nd Quarter	Listen to See Integrative Impact, LLC CA Film Commission

EXHIBIT A

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>7</u></p> <p>Make it easier for adults to earn an industry-valued credential, certificate or degree.</p>				
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#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
7.4	Identify CTE programs for incumbent and underemployed adults to upskill in Digital Media for additional business career relevance.	7.4 Enable adults to retool and upgrade Digital Media skills for workplace.	3rd Quarter	Integrative Impact, LLC
5.9 (37)	7.5 Offer Business Information Worker courses through the WIB and Lynda.com, or CCC on-line college.	7.5 More adults will self-assess and complete the BIW pathway.	4th Quarter	Integrative Impact, LLC CA Hispanic Chamber of Commerce LinkedIn
7.6				

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>8</u></p> <p>Expand work-based learning programs for students.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>6</u>) Job closely related to field of study: The proportion of students who reported that their current job is close or very close to their field of study (based on responses in the CTE Outcomes Survey)</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
8.1	Establish statewide apprenticeship programs based upon the Business Information Worker and the IT Technician Pathways.	8.1 - 8.3 Establish statewide programs that will increase the number of students who participate in internships, workbased learning, or apprenticeships to build experience and connections in industry and increase their advantage in the marketplace, leading to increase employment in students' fields of study.	3rd Quarter	Integrative Impact, LLC CA Hispanic Chamber CyberHUB Dept. Apprenticeship Standards
8.2	Outreach to industry for partnerships, BIW Cohort, ITTP Office depot, and/or apprenticeship models. encourage DSNs to visit local businesses and develop opportunities for internship, work-based learning, and apprenticeships.		2nd Quarter	Integrative Impact, LLC CA Hispanic Chamber Dept. Apprenticeship Standards
8.3	Work with Workforce Investment Boards, Employment Training Panel (ETP), Department of Apprenticeship Standards and other state-funded workforce development agencies to advance apprenticeships in Business Information Worker and IT Technician Professional Pathways.		3rd Quarter	SN

5.9 (38)

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>9</u></p> <p>Enhance the partnerships between business and education.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>6)</u> Job closely related to field of study: The proportion of students who reported that their current job is close or very close to their field of study (based on responses in the CTE Outcomes Survey)</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
9.1	Support business community engagement in collaboration with CyberHUB.	9.1 Better statewide teaming between education, business and government to meet cybersecurity needs.	2nd Quarter	CyberHUB
5.9 (39)	9.2 Manage California Hispanic Chamber of Commerce Cohort program to increase chamber business members' participation.	9.2 Businesses associated with the CA Hispanic Chamber will increase hiring of CCC BIW students.	1st Quarter	CA Hispanic Chamber Integrative Impact, LLC
9.3	Continue to research and develop sector expertise and ability to stay current with industry workforce development needs, trends, and funding opportunities in order to provide expert guidance "including market intelligence" to the Chancellor's Office, DSNs, Regional Consortia and regional sector-specific programs. Invest in expertise development by attending professional conferences: e.g. SxSW, Interop. Join professional organizations that have businesses that would hire our students.	9.3 Ability to represent CCCCCO and CCC system with current knowledge of industry issues and employment challenges.	4th Quarter	SN

EXHIBIT A  
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APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>9</u></p> <p>Enhance the partnerships between business and education.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>6</u>) Job closely related to field of study: The proportion of students who reported that their current job is close or very close to their field of study (based on responses in the CTE Outcomes Survey)</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
9.4	Lead CCCAOE Committee on Industry Relations.	9.4 CCCAOE will have better business engagement in achieving the CCC mission.	3rd Quarter	SN
9.5	Develop statewide Industry Sector Project in Common for an online advisory network.	9.5 Engage higher quality business contacts in user friendly advisory platform to provide feedback on curriculum and to engage business in CCC endeavors.	3rd Quarter	DSNs, SalesForce
9.6				

5.9 (40)

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

Objective: <u>10</u>				
Replicate good practices/models and effective career education (CTE) across multiple colleges and multiple regions where labor market needs warrant.				
Strong Workforce Metrics:				
Select: <u>2</u>	Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *			
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
10.1	Partner with statewide Cyber collaborations to align with CCC IT Training Pathways.	10.1 Support IT pathway students with real world partner collaboration and standardization.	3rd Quarter	CyberHUB
10.2	Support NetLab+ User Group for faculty access to best Ed tech solution for IT.	10.2 Increase colleges capacity to offer IT courses and labs, and increase access to those courses and labs, through consistent 24/7 lab curriculum and faculty collaboration.	1st Quarter	Listen to See
10.3	Promote Business Information Worker II for every campus, and facilitate conversion of BIW courses to CTE C-ID.	10.3 Increase the number of CCC students who earn degrees, credentials, certificates or specific skill sets for in demand jobs. Will increase students employed in their field of study and generate faster improvements among traditionally underrepresented student groups.	2nd Quarter	Integrative Impact, LLC

5.9 (41)

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p><b>Objective:</b> <u>10</u></p> <p>Replicate good practices/models and effective career education (CTE) across multiple colleges and multiple regions where labor market needs warrant.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2)</u> Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
10.4	Utilize data and LaunchBoard metrics to identify and verify successful strategies and gaps, communicate FTES optimization strategy to CIOs and Regional Consortia; supporting and contributing to statewide and regional sector strategic planning. Outreach to CIO with a ICT students metrics based 'Opportunity Assessment' for CCCs in Regions to target pathways effectiveness.	10.4 Metrics based proof of concept will result in more adoption statewide leading to increased enrollment and completion in IT programs.	2nd Quarter	SN, KB
5.6 (42)	10.5 Facilitate AS DIGs schedule to prioritize emerging technologies like: cybersecurity and other Business use of Digital Media.	10.5 Greatly improved faculty adoption will occur.	1st Quarter	SN
10.6	Develop Communication plan: presentations and panels at CCCAOE, CBEA, DMEC, ICT Winter, newsletter, flyers in support of pathways, archive materials online, constant contact, capabilities presentation for DSNs, videos, etc.	10.6 Achieve message penetration to all levels throughout the CCC system.	1st Quarter	SN, CyberHub Integrative Impact, LLC

EXHIBIT A  
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APPENDIX B

Rancho Santiago CCD

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**Statement of Work (Annual Workplan)**  
Objectives/Common Metrics

<p>Objective: <u>10</u></p> <p>Replicate good practices/models and effective career education (CTE) across multiple colleges and multiple regions where labor market needs warrant.</p>				
<p><b>Strong Workforce Metrics:</b></p> <p>Select: <u>2</u>) Number of students who got a degree or certificate: Unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor's Office approved certificate, associate degree, or applied bachelor's degree *</p>				
#	Activities	Performance Outcomes	Timelines	Responsible Person(s)
10.7	Develop and review concrete action plans from supporting staff and weekly review calls to assure progress toward goals ( We3 and DSN).	10.7 The ICT /Digital Media Team of 10 DSNs will stay on message and provide consistent support.	1st Quarter	SN
5.9 (43)	10.8			
	10.9			

## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

Board of Governors, California Community Colleges  
Chancellor's Office (CCCCO)

THIS FORM MAY NOT BE REPLICATED

APPENDIX B

PROJECT: Sector Navigator

SECTOR (If applicable): Info &amp; Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

**APPLICATION BUDGET SUMMARY**

NOT Submit details explaining the expenditures by category on the Application Budget Detail Sheet.

Object of Expenditure	Classification	Line	TOTAL PROGRAM FUNDS REQUESTED		Match Required 100%
			\$	372,000	
1000	INSTRUCTIONAL SALARIES	1	\$	0	\$ 0
2000	NONINSTRUCTIONAL SALARIES	2	\$	37,409	\$ 0
3000	EMPLOYEE BENEFITS	3	\$	25,314	\$ 0
4000	SUPPLIES AND MATERIALS	4	\$	1,070	\$ 0
5000	OTHER OPERATING EXPENSES AND SERVICES	5	\$	293,900	\$ 372,000
6000	CAPITAL OUTLAY	6	\$	0	\$ 0
7000	OTHER OUTGO	7	\$	0	\$ 0
TOTAL DIRECT COSTS:		8	\$	357,893	\$ 372,000
TOTAL INDIRECT COSTS (Not to Exceed % of Direct Cost): 4%		9	\$	14,387	
TOTAL COSTS:		10	\$	372,000	\$ 372,000

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and Federal Regulations. I also certify the match (if required) listed above are valid match funding that is not being used as a match for another program requiring match funding and in total are equal, or greater than, the funds requested from CCCC0.

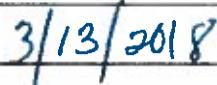
Project Director:

Name: Stephen (Steve) Wright (Independent Contractor)

Authorized  
Signature: 

Title: Sector Navigator

Date:

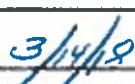
District Chief Business Officer (or authorized designee):

Name: Peter J. Hardash

Authorized  
Signature: 

Title: Vice Chancellor, Bus. Op. &amp; Fiscal Services

Date:

Project Administrator (or authorized designee):

Name: Enrique Perez, J.D.

Authorized  
Signature: 

Title: Vice Chancellor, Educational Services

Date:



ccccc0 Form P-1500

PROJECT: Sector Navigator

SECTOR (if applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

APPLICATION BUDGET DETAIL SHEET

Object of Expenditure	Classification	Funds Requested	
		Economic Development-Senate	
1000		\$	372,000
2000	Classified Salaries, Non-instructional (Regular, Full-time) Resource Development Coordinator Francisco Villaseñor (50%) \$6,234.83/month x 12 months x 50% = \$37,409	\$	37,409
3000	Employee Benefits Resource Development Coordinator rate at 29.111% includes (3100-3900). PERS 15.531%, OASDHI 6.2%, Medicare 1.45%, Retire Fund 3.63%, SUI 0.050% and WCI 2.25%, health & welfare insurance \$26,974.32/year and fringe \$1,500/year	\$	25,314
4000	Supplies and Materials Non-instructional supplies	\$	1,070
5000	Other Operating Expenses and Services Subcontractor: Sector Navigator Independent Contractor, Steve Wright as the Sector Navigator: \$12,083/mo x 12 months = \$145,000; plus, travel required by CCCCO and to fulfill the duties of the role \$10,000 ICT/DM Conferences/Expos: 4 events per year @ \$500/event, including registration, travel and hotel \$2,000 SXSW Conf. Austin, TX \$650 air+(\$150/night x 6 nights)+(\$71/diem x 7 days)+ pkg & transport \$300, \$700 reg \$3,000 Chancellor's Office Meetings: 4 TIMES PER YEAR @ \$500 travel cost \$2,000 Attend 4 Regional Consortia Meetings @ \$500ea = \$2,000 ICT/DM Statewide Advisory Meetings: 4 times per year. Meeting refreshments \$500 \$2,000 ICT/DM marketing and outreach materials: pathways Trifold BIW and others. \$5,000 Program supplies: paper, toner, binders, folders, USB storage, easels, etc. \$1,000 Consultant Services Shawn Monsen will conduct research and update NetLab+ curricular options on NetLab+ UG website. \$5,000 ListenToSee: portal development, hosting, maintenance, support & other services. \$51,900 Integrative Impact LLC - Research expenses for curriculum inventory relative to branded pathways, 3rd party credentials, by region to be assembled in interactive database for website (N. Sherman) \$40,000 Karen Beltramo to establish a new expanded metrics reporting for the CCCs w/ regard for the ICT-DM sector. FY 2018/19 \$15,000 Sponsorships WASC June \$5,000 DMEC \$5,000	\$	172,000
6000	Capital Outlay	\$	-
7000	Other Outgo	\$	-
TOTAL DIRECT COSTS:		\$	357,693
TOTAL INDIRECT COSTS (Not to exceed % of Direct Costs): 4%		\$	14,307
TOTAL COSTS:		\$	372,000

**Please Note:**  
To avoid rounding issues, please key only whole numbers and not cents.  
Cents may also be created when using formulas. If this happens, type over the calculated amount within the cell.

PROJECT: Sector Navigator

SECTOR (If applicable): Info & Comm Tech (ICT)/Digital Media

DISTRICT: Rancho Santiago CCD

COLLEGE: N/A

FISCAL YEAR: 2018/19

RFA NUMBER: 18-158

Funding Requires Dollar-for-Dollar Match

**APPLICATION BUDGET DETAIL SHEET  
MATCH**

Object of Expenditure	Classification	Match Required
		<b>100%</b> \$ 372,000
1000		\$ -
2000		\$ -
3000		\$ -
4000		\$ -
5000	Cisco Networking Academy will work with Steve Wright, Sector Navigator hosted by RSCCD by providing in kind donation value for our program at 69 participating CA community colleges for the upcoming year.  In-Kind Based upon our own budget analysis for these activities in the coming fiscal year this represents a \$1.799M. In-kind contribution of time and expense for these mutual objectives. The Cisco Networking Academy looks forward to another year of collaboration in the advancement of ICT education with RSCCD and the California community College Chancellor's Office.	\$ 372,000
6000		\$ -
7000		\$ -
<b>TOTAL DIRECT COSTS:</b>		\$ 372,000
<b>TOTAL INDIRECT COSTS (Not to Exceed % of Direct Costs):</b>		
<b>TOTAL COSTS:</b>		\$ 372,000

## EXHIBIT A

## RFA #18-158/SNF Out-of-State Travel Request Form [Revised Oct. 2011] Rancho Santiago CCD

**NO OUT-OF STATE TRAVEL REQUEST FORM WILL BE ACCEPTED AFTER TRAVEL HAS OCCURRED**

Agreement/Grant Number	RFA # 18-158
District/College Name	Rancho Santiago CCD
Traveler Name(s)	Steve Wright
Traveler Position(s)	Project Director
Event Title	South by Southwest (SXSW) Conference
Event Website Address	<a href="http://sxsw.com/">http://sxsw.com/</a>
Event Location	Austin, Texas
Travel Dates	Estimated March 2019
<b>Perkins Title IC Funds Only: Travel pertains to and is included in the respective budget summary.</b>	<p><b>(Check One)</b></p> <p><input type="checkbox"/> List Top Code(s) that are addressed</p> <p><input type="checkbox"/> Across CTE Programs</p>
<b>Using Title IC funds: Describe the purpose for attending the event</b>	n/a
<b>Title IB Funds Only: Explain how attendance will have regional or statewide impact.</b>	SXSW Edu/Interactive is the most comprehensive future oriented conference of this type in the world. In a seven-day conference, hundreds of panels are available that address educational technology and interactive (ICT) technology that is emerging. The impact will be on the scope and direction of our emerging ICT curriculum efforts.
<b>State "SB 70" Funds Only: Explain how attendance is related to project.</b>	n/a
<b>All: Explain how this attendance will contribute to the success of the program/project.</b>	SXSW is a powerful recruiting ground for business advisors for the California ICT/DM Sector. Many prominent California business leaders attend, speak and meet with attendees. Being in a 'give back mood' it is the best time to gain commitment for our community college programs.
<b>Maximum reimbursable costs<sup>1</sup></b>	
Incidentals, parking, tolls, etc.	\$173
Registration	\$700
Meals (not covered by the conference, at district rates)	\$497
Airfare <sup>2</sup>	\$650
Conference Shuttle service	\$80
Lodging <sup>3</sup> (not including non-discretionary taxes and fees)	\$900
<b>ESTIMATED TOTAL</b>	<b>\$3000.</b>

<sup>1</sup> Costs must reflect the most cost effective and prudent use of state/federal funds.

<sup>2</sup> For airfare costs, use California State Government rates as a "reasonableness" guide, most recent management memo (<http://www.travel.dgs.ca.gov/default.htm>) [See "Airlines" tab.]

<sup>3</sup> For lodging costs, use U.S. Govt. "CONUS" rates as a "reasonableness" guide (<http://www.gsa.gov>) [See "Policy and Regulations" tab.]

To submit, e-mail completed form (as an attachment) from responsible Administrator to your Project Monitor.

1) In the e-mail subject line, type: Out-of-state travel request.

2) In e-mail body, state EITHER that the request (a) complies with the cost guidelines per the request form footnotes or (b) provide a justification for non-compliance. Monitor will review the request and email a response back to you. Keep a copy of the approval document and/or email in your audit files.

3) Gather and keep information such as the agenda, handouts from sessions of the conference/professional development session which adequately records the purpose of the event. Keep documentation with the project audit file.

## PROGRAM MANAGEMENT PLAN

### A. Management Narrative

#### **Explain the Key Talent's view of the workforce ecosystem pertinent to this sector - across the state and region-by-region.**

In addition to the traditional workforce ecosystem, which includes K-12 schools, adult schools, community colleges, universities, local workforce investment boards, libraries, and social services agencies, The ICT Sector also includes many private and government agency organizations that establish technological criteria, industry Certifications and supply training this is interchangeable with CCC offerings.

The ICT Sector Key Talent view on this workforce ecosystem is that today's student is a product of all of these resources and the most effective strategy is to support hybrid and assimilative open access programs that help student succeed without roadblocks or needless repetition. Important among these strategies is to develop credit bearing alternatives that will allow students to progress toward the Bachelor's Degree that will eventually allow them to penetrate management and executive barriers while they achieve their near term CTE employment needs.

Because IT is undergoing rapid change and increased workforce demand (i.e Cybersecurity) students range from entry level to post baccalaureate and experienced technician in the same classroom to learn the latest technology (i.e. Python, Linux, Red Hat, Palo Alto...). In this environment accurate market intelligence on required job skills needs to be matched to CCC curriculum, outside resources (Lynda.com) and inside education technology (NetLabs+ labs) for student use.

This rapid skills changing example of IT is mirrored in the Business Office Technology, Digital Media and Entertainment sub-sectors where software applications, internet tools and social media have revolutionized what skills are needed even in the simplest of occupations. Each subsector has a unique blend of resources, pathways and alternatives for student success that needs to be embraced as part of the CCC guided pathway. ICT regional differences occur primarily due to differences in the ecosystem partners and collaborators. Working with people to help students and launch programs is more complicated than the technology being taught. Sensitivity to roles, stakeholders, budgets and recognition is key to achieving results.

#### **Explain the Key Talent's understanding of the DWM networks and how to leverage them to be effective in role.**

Making the best use of the Key Talents of the DWM organization and their extended networks is critical for success. While a SN may have a statewide view, everything significant is completed at a college level. To do that the SN must utilize the COE for local labor market information and corroboration of workforce needs, the Regional Consortia Chair to help allocate SWP funds to the project and the local DSNs to interface with the college. This support network, for an SN, is operating simultaneously in 10 regions and for multiple projects per region.

The ICT DWM network also includes the retained contractors who help develop the program materials and website, as well as training partners like Cisco Academy that help with faculty development. The CA Hispanic Chamber of Commerce, Academic

Senate, outside vendors and others are part of this immediate ICT Team network.

**Explain the Key Talent's experience and future focus when it comes to strategic planning, workplan development, team building, and convening.**

As Key Talent, Steve Wright, came to the CCCs from a position with expertise in market research, strategic planning, project management and public relations for Verizon, and as an advisor to the Santa Barbara CC Digital Media Program. Adapting these skills to workforce needs is similar to the product and workforce needs in emerging technology that he addressed at Verizon.

Steve's future focus, or strategic direction, is derived from a continual environmental assessment process (utilizing the SWOT Model) that is fed from research, reading, conference attendance, business advisor interviews, student data, faculty and the DWM workforce network.

Steve provides yearly strategic goals and tactical activities (i.e., workplan guidance) to the DSNs, which he shares with the Regional Consortia Chairs. Steve hosts weekly calls with his sector DSNs and extended team to discuss work-plans and opportunities to succeed, which is documented by minutes.

**Explain what collaboration tools the Key Talent will leverage to be effective...**

While ample use is made of the ICT sector website as an outreach to CCCs and archive tool, the Sector also uses Bi-monthly Newsletters to over 1500 CCC addresses (via Constant Contact), and disseminate press releases to the larger community.

A new external ICT site is planned for FY 2018-19 to support students in both the BIW Cohort and the IT Cybersecurity Guided Pathways. In collaboration with our partners the CA Hispanic Chamber, the CA CyberHub and others, we plan to provide students job and career support as well.

A new statewide Business Engagement platform is planned for FY2018-19 to support DSN and SN Advisories with surveys, communication archives and opportunities for engagement throughout the state, by the subsectors relevant to the businesses.

The SN will continue his frequent public presentations to both CCC and industry groups to explain programs and changes in the industry.

Collaboration is most frequently achieved by conference calls and follow-up email communication. However, the recent development by the Regional Consortia to host a multi-college 'speed dating' event where SNs and DSNs can move from table to table to address colleges' specific needs will be a priority for the SN.

**Explain the Key Talent's priorities for moving the needle on the systems student success metrics with workforce outcomes, especially in light of the aspirational goals within the Vision for Success.**

The SN welcomes the adoption of the Vision of Success as it is clear, measurable and is tied to the new allocation formula developed by the State. The SN will adopt as a high priority the programs that most effectively support the Vision of Success as this will be a shared objectives by college leadership and the DWM network.

## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

ICT-Sub-sectors	Business Software Applications	IT Networking-Cybersecurity	Computer Science/Software Development (BS only)	Digital Media & Entertainment (non BS)	Total
Demand	264,420	32,650	31,315	8,450	336,835
Related Courses	1,885	397	310	10,574	13,166
enrolled	110,000	27,557	8745	236593	382,895
Persist Est	33,000	8,267	2,624	70,978	114,869
Demand-retained	231,420	24,383	28,592	-62,528	221,967
Strategy	Retain and build	Retain and build	Increase TMC CS capacity	Redirect to Hybrid Business applications	

This metrics derived chart indicates job demand, enrolled students and the 30% that typically persist more than one year. Based upon the opportunity (Demand-Retained) the ICT Strategies that will best maximize the Vision of Success goals are generally stated. As colleges realize the opportunity to achieve their metrics can be attained by implementing ICT programs they will be more likely to work with us.

**Explain the Key Talent's understanding of the LaunchBoard and NOVA tools as well as the resources offered by the Labor Market Research Centers of Excellence.**

The SN has supported the use of LaunchBoard through its developmental steps and is eager to use its metrics reporting as a guide for effective programs and to identify need. The NOVA tools offers to centralize funding tracking and objectives to enable better optimization of efforts across the system. The COE Labor Market Research team is invaluable in retrieving data, which in conjunction with Sector expertise, can not only indicate workforce opportunities, but validate the utilization of grant related resources to pursue those opportunities.

**Discuss what best practices/model programs the Key Talent wishes to scale using ISPIC or other resources.**

The SN has developed four ISPIC programs, each representing \$100K in ISPIC funds matched by College or Regional SWP funds in a multi-regional project.

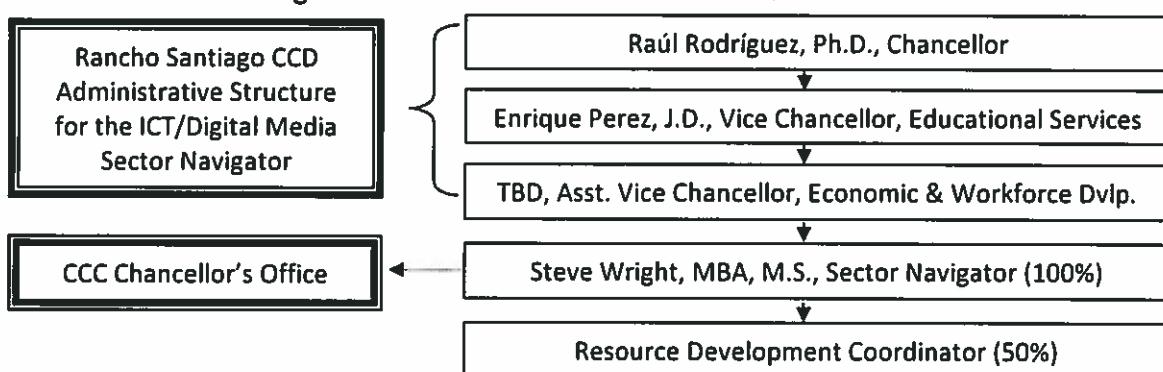
- **BIW Student Cohorts:** Collaborate with the CA Hispanic Chamber statewide and through local Chambers to recruit and support BIW student cohorts at participating colleges with monthly cohort meetings, student toolkits, web support, graduation celebration and follow-up job placement.
- **IT Campus Readiness:** Use the IT Readiness Inventory tool of best practices (developed by the ICT Team) as a guide to specify improvements including Cybersecurity activities, training camps, C-ID conversion, CAE2y Certification, virtual lab system and faculty certification.
- **Faculty Development:** Support funding for faculty development conferences: e.g., ICT Winter Conference; WASTC (Cisco Academy) summer week-long training; CA Business Education Association; and Digital Media Educators Conference.
- **Custom Multi Regional Projects:** Keeping it open for innovation this fund has already been engaged for the Statewide Business Advisory Platform and the Entertainment EDGE curriculum guide.

EXHIBIT A

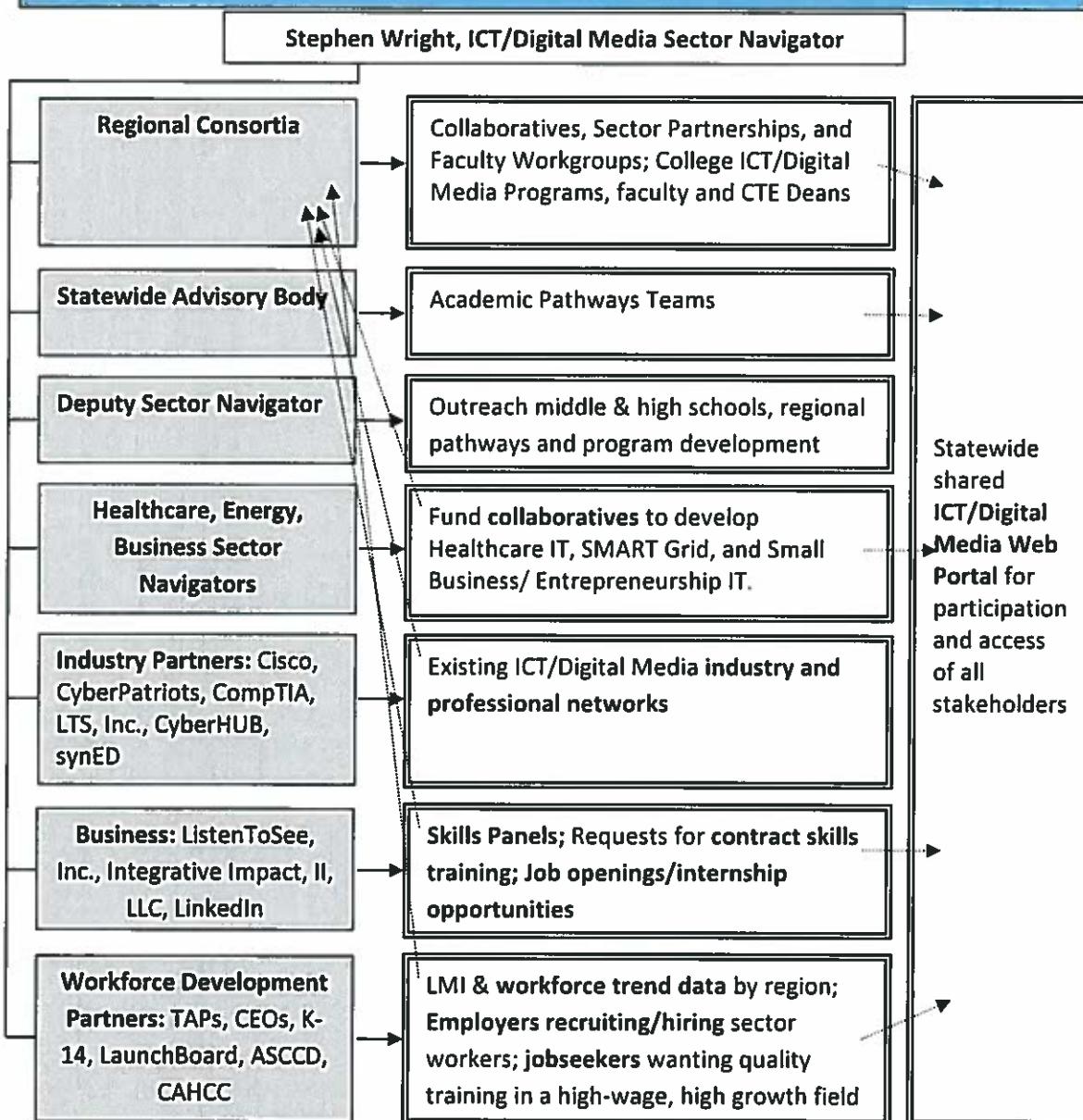
RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

Organizational and Governance Chart



RSGCD ICT/Digital Media Sector Navigator Collaborative Structure



**From:** steve@wrightca.com  
**Sent:** Sunday, February 11, 2018 12:59 PM  
**To:** Santoyo, Sarah  
**Subject:** Fwd: 2018 Forecasted In Kind Donation Value of Cisco Networking Academy  
**Attachments:** image001.png; ATT00001.htm; image002.gif; ATT00002.htm; 2018-01-30\_IKCV  
 Projection\_1 Year\_California Community Colleges\_United S....pdf; ATT00003.htm;  
 2018-01-30\_IKCV FY2017\_United States\_California\_Community Colleges\_John ....pdf;  
 ATT00004.htm

Stephen Wright

Director & Sector Navigator  
 Information Communications Technologies (ICT) and Digital  
 Media California Community Colleges  
[www.ict-dm.net](http://www.ict-dm.net)

PO Box 1064 , Thousand Oaks, CA, 91358  
 Desk: 805 496 8583, Cell: 805 2318444  
[www.linkedin.com/in/1stevewright/](http://www.linkedin.com/in/1stevewright/)

Begin forwarded message:

**From:** "John Bjerke (johbjerk)" <[johbjerk@cisco.com](mailto:johbjerk@cisco.com)>  
**Subject:** 2018 Forecasted In Kind Donation Value of Cisco Networking Academy  
**Date:** February 9, 2018 at 10:36:27 AM PST  
**To:** "[Steve@wrightca.com](mailto:Steve@wrightca.com)" <[Steve@wrightca.com](mailto:Steve@wrightca.com)>

Hi Steve:

Attached are two docs that illustrate the In Kind Donation Value of the Cisco Networking Academy program across 69 community colleges for calendar year 2018. The forecast is based on actual results from the same period in 2017.

7 of the academy locations are in startup mode, while 2 have lost instructors and did not have enrollment during the past 12 months. The program value is based on 10,045 unique students across 60 campus locations. Additionally, the 4 components of the Cisco Networking Academy that are measured include:

1. Packet Tracer Virtual Tool
2. Academy Support
3. Curriculum
4. Instructor Support

I wish you the best in your endeavor to secure renewed grant funding for your role as CCCC ICT Sector Navigator.

Respectfully,  
 John Bjerke

## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

**Networking Academy In-Kind Contribution Estimate\*****Report Date: January 30, 2018****Country: United States****Project Name: California Community Colleges FY2018 Projection**

\*The following information is proprietary Cisco information and serves only as a best estimate. This estimate is subject to change over time. It should not be shared outside of the context of this partnership.

**This projection is based on the following assumptions:**

Number of fiscal years: FY2018 (based on FY2017 data)	1
<b>Grand total students enrolled:</b>	<b>10,045</b>
• CCNA R&S:	7,101
• CCNA Security:	274
• CCNP R&S:	226
• Cybersecurity:	665
• IoT:	28
• IT Essentials:	1,680
• Networking Essentials:	71

In-kind Contribution Category	In-kind Contribution Value (\$)	Percent (%) of Total
Packet Tracer	\$274,650.00	15.27%
Academy Support	\$405,358.80	22.53%
Curriculum/Student Support	\$1,076,747.10	59.85%
Instructor Support	\$42,350.00	2.35%
<b>TOTAL:</b>	<b>\$1,799,105.90</b>	<b>100.00%</b>

EXHIBIT A

RFA #18-158 SN=ICT/Digital Media



WESTERN ACADEMY  
SUPPORT & TRAINING CENTER

Rancho Santiago CCD

Western Academy Support and Training Center

Diablo Valley College  
321 Golf Club Road  
Pleasant Hill, CA 94523  
[www.wastc.org](http://www.wastc.org)

To: WED RFA 18-158 ICT Review Team

'Intent to Participate'

I look forward to participating with the ICT Sector Navigator for California Community College system throughout the next fiscal year (FY18-19)

Participation will include our ongoing team effort to support the WASTC ICT Winter Conference and the WASTC Summer Faculty Development Weeks training that provide training for ICT faculty. As a collaborative member of the ICT Team I better understand their needs and we work together well.

Thank you,

*Karen Stanton*

*Karen Stanton  
Cisco Networking Academy  
ASC ITC Diablo Valley College  
WASTC Coordinator  
Western Academy Support & Training Center-WASTC  
[www.wastc.org](http://www.wastc.org)  
818 635 5772--cell  
[karen.stanton@wastc.org](mailto:karen.stanton@wastc.org)*

## EXHIBIT A



Rancho Santiago CCD

**President**  
*Julie Bruno*  
*Sierra College*

February 14, 2018

**Vice President**  
*John Stanskas*  
*San Bernardino Valley College*

Workforce Economic Development Division  
CCC Chancellor's Office  
1102 Q Street, 6<sup>th</sup> Floor  
Sacramento, CA 95811

**Secretary**  
*Dolores Davison*  
*Foothill College*

**Treasurer**  
*John Freitas*  
*Los Angeles City College*

Subject: Intent to Participate -- WED RFA 18-158 ICT

Dear Review Team,

The Academic Senate for California Community Colleges, through its Course Identification Numbering (C-ID) System, has had a successful partnership with the Information Communication Technology (ICT) Sector Navigator for more than five years. We value this relationship and look forward to our continued partnership throughout the 2018 – 19 fiscal year. Our participation will include ongoing discussions to guide the selection of the ICT related Discipline Input Groups, C-ID faculty support for the Business Information Worker (BIW) and the IT Technician Pathways, as well as, collaboration on a digital badge solution to offer for the BIW pathways.

We encourage you to continue the funding of this grant as the area of information communication technology is continuously changing so review and update of this workforce area is critical to the success of our California college programs.

Sincerely,

Julie Adams, Ph.D.  
Executive Director

**Area A Representative**  
*Ginni May*  
*Sacramento City College*

**Area B Representative**  
*Conan McKay*  
*Mendocino College*

**Area C Representative**  
*Rebecca Eikey*  
*College of the Canyons*

**Area D Representative**  
*Craig Rutan*  
*Santiago Canyon College*

**North Representative**  
*Cheryl Aschenbach*  
*Lassen College*

**North Representative**  
*Carrie Roberson*  
*Butte College*

**South Representative**  
*Randy Beach*  
*Southwestern College*

**South Representative**  
*Lorraine Slattery-Farrell*  
*Mt. San Jacinto College*

**Representative at Large**  
*Sam Foster*  
*Fullerton College*

**Representative at Large**  
*LaTonya Parker*  
*Moreno Valley College*

Julie Adams, Ph.D.  
Executive Director

## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

# MEMORANDUM OF UNDERSTANDING

between

California Community Colleges ICT-Digital Media Sector  
of the Doing What MATTERS Program

and

California Hispanic Chamber of Commerce

This Memorandum of Understanding (“MOU”) outlines the basis upon which the California Community Colleges ICT-Digital Media Sector and the California Hispanic Chambers of Commerce (CAHCC) have come to a mutual understanding of a collaborative engagement with the Business Information Worker Cohort Program.

### PRIMARY CONTACTS

	ICT-DM Sector	CA Hispanic Chamber of Commerce
Name	Steve Wright, Sector Navigator	Julian Canete, President
Phone	805-496-8583	916-444-2221
Email	steve@wrightca.com	canetej@cahcc.com
Name	Nicole Sherman, Community Manager	Michell Nguyen, Executive Assistant
Phone	714-334-0042	916-444-2221
Email	nicole@ict-dm.net	michell@cahcc.com

### UNDERSTANDINGS

1. The goal of the program is to recruit, encourage and provide group support to a number of students (a cohort, 20-40 students) that will attend a series of classes at a CA Community College over a 10-month period aligned with the Business Information Worker pathway. The ultimate goal is their employment or promotion based upon the additional skills and certifications they receive.
2. While a budget exists to cover many direct costs of this project, it is assumed that the CAHCC is participating in large part as a function of its own mission to support its business partners, their employees and potential future employees as well as for the good of the community.

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

3. Joint management of each college BIW Cohort project will include the ICT Sector BIW Community Manager, Nicole Sherman, ICT Sector Navigator Steve Wright, CAHCC President Julian Canete, as well as a CAHCC lead from the appropriate CAHCC Chapter and a CCC lead for the participating college. We anticipate 8-10 colleges to participate in the initial pilot for 2018-2019.
4. We see a real value in adhering to the BIW Cohort project concept as established so that the effort can grow and replicate effectively statewide. A Standard Responsibility matrix, project description, timeline and budget estimates (attached) are guides. However, we expect each project to be customized somewhat depending on the situation. Through continuous improvement we will update these guidance tools.
5. Financially, the government contributions to the project from the colleges and the ICT Sector Teams via Industry Sector Projects In Common funding, are dependent upon system approval (funds are allocated, just a formality).
6. Nicole Sherman's Integrative Impact, LLC will serve a fiduciary agent and manager of the budget. Additional funds raised for the project from private contributions could be managed by II, LLC or by the CAHCC as appropriate.
7. In order to keep this collaboration positive, effective, and moving forward we all agree to meet, communicate and share in the spirit of the communities we serve.

**SIGNATURES**

By signing below, the aforementioned parties agree to the terms of this memorandum of understanding.



---

Steve Wright, ICT-Digital Media Sector

---

Julian Canete, CAHCC

---

Nicole Sherman, ICT-Digital Media Sector

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD



To: WED RFA 18-158 ICT Review Team

'Intent to Participate'

I look forward to participating with the ICT Sector Navigator for California Community College system throughout the next fiscal year (FY18-19). The input and discussion that took place in 2017 was significant in the development of the C-ID program for the Business Office Technology/Business Information Worker certificates and degree that has been vetted and is now being reviewed. We are close to having the C-ID confirmed at the state level and all of this was greatly assisted by inputs and discussion between the myself as lead of the faculty resource group and the ICT Sector Navigator Steve Wright. Having seen the benefits of such a strategy to meld state and local advisory inputs, I would hope never to do less in our collective efforts to help students succeed with the right blend of skills for entry to the workplace.

Participation will include our ongoing collaboration of the BIW and with the CBEA conference in San Mateo November 2018; as well as discovery of new developments in office technology education.

Additionally, as incoming president-elect of the Western Business Education Association (WBEA), I will be presenting on the BSOT/BIW collaborative mid-February, to see if the concept can be expanded even beyond California. The WBEA will also be joining us in February 2020 for a joint California conference and this will bring opportunity for further visibility for our collaboration. I will be attending the National Business Education Association (NBEA) annual conference in Baltimore Maryland in early April 2018, and the International Society of Business Educators in Iceland in July 2018, and I intend to find out if these regions are interested in our program and bring back feedback to California to share.

All of this points to a continued collaboration and participation with the ICT Sector.

Thank you,

*Karen O'Connor*

Karen O'Connor  
BSOT Faculty and Chair  
Cerro Coso Community College  
3000 College Heights Boulevard  
Ridgecrest, California, 93555  
koconnor@cerrocoso.edu

5.9 (58)

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD



To: WED RFA 18-158 ICT Review Team

'Intent to Participate'

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Thank you,

*Karen O'Connor*

Karen O'Connor  
BSOT Faculty and Chair  
Cerro Coso Community College  
3000 College Heights Boulevard  
Ridgecrest, California, 93555  
koconnor@cerrocoso.edu



RFA #18-158 SN-ICT/Digital Media

EXHIBIT A

Rancho Santiago CCD

# College of Alameda

555 Atlantic Avenue • Alameda, California 94501 • (510) 522-7221 • FAX (510) 769-6019

19 December, 2017

Steve Wright, Sector Navigator  
ICT-Digital Media Sector  
California Community Colleges

Dear Steve,

Per a discussion with Jesse Norman, Chair of College of Alameda's (CoA) Computer Information Systems Department, about implementing the Business Information Worker Recruitment and Retention cohort program, CoA will endeavor to obtain a minimum of \$10,000 to fund the activities as outlined in the budget. We understand that the ICT-Digital Media Sector will provide a funding match of \$10,000 for this project.

As the administrator who oversees the CIS Department, I can verify that we are ready to move forward with the activities outlined in the [draft project description](#) and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,

A handwritten signature in blue ink that reads "Ana McClanahan".

Ana McClanahan, Dean of STEAM  
College of Alameda  
555 Ralph Apuzzato Memorial Parkway  
Alameda, CA, 94501  
(510)466-5380



February 5, 2018

**Steve Wright, Sector Navigator**

ICT-Digital Media Sector

California Community Colleges

Dear Steve,

Per our discussion about implementing the Business Information Worker Recruitment and Retention cohort program, Cañada College will commit to obtain a minimum of \$20,000 to fund the activities as outlined in the budget. Cañada College intends to fund all efforts to launch this program and match funding is not required.

We are ready to move forward with the activities outlined in the draft project description and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,

**Leonor Cabrera**

Dean, Business Design & Workforce Division

Cañada College

[cabreral@smccd.edu](mailto:cabreral@smccd.edu)

650-306-3460

**Candice Nance**

Business Instructor | BIW Project Director

Cañada College

[nancec@smccd.edu](mailto:nancec@smccd.edu)

650-306-3497

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

December 14, 2017

Steve Wright, Sector Navigator  
ICT-Digital Media Sector  
California Community Colleges

Dear Steve,

Per our discussion about implementing the Business Information Worker Recruitment and Retention cohort program, Irvine Valley College will endeavor to obtain a minimum of \$10,000 to fund the activities as outlined in the budget. We understand that the ICT-Digital Media Sector will provide a funding match of \$10,000 for this project.

We are ready to move forward with the activities outlined in the [draft project description](#) and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,

Cathleen Greiner, PhD  
Dean, School of Business Sciences  
Irvine Valley College

Cc/Dr. Roopa Mathur  
Professor Carolina Kussoy

January 3, 2018

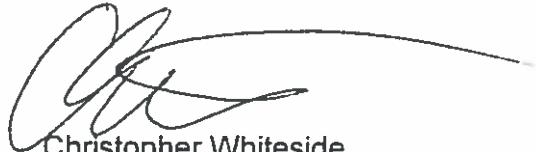
Steve Wright, Sector Navigator  
ICT-Digital Media Sector  
California Community Colleges

Dear Steve,

Per our discussion about implementing the Business Information Worker Recruitment and Retention cohort program, Golden West College will match minimum of \$10,000 through Strong Workforce Local Funding to fund the activities as outlined in the budget. We understand that the ICT-Digital Media Sector will provide a funding match of \$10,000 for this project.

We are ready to move forward with the activities outlined in the draft project description and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,



Christopher Whiteside  
Dean, Career Technical Education & Business  
Golden West College  
157400 Goldenwest Ave  
Huntington Beach, CA 92647

714-895-8250  
Cwhiteside4@gwc.cccd.edu

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

Steve Wright, Sector Navigator  
ICT-Digital Media Sector  
California Community Colleges

January 23, 2018

Dear Steve,

Per our discussion about implementing the Business Information Worker-Recruitment and Retention cohort program, Lake Tahoe Community College will use a minimum of \$10,000 of Strong Workforce Regional dollars to fund the activities as outlined in the budget. We understand that the ICT-Digital Media Sector will provide a funding match of \$10,000 for this project.

We are ready to move forward with the activities outlined in the draft project description and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,



Brad Deeds  
Dean of Workforce Development and Instruction  
Lake Tahoe Community College

March 16, 2018

Steve Wright, Sector Navigator  
ICT-Digital Media Sector  
California Community Colleges

Dear Steve,

Per our discussion about implementing the Business Information Worker Recruitment and Retention cohort program, West Hills College Lemoore will endeavor to obtain a minimum of \$10,000 to fund the activities as outlined in the budget. We understand that the ICT-Digital Media Sector will provide a funding match of \$10,000 for this project.

We are ready to move forward with the activities outlined in the [draft project description](#) and will work with the ICT-Digital Media sector to make any necessary modifications.

Sincerely,



Kris Costa  
Dean, Career Technical Education  
West Hills College Lemoore



To: WED RFA 18-158 ICT Review Team

***Intent to Participate***

To Whom It May Concern:

I look forward to participating with the ICT Sector Navigator for the California Community College system throughout the next fiscal year, 2018-2019.

I intend to participate with the ICT-Digital Media Sector by providing communications strategy and support, committee participation and support, and by promoting statewide sector products and initiatives through outreach to colleges, industry, and internal teams. I will also perform website administrative functions as well as design and disseminate sector marketing materials.

More specifically, this includes:

**Sector Communications Strategy and Support:** Build internal communities around sector products; encourage product adoption statewide through targeted email campaigns, sector newsletters, conference materials; provide email campaign support for WASTC and CBEA-sponsored events; email list maintenance

**Committee Support:** Participate on committees and task teams (BIW Digital Badge, DSN Team, NETLAB+ User Group); maintain listing of action items for response and follow though by each group; create reports and perform event planning/management tasks as necessary

**Branded Pathways:** Develop and arrange for printing of promotional materials, perform outreach to colleges, industry and internal team, perform website administrative functions and updates, coordinate dissemination of marketing materials

Additionally, (contracting through Chabot Las-Positas CCD) I assist in the development of job readiness pathways for the ICT-Digital Media subsectors of Business Information Applications, Entertainment and Digital Media. Executable, vetted models are developed through investigation, research, design and prototyping. Best practices and marketing strategies specific to each program and tailored to regional needs are included as part of each "product package." The product development process includes hiring and oversight of product management specialists and teams and participation in regular project management meetings with Steve Wright (Sector Navigator) and other project team members.

I provide specific compliance, communication, and publication support for the Business and Entrepreneurship and the Clean Energy & Transportation Initiative/Sectors.

Sincerely,

Nicole Sherman  
Integrative Impact

5.9 (66)

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## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

To: WED RFA 18-158 ICT Review Team

**RE: Intent to Participate**

ListenToSee, Inc. (LTS) looks forward to participating with the ICT Sector Navigator for California Community College system throughout the next fiscal year (FY18-19)

Participation will include supporting infrastructure and services that LTS will provide to the ICT-DM initiative. We will work with the Sector Navigator to create tools and media to help the team accomplish their objectives of:

- Building and implementing new or improved guided pathways to a postsecondary industry - valued credentials, certificate or degree, with consideration for stack ability.
- Expanding or retooling credit-bearing credential career education (CTE) programs to address labor market needs.
- Providing career opportunity awareness for high school students, community colleges students and adults.
- Growing high school/college dual enrollment credential programs.
- Strengthening four-year college partnerships.
- Focusing on closing equity gaps by building strong partnerships in our urban and underserved areas.
- Making it easier for adults to earn an industry-valued credential, certificate or degree.
- Expanding work-based learning programs for students.
- Enhancing partnerships between business and education.
- Replicating good practices/models and effective career education (CTE) across multiple colleges and multiple regions.

Additionally, LTS is continuing to support the ICT Sector through a grant from Chabot/Los Positas, which was provided by Vice Chancellor Van Ton Quinlivan, to develop products for ICT that can then be utilized by the Deputy Sector Navigators throughout the state's 10 regions. In conjunction with the ICT Sector Navigator, LTS has been and is expected to continue focusing on creating and strengthening IT related educational pathways.

LTS also has experience working with community colleges individually on various projects that include digital badge project management, marketing and conference events in support of Doing What Matters programs. While each project has its own unique deliverables, our familiarity with the Doing What Matters objectives and initiatives brings considerable advantage and economic efficiency to each project.

Thank you



Scott Young  
President, ListenToSee, Inc.  
scott@listentosee.com



## EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

Phone: (866) 420-4573

Email: [info@syned.org](mailto:info@syned.org)

February 13, 2018

To: WED RFA 18-158 ICT Review Team

### 'Intent to Participate'

SynED, a CA non-profit, looks forward to participating with the ICT Sector for California Community College system throughout the next fiscal year (FY18-19)

Participation will include collaboration with the synED statewide California Cyberhub project which includes the CCCs, CSUs, UCs, K-12s, Government Agencies and business in a combined effort to support cybersecurity awareness and cybersecurity competitions programs for middle and high school students. Cyber team competitions align young students with plentiful technology careers while building soft skills that are in high demand by employers.

Additionally, we look forward to working with the ICT -Digital Media team whenever our engagements with the CCCs or Regional Consortia involve the ICT sector. Currently we have active Strong Workforce Program engagements supporting NETLAB+ cloud deployment pilots, Digital Badge implementations, marketing campaigns and other sector specific program development initiatives.

We recognize the values of the Doing What Matters program and are happy to coordinate with and support the ICT sector when any engagements we develop with colleges that are consistent with the scope, scale and objectives of the Doing What Matters program.

If we can provide additional information about synED or its programs, please do not hesitate to contact me directly.

Thank you,

  
Guy Smith  
Executive Director – synED  
[gsmith@syned.org](mailto:gsmith@syned.org)

EXHIBIT A

RFA #18-158 SN-ICT/Digital Media

Rancho Santiago CCD

*Karen E. Beltramo*  
*Data Research Analyst*

February 26, 2018

To: WED RFA 18-158 ICT Review Team

**'Intent to Participate'**

I look forward to participating with the ICT Sector Navigator for California Community College system throughout the next fiscal year (FY18-19).

My Participation will include sector wide metrics reporting and analysis by region and by college. The goals will be to help DSNs understand SWP/Launchboard metrics as they may correlate to their programs, help colleges identify growth opportunities and help the Sector Navigator identify strategic targets for statewide effort. In addition, I aware that there is an effort underway to try and simplify metrics across the CCC system which may be available in Spring 2018.

Due to my past experience with trainings for Launchboard, code alignment, NOVA platform, collaboration on college and regional views of Launchboard data and the development of Strong Workforce metrics reporting for the Bay Regional Consortia, my understanding of the data, the sources of the data and the uses of the data will provide meaningful support for the ICT Sector.

My experience with the CCCs includes ongoing support contracts with the COE group, the Bay Regional Consortia, Bay Region K-14 career pathways and WestEd's code alignment project. Fortunately this provides a significant economy for all whom I support as I keep all aware of the separate but similar efforts. With a shared goal of analytic consistency and improved accuracy of the CCC metrics outcomes this is a productive role.

Thank you



Karen E Beltramo

**QUALITY OF CONTRACTUAL SERVICES**

**Please give the background, achievements, capabilities and other details on the person you propose to hold the Key Talent position.**

Steve Wright's unique background as a tech industry expert in forecasting and marketing emerging business solutions of information communications technology has transferred well into his role in anticipating the pathways needed for students to succeed in today's rapidly changing workforce.

Prior to joining the CA Community College system, Steve was a Senior Program Manager for Verizon leading interdepartmental RFP Proposal Teams – multi-disciplinary nationwide and international—developing complex, custom telecommunications services and operational outsource solutions for Fortune 500 enterprises and government clients. Steve's specialties include: Program Management; Business Strategy; Public Speaking; Strategic Initiatives; and education, mentoring, marketing, and economic development.

Steve volunteered as a member of the SBCC Advisory for Digital Media representing the entertainment technology services of Verizon Communications. After leaving Verizon Steve wrote his first grant and has been awarded a series of grants by the California Community Colleges system to develop programs to help business and the workforce adapt to rapid changes in information communications technologies. For the past five years, as Sector Navigator-ICT/Digital Media, working with ten DSNs and several retained consultants, Steve has added sophistication to the collective understanding of the ICT sub-sectors, as well as the most effective pathways that lead to in-demand, high-wage jobs for the various types of students the CCCs serve.

Steve has accomplished this by understanding the CCC ecosystem, its processes, and the methods that achieve results in a large decentralized system. Providing quality research from business sources, listening to experienced faculty and CIOs, by convening DSNs, RCs and by advancing well-conceived pathways that allow colleges to 'Opt-in' have been part of the solution. Steve has been completely supportive of the CCCCO DWM program and its goals to simplify and be more effective as a system. Through consistent communication and strategic messaging, Steve has methodically positioned pathway solutions that will help students move through the CCC system and into employment and four-year degree programs.

This has led to the development of the Business Information Worker program (80% college acceptance), the IT Technician Program (40+ colleges) as well as development of the Digital Media Educators Conference (200+ faculty for four years and growing) and the support of many other related programs. With annual grant funding of \$372K, Steve impacts the strategy and progress of over \$7M in funds per year.

Steve has a Masters in Science – Telecommunications from SMU, and an MBA from Pepperdine University, and Project Management Professional Certification. While background education and enterprise experience play a role in Steve's abilities, the driving force of his accomplishment and his main qualification is his personal commitment to improve the success of today's students who enter the workforce.

**Additionally, discuss how the supervisor of record will fulfill his/her role and ensure that the Sector Navigator is responsive to colleges/regions/state and accountable to the CCCCO for this scope of work.**

Bi-weekly meetings will be scheduled with the Supervisor of Record, the Assistant Vice Chancellor of Workforce Development, to review the work plan and discuss the Sector Navigator's work as means to monitor performance. Regularly scheduled meetings will maintain an open dialog between the Sector Navigator and the host to identify and anticipate how to facilitate the work, resolve issues, and prepare for new opportunities and changes in the system and the industry.

Further, the Assistant Vice Chancellor, who is also the Supervisor of Record for the LAOCRC Los Angeles and Orange County Directors, will include the Sector Navigator in strategic planning and other operational meetings with the LAOCRC. ICT/Digital Media is a priority sector for the Los Angeles/Orange County region. As a region with a substantial share of the ICT/Digital Media workforce in California, it serves as a microcosm of the ICT sector for the state. Hosted in a region with a concentration of ICT and Digital Media industry leaders and working closely with the Regional Consortium, the Sector Navigator is well-positioned to identify the major factors operating in the ICT and Digital Media workforce ecosystem and produce guidance, recommendations and models for colleges, regions and the state.

Rancho Santiago CCD has successfully hosted a number of statewide, Key Talent initiatives. The District understands the function of the Sector Navigator role: that it is part of the CCCCO Key Talent team to provide leadership for the state, which means that the SN works closely with the Chancellor's Office and receives guidance and direction from them to implement initiatives for their sector and for the state. RSCCD also understand that the Sector Navigator's role is to support each region and colleges throughout the state with programs in the sector, or those who seek to develop programs. Finally, the District values the purpose of the DWM infrastructure and the role of the Sector Navigator. The state's commitment to the challenge of designing systems that are responsive to changes in industry, student needs, workforce development needs and grounded in data and research has the potential to dramatically improve our systems and performance. Hosting these roles keeps RSCCD closely involved with the agents of change and innovation, challenges us to improve our system, and gives us access to the leadership and information to guide our own improvements, thereby increasing our capacity as community college educators to better support our colleges and students, and prepare us to contribute to leadership in our region and the state.

**Discuss also your ability to process mini-grants and expenses associated with being a supervisor of record for the Key Talent. Lack of timeliness has been an obstacle for Key Talents in being effective in their role. Discuss your process to troubleshoot issues associated with being a Supervisor of Record.**

Rancho Santiago Community College District has served as the Fiscal Agent for a number of large scale grants—e.g., CTE Enhancement Fund, CTE Data Unlocked Initiative, Strong Workforce Program-Regional Share—that have enabled the District to develop and hone its capacity to process a large number of agreements within a

reasonable time frame, monitor sub-recipients and contractors, manage funds to ensure compliance with grant terms and conditions and district processes, and process payment within 1-1.5 weeks with an approved invoice.

Working with the Purchasing, Fiscal Services and Human Resources managers, Rancho Santiago CCD's Grants Office cultivates relationships with the key leaders to keep informed about district processes and procedures and timelines that affect sub-agreement and contract development and related payments. As well as to work as a team to resolve complex issues that arise from regional work, and to be creative and flexible within the conditions set by the grant and district regulations. The main strategy to troubleshoot issues is to keep informed about the Sector Navigator's work and to work as a team to fulfill the Chancellor's Office's expectations for the Sector Navigator-ICT/Digital Media and the host, and hopefully to exceed them.

Our District's culture is one based on team work, mutual respect and collaboration. This is not only an ethical commitment but a pragmatic one, as experience has proven that such an approach produces an environment where all can learn from each other, as well as the capacity to strategically direct efforts through the special talents and expertise of team members. All grants are projects to implement change, and all change entails challenge. In pursuing grant opportunities, RSCCD staff has become accustomed to these challenges by becoming problem-solvers: figuring out how to get the job done with the conditions, partners and resources available.

The Sector Navigator's ability to accomplish the tasks of the grant is dependent upon having an effective team in place with a division of duties and expertise that compliment and support each other as well as the DSNs and extended DWM network. Steve has developed an effective team that has been in place for several years, have concurrent duties within the DWM network and are deeply connected with the CCCs, business and industry. The team meets weekly for joint planning session as each participant has many independent projects to manage. As contractors they are managed by their contract objectives and are responsible for planning their own work.

The SN-ICT/DM will retain three contractors that have the requisite experience, knowledge and drive to be that support team.

- *Integrative Impact, LLC (Nicole Sherman)*: ICT/Digital Media communications strategy, committee support, branded pathways, liaison to CA Tech Hire for grant product development, and liaison to the CA Hispanic Chamber of Commerce for the BIW cohort program.
- *ListenToSee (Scott Young)*: Serve as an industry expert to advise regarding the scope of sector objectives as they relate to IT-Cybersecurity and Computer Science. He also leads web, publication, and engagement project teams, and oversees the NetLabs+ User Group site and support efforts. He provides Internal ICT website support functionality and dynamic interactivity. Mr. Young also serves as a liaison to CA Tech Hire Grant Product Development and to CyberHUB.
- *Karen Beltramo*, an Independent Contractor, develops statewide, regional and college specific reports representing opportunities, gaps and *Vision for Success* results for each subsector of the ICT-Digital Media Sector. Ms. Beltramo also serves as a liaison to the COE and LaunchBoard programs and Regional Consortia Chairs on SWP metrics.